THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

England & Wales · Charity number 1103522

Details

Status	Registered
Legal form	Charitable company
Company number	05091977
Registered	2004-04-29
Register	View on the Charity Commission register

Contact

Address	Cathedral School Cardiff Road Llandaff Cardiff CF5 2YH
Phone	029 20563179
Email	bursar@cathedral-school.co.uk
Website	www.cathedral-school.co.uk

Activities

Objects: THE OBJECTS OF THE CHARITY ARE TO PROMOTE AND EXTEND EDUCATION (INCLUDING SPIRITUAL, MORAL, SOCIAL, CULTURAL AND PHYSICAL EDUCATION) IN ACCORDANCE WITH THE DOCTRINES AND PRINCIPLES OF THE CHURCH IN THE DIOCESE OF LLANDAFF, CHURCH IN WALES OR ELSEWHERE THROUGH ANY OR ALL OF THE FOLLOWING MEANS: 3.1 BY CARRYING ON THE SCHOOL KNOWN AS THE CATHEDRAL SCHOOL (LLANDAFF) AND ANY SCHOOL OR SCHOOLS ASSOCIATED WITH IT IN A MANNER WHICH DEVELOPS AND SUSTAINS A CHRISTIAN ENVIRONMENT CENTRED ON THE ANGLICAN TRADITION OF THE EUCHARIST AND AT WHICH A FUNDAMENTAL IMPORTANCE IS ATTACHED TO THE TEACHING OF THOSE PRINCIPLES; 3.2 PROMOTING AND SUPPORTING THE EFFICIENCY AND EFFECTIVENESS OF WOODARD CORPORATION; 3.3 PROMOTING THE USE OF THE FACILITIES OF ANY SCHOOL BY THE WIDER COMMUNITY AND (SAVE FOR PURPOSES INCIDENTAL AND ANCILLARY TO THOSE OBJECTS), NO OTHER PURPOSES.

Activities: The principle activity of the School is the delivery of education to pupils ranging from 3 to 18 years of age.The School also hosts a holiday activity scheme and provides accommodation for community sports,

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music and educational requirements.

Classification

- **How:** Provides Services
- **What:** Education/training, Amateur Sport
- **Who:** Children/young People, The General Public/mankind

Geography

- **Area of benefit:** WITHIN THE DIOCESE OF LLANDAFF
- Cardiff

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£11,691,856	£11,048,042	£9,896,043	192
2024-08-31	£11,060,497	£10,805,601	£9,251,586	151
2023-08-31	£10,004,605	£9,812,636	£8,995,389	161
2022-08-31	£9,609,335	£9,008,727	£8,802,703	152
2021-08-31	£9,115,642	£8,709,746	£8,200,895	157

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Trustees

Name	Role	Appointed
MR ROBIN HAVARD BSC ECON (HONS)	Chair	
Evelyn McKinnie		2023-03-28
Ian Pablo Shorney Toledano		2024-03-15
JEREMY CHARLES RAWLINS		2011-11-29
James Smith		2023-03-28
Jane Elizabeth Newley		
Joanna Corbett-Simmons		2023-11-16
Kris Ilic		2026-06-17
Matthew Tossell		2023-03-28
Paul Anthony Smith		2021-11-22
Peter Richard Dewey		2022-03-16
Professor Peter James Knowles		2020-03-03

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THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

England & Wales - Charity number 1103522

Accounts

Charity Registration No. 1103522

Company Registration No. 05091977 (England and Wales)

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2025

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

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THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

COMPANY INFORMATION

DIRECTORS AND ADVISORS

Directors	Mr M R Havard, BSc, Econ(Hons) (Chairman) Mrs J Corbett-Simmons, BA(Hons), MScEcon, PGDip Mr P Dewey, BSc, Mrs P Jones, BA(Hons) (Resigned 20 Sep 2025) Professor P J Knowles, BA, PhD Miss E McKinnie, BSc, MEB Mrs J E Newley, MA, Cert.Ed Mr J C Rawlins, FRICS, MRAC Mr J Smith Mr P A Smith, BSc Mr I P Shorney Toledano, BSc(Hons), ACA Mr M Tossell, LL.B(Hons)
Provost	The Revd Canon B D Clover, MA, FRSA, LTCL
Company Secretary	Mr R A Leek
Charity No.	1103522
Company No.	05091977
Principal Address and Registered Office	The Cathedral School (Llandaff) Limited, Cardiff Road, Llandaff, Cardiff. CF5 2YH
Key Management Personnel	
Head	Mrs C V Sherwood, MA(Hons Cantab)
Bursar	Mr R A Leek
Auditor	Moore Kingston Smith LLP 6th Floor, 9 Appold Street, London. EC2A 2AP
Bankers	Barclays PLC, 6th Floor, 5 Callaghan Square, Cardiff. CF10 5BT
Solicitors	Veale Wasbrough Vizards, Narrow Quay House, Narrow Quay, Bristol. BS1 4BZ Geldards LLP, 4 Capital Quarter, Tyndall Street, Cardiff. CF10 4BZ
Insurance Brokers	Marsh 1 Tower Place West Tower Place London EC3R 5BU

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

INTRODUCTION FROM THE CHAIR AND THE HEAD

INTRODUCTION FROM THE CHAIR

As Custos, and on behalf of the Governing Body, I am pleased to share this report and accounts.
Pupil numbers are strong and, with outstanding examination results, demand for places is high.
Despite the impact of external costs to both the school and our parents, imposed upon the Independent School Sector during the academic year, the outcome is incredibly positive. These results allow the school to continue with its plans to improve facilities for both current and future pupils.

MESSAGE FROM THE HEAD

This has been a challenging, yet successful year for The Cathedral School. Whilst the impact of the imposition of VAT on fees has been difficult, we have supported our parents and continued to offer an outstanding education to our pupils and students. Applications to our Sixth Form continues to grow and we have also launched our highly regarded Forest School club for one- and two-year-olds which has had excellent take-up and has helped us identify a new market for our Early Years provision. Our Christian distinctiveness has shone through our Schools of Sanctuary programme, which has extended into the Senior Section this year and has been successfully re-accredited. We cannot be complacent, as the costs of NI increases and the removal of business rates remission continue to have an effect. Nonetheless, the School community is flourishing and in good heart as we look forward to the future.

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31 AUGUST 2025

The Directors present their report and financial statements for the year ended 31st August 2025 and confirm they comply with the requirements of the Charities Act 2011, including the Directors' and Strategic Reports, under the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE INFORMATION

The charity was formed in 2004 and is registered with the Charity Commission as charity number 1103522. The charity is a limited liability company and wholly owned subsidiary of The Woodard Corporation (charity number 1096270). The charitable company is incorporated in the United Kingdom. Directors of the Company are also Fellows (members) of the Woodard Corporation and participate in the election of its board of management and are committed to its charitable objects.

Note 31 provides details of connected charities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The company is governed by Articles of Association as adopted by Special Resolution dated 20 March 2013, replacing those dated 29 March 2009 amended by Special Resolution(s) dated 25 January 2009 and 23 June 2009. They permit funds to be managed in such a manner as the directors see fit, provided that such powers are only exercised for the purposes of attaining the objects and in a manner which is legally charitable. The Articles of Association forbid the distribution of any property or funds, which are to be applied solely towards the promotion of the objects of the company.

Governing Body

The governors are the directors and charitable trustees of the company and comprise the governing body of The Cathedral School and are elected to hold office for five years. The school is governed by the governing body which operates using a number of committees. Membership of each committee is outlined on page 14. The governing body met three times during the year.

Recruitment and Training of Governors

All governors are Fellows of the Woodard Corporation. Fellows are responsible for electing the Woodard Corporation Board. Governors are recruited on the basis of nominations from school contacts and from selection when a post becomes available. The governing body look to ensure a mix of skills and select new governors on the basis of background, competence, specialist skills and, in the case of Fellows, Christian commitment. Governors are provided with induction training by the Head, Bursar and staff and a wider programme of training events is organised by the Woodard Corporation.

Where possible the governors consider that the skills and experience of the governing body should comprise the following:

A Governor with a legal background.

A Governor with a financial/accounting background.

A Governor with education experience.

A Governor with senior managerial or business experience.

A Governor with experience of equal opportunities or disability needs.

At least one female Governor and at least one male Governor.

An Anglican Ordained Minister.

One Governor may have one or more of these skills.

Volunteers

Governors are volunteers providing their time for free to support the governance of the school. The school also relies on a number of others to undertake volunteer roles including fundraising events via 'The Friends of The Cathedral School'. Parents of infant children also assist with school trips and visits.

Organisational Management

The school is governed by the governing body which delegates work to a number of committees. The directors determine the general policy of the company.

Joint Estates and Finance Committee – the joint Committee has a remit to develop the school's estates strategy, including capital developments and maintenance of the buildings, consider budgets, both revenue and capital, cash flow information and financial reports, including the financial statements. It also considers financial policies and the financial regulations. It makes recommendations to the governing body for approval. The Joint Estates and Finance Committee met three times during the year.

Education Committee – the Education Committee is responsible for oversight of the academic performance of the school and educational policy, making recommendations to the governing body. It met four times during the year.

Remuneration Committee – the Remuneration Committee makes recommendations to the governing body regarding the remuneration of the Head and the Bursar. It also considers the overall staff salary increases and makes recommendations to the Finance Committee. It met twice during the year.

Risk Management Committee – the Risk Management Committee sets and reviews the Risk Management Register on an annual basis. The Committee consists of the full board and meets once a year, as an extension to the full governor meeting in the Lent Term.

The day to day management of the company is delegated to the Head and the Bursar as the Key Management personnel, overseeing educational, pastoral and administrative functions in consultation with the senior staff. The day to day administration is undertaken within the policies and procedures approved by the governors which provide for only significant expenditure decisions and major capital projects to be referred to the governors for prior approval.

The Head oversees the recruitment of all educational staff, whilst under delegated authority the Bursar oversees the recruitment of administrative and non-teaching support staff. The Head and Bursar are invited to attend governors' meetings.

The remuneration of key management personnel is set by the governing body, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the school's success.

The appropriateness and relevance of the remuneration policy is reviewed annually, including reference to comparisons with other independent schools to ensure that the school remains sensitive to the broader issues of pay and employment conditions elsewhere.

We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope for rewarding excellence. Delivery of the school's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

CHARITABLE OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

The charity's objects, as set out in the Articles of Association, are to promote and extend education (including spiritual, moral, social, cultural and physical education) in accordance with the doctrines and principles of the Church. The Church is defined as being the Church of England and churches in full communion with the See of Canterbury.

Intended impact

Woodard schools strive for the best all round education of every aspect of each individual; they ensure high standards of religious education; and they see themselves as communities working together for the benefit of all members, and of the Church and the nation. They are strong Christian foundations

which adhere to catholic belief as found in the Church, to Christian worship focused in the Eucharist, and to the care of each individual and the whole school community particularised in the ministry of the Chaplain.

Aims

The Cathedral School is a day school for pupils from the ages of 3 to 18. It aims to support children in reaching their potential in all areas of their activity at the school, and in the wider community. This may be in academic subjects but could just as easily be reflected in success in art, drama, sport, music or dance. We produce 'well rounded' individuals who are able to make a positive contribution to society. All Woodard schools aim to provide a rounded education to help the pupils to make their way in adult life.

Primary objectives

The primary objectives of The Cathedral School to fulfil these aims focus around the following five ethos statements:

- Achievement – recognizing that all young people have a unique set of skills and enabling all pupils to fulfil their potential
- Care – to enable an inclusive community in our Christian environment supporting spiritual growth, understanding, respect and empathy for all
- Opportunity – Every teaching & learning opportunity to enable the child to flourish
- Ambition – Aiming high in all aspects of school life – with no-one left behind
- Leadership – Planning effectively and working together to inspire others and achieve a shared purpose

Strategies to achieve the primary objectives

In terms of *Achievement*, the School Development plan outlined our strategy to improve outcomes for pupils and students through reinforcing structures which empowered Senior Section middle leaders to identify and implement effective interventions. The Primary Section saw Year 1 of a three year review and implementation of revised English curriculum to raise achievement in this key area.

Our emphasis on *Care* focused on both pupils and staff. In the Senior section we have worked to improve pupil well-being through monitoring both uniform and attendance data in the Senior Section and wellbeing data in the Primary Section to lead to effective interventions. For staff, we have looked to improve Staff well-being through a new well-being committee which has designed, reviewed and amended well-being policies and procedures.

Our focus on *Opportunity* centred around pupils in our Primary Section, as we sought to widen their opportunities to learn outside the classroom, developing purposeful outdoor learning strategies and thereby by strengthening their core learning skills. In the Senior Section, we aimed to enhance opportunities within and the delivery of the curriculum for our GCSE and A level students through a more effective timetabling system. We also sought to offer the opportunity of a Cathedral School education to a wider community than can currently afford it through developing a new fund-raising strategy.

Our *Ambition* this year has been to reconnect our alumni both with the school and with each other through a new programme of events, as well as to ensure that we offer equitable provision, progress and outcomes for girls and boys in the Primary section.

Finally, we have sought to strengthen *Leadership* opportunities for all our teachers, setting up a new Professional Learning Programme for staff, investing in them and challenging them to be the best they can be.

Principal Activities of the Year

The principal activity of the school is the delivery of education to pupils ranging from 3 to 18 years of age. We also run a number of summer school activities and the school is open at other times for use by the local community. Pupil numbers at the school during the year were as follows:

	2024/2025	2023/2024
Senior School	**488**	475
Preparatory School	**177**	178
Pre-Preparatory School	**144**	142
Total	**809**	795

	2024/2025		2023/2024	
	Boys	Girls	Boys	Girls
Senior School	296	192	286	189
Preparatory School	117	60	116	62
Pre-Preparatory School	94	50	95	47
Total	507	302	497	298

Public Benefit
As part of our primary objectives, the school aims to create an environment to nurture children, to get the best from them and to allow them to develop and fulfil their potential. We provide them with a first class independent education and a wide range of sporting and artistic opportunities. Our public benefit aim is that all pupils will be self-confident and desire to contribute to the wider community.

In terms of public benefit, we also recognise the benefit to the community of the School educating 800+ pupils at no cost to the public purse. The Cathedral School provides boy and girl Choristers to sing services in Llandaff Cathedral, greatly enhancing the spiritual, musical and cultural lives of the City of Cardiff and the Diocese of Llandaff, as well as representing Wales at times of national importance. In the past academic year, the Choristers sang the pre-Christmas Radio 3 evensong broadcast in December as well as leading the national service of thanksgiving for VE day.

In the furtherance of these aims, The Cathedral School governors, as the charity trustees, have complied with the duty in s.17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under that Act.

Our school welcomes pupils from all backgrounds. To admit a prospective pupil we need to be satisfied that our school will be able to educate and develop a prospective pupil to the best of their potential and in line with the general standards achieved by their peers. Entrance interviews and assessments are undertaken to satisfy ourselves and parents that potential pupils can cope with the pace of learning and benefit from the education we provide. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of our assessment processes

Our school is a part of a wider community and we are keen that our links with the community remain strong. Our Music outreach programme has continued and our links with Bryn Celyn Primary school originally developed through the sports department has strengthened through links with our Drama department. The activities undertaken and the success of our programme are explained in the 'review of achievements and performance for the year' section of this report.

Woodard and its schools provide a significant benefit to the public. The school strives to ensure that measures of public benefit are appropriate, and that significant sections of the public are not excluded from the opportunity to benefit from the education and facilities offered due to the need to pay a fee. In addition to significant provision of bursaries and other forms of financial support, the school provides a wide range of opportunities for community benefit and facilities and events are often open to all. Further detail of the public benefit offered is included in the section entitled 'Review of Achievements and Performance for the Year' below.

Concessions Including Bursaries & Scholarships

Our school does not have an endowment and in funding our concessions we have to be mindful that we must ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their child's education, and those benefiting from the awards. Further details of our concessions policies and how to apply are available on our website at www.cathedral-school.co.uk.

All criteria and policies relating to concessions are kept under review and are updated when necessary.

Bursaries

Bursary awards are important in helping to ensure children from families who would otherwise not be able to afford the fees can access the education we offer. Our bursary awards are available to all who meet our general entry requirements and are made solely on the basis of parental means or to relieve hardship where a pupil's education and future prospects would otherwise be at risk for example in the case of redundancy. In most cases the budget for bursaries is allocated using a "needs blind" approach as far as possible, whilst giving priority to the continuity of education of those pupils already at the school.

This year the value of means tested bursaries totalled £314,605 (£285,885 – 2024) and represented 2.7% of our gross fees. They provided assistance to 32 of our pupils of which 5 pupils benefited from a full remission of fees.

Scholarships

The purpose of our scholarship awards is to recognise high academic potential or the ability to excel in our co-curricular activities. Our scholarships are awarded on the basis of the individual's academic potential or evidence of exceptional abilities which will contribute to our co-curricular activities. In addition, awards may be subject to conditions imposed by the original donor.

The school awarded scholarships to 186 pupils, based on their educational merit and potential, totalling £229,129 (£218,883 – 2024) and representing 2% of our gross fees. Of this number, 10 also qualified for means-tested bursary support and are included in the figures relating to bursary awards.

The Cathedral School provides the Choristers to Llandaff Cathedral and in so doing subsidises their fees via Chorister Scholarships. The Scholarships range from 35% to 66% remission of fees. This year the value of Chorister Scholarships totalled £219,633 (£241,600 – 2024) and represented 2% of gross fees. We supported 36 Choristers during the year.

The progress of pupils receiving scholarships is reviewed at least annually to ensure their progress is in line with their abilities. No scholarships were withdrawn in the year as a result of reviews.

Employment Policy

We are an equal opportunity organisation and are committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. We will make reasonable adjustments to meet the needs of staff or pupils who are or become disabled.

Engagement with Suppliers, Customers and Others in a Business Relationship with The Cathedral School

The Cathedral School seeks to engage actively and positively with all stakeholders in the local community and in the wider educational landscape. Collaborative relationships with suppliers, parents, educational partners and community leaders are seen as key enablers to achieving success in all of the school's operations.

During the year the school has further promoted this engagement though specific initiatives including:

- Regular communication and engagement with parents and prospective parents of pupils attending The Cathedral School to enhance the understanding of the provision to each pupil and to fully coordinate support to pupils from parents and schools.
- Engagement with other educational organisations and partners at local and national levels to share best practice and to provide peer support.
- Active dialogues with local councils on matters which impact children and families in the community as well as relate to operation of each school.
- Engaging with local businesses to promote career and educational opportunities for pupils for their mutual benefit.
- Seeking all possible opportunities to engage with local and national suppliers in the area.
- Seeking regular communication with all suppliers and ensuring good commercial practices of prompt payment and clear communication to optimise arrangements for supply of goods and services to The Cathedral School.
- Promoting and encouraging pupil and staff opportunities to engage in local voluntary and other projects to support the community.
- Providing community access to The Cathedral School and, in many cases, adopting a role that puts the school or academy at the heart of a community.

How the School Council Complies with Section 172 of the Companies Act

Promoting the success of the charitable company

Section 172 of the Companies Act 2006 requires the directors to act in the way they consider, in good faith, would be most likely to promote the success of the charitable company to achieve its charitable purposes. The Act states that in doing so, the directors should have regard, amongst other matters, to:

The likely consequence of any decision in the long term

The Cathedral School makes all key decisions through reference to its long-term strategic plan and after projecting the timing and impact of such decisions. This strategy is primarily designed around the objective to improve the educational outcome for pupils. Every decision and strategy or policy adopted is regularly reviewed for its impact on stakeholders, and the need for any change is identified and implemented.

The interests of the charitable company's employees

Our employees are vital to The Cathedral School and we regard ongoing, regular engagement with them as a top priority. The Cathedral School seeks employee engagement through regular feedback and meetings, including formal appraisals. We address any issues raised by our employees as quickly as possible and communicate back to them what we have done. Staff are offered access to support, and all parts of The Cathedral School seek to ensure that staff welfare is actively considered and addressed. Through application of up-to-date health and safety policies, and regular meetings and consultations, we also actively seek to ensure that the working environment meets necessary high standards of safety and security.

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

Our relationships with partners and suppliers are key to our effectiveness. The Cathedral School actively seeks to engage in service reviews with key suppliers, and the Woodard procurement manager assists in this process for business-critical activities. These reviews are focussed on a two-way relationship with The Cathedral School based with an aim of helping one another to achieve an optimum service as efficiently as possible, achieving best value for money. Where The Cathedral School has procured outsourced services, we seek to ensure that staff and management from that contractor are supported as an equal member of the school community, and as stakeholders.

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

We recognise our responsibility to care for the environment and aim to minimise our environmental impact in all our activities. As well as covering environmental issues in our schools' curriculums, The Cathedral School encourages staff and pupils to participate in initiatives to reduce negative environmental impacts. Our school promotes recycling of waste and is involved in actions to maximise efficiency in energy consumption.

The desirability of the company is in maintaining a reputation for high standards of business conduct

Our reputation and public trust in Cathedral School is fundamental to our future success. Our ethos and values are a fundamental part of employee recruitment and training to ensure that we maintain high standards; the same basis is used in appraisal processes. We apply similar values and procedures in choosing school partners and suppliers both in the UK and abroad.

STRATEGIC REPORT

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

School Performance and Achievements

During the year we educated an average of 809 children between the ages of 3 and 18. The school offers a broad curriculum and, whilst entry is subject to meeting the academic requirements of the school, we educate children with a wide range of ability. The educational performance of The Cathedral School was excellent, as demonstrated by the public examination results. At A Level, our students achieving 73% of all grades at A*-A and 89% at A*-B. The most common grade was A* and 83% of university applicants gained a place at a Russell Group university. At GCSE, pupils secured an exceptional 70% of all grades at 9-7 with 99% 9-4. Our value-added results were excellent, with Mathematics adding at least one whole grade of value to every child. Nationally, pupils at other independent schools scored 48.4% A*/A at A level and 48.1% 7-9 at GCSE, so our results are significantly higher. We are in the top 25 of all independent schools and these results represent significant value for money for our parents.

We continue to improve facilities through constant investment in the fabric of the buildings and assets, to ensure that our school meets the challenge of climate change. The main project this year was the replacement of our older minibuses with newer more efficient vehicles. In addition, we have invested significantly in the trees around our site, to encourage their growth, combat disease and enhance our conservation area. Furthermore, as we continue consider how to reduce our paper waste and offer more interactive ways of learning, we have invested further in additional ipads and other IT based resources.

The Cathedral School choristers continue to go from strength to strength, with girls and boys sharing equal duties - the girl choristers sang on Good Friday for the first time in Llandaff Cathedral's history. In addition to their usual duties, the choristers sang in the Diocesan service for the new Dean as well as for the National Gathering of Old Choristers Associations. They recorded a service for Radio 4 and broadcast evensong live on Radio 3 in the run up to Christmas 2024. They helped lead the Cathedral's Schools Singing Project performance with 200+ children from local primary schools. They also took part in a professional recording of music for Christmas and Easter, to be released later this year. As part of Wales celebrations of 80 years since the end of World War II, they led the National Service on the eve of VE Day in Llandaff Cathedral.

In music, around half our pupils across the Junior and Senior sections were involved in one or more of our co-curricular musical ensembles. We provided a rich programme of concerts and events, including our St Cecilia Concert, Lent Term Choral & Orchestral Concerts, and the Summer Concerts. Around 150 pupils participated in both the St Cecilia and Lent Term Concerts and 100 pupils in the Primary Choirs concert. This year we welcomed new pupil soloists to our annual Jazz concert which is organized by the Sixth Form Charity committee, InterAct, and the money raised supports local and national charities. The musical outreach programme was strengthened this year, with a new member of staff appointed to develop our links with Whitchurch Primary school through offering free class music tuition to pupils on one afternoon per week.

The drama department put on three shows during the year, across the Junior and Senior sections, as well leading our Sixth Form entry to the Mock Trial competition, in which we gained a place in the national final. The School were winners of the Southwest Modern Foreign Languages debating competition, won a special award for being the youngest team in the BPW national public speaking championships and were finalists in the ESU Performing Shakespeare Competition, performing at the Globe Theatre. In addition, a new performance opportunity was identified for pupils from Year 7-9 in our "Shakespeare by Candlelight" event in the chapel.

In sport, 94% of pupils up to Year 9 and 76% of pupils from Year 10-Year 13 represented the School in sport over 2024-25. Our traditional success in team competitions continued. In cricket, we were Cardiff

champions at U13 and Wales Champions at U15 level in the girls' indoor cricket competitions and won the accolade of the Cricketer Magazine's *Highly Commended School* for our cricket programme across the whole School. In rugby, our U13s and our U15s were Rugby 7s Cardiff School Plate winners and, in hockey, our U14s were Hockey Wales national champions and our U16s were national finalists. In Tennis, both our U15 and our U18 boys' teams were South Wales Champions and South West Finalists. We continued to see success in Chess, becoming Welsh Schools Champions and gaining 12th place in the British Schools Team Championships. Our sports partnerships with Bryn Celyn Primary school was developed and strengthened, with additional opportunities for Bryn Celyn pupils to join us at our cathedral worship and our Primary drama performances, as well as for their sports day, staffed and run by a member of the CSL Games department, with the support of our pupils.

Our work as a School of Sanctuary continued with a project across the Llandaff diocese on faith and refuge and culminating in a joint project with Amnesty International for Refugee Week. As well as projects such as these, working with the local community, pupils & staff undertake specific fundraising for a number of different charities. Our partnership with Llandaff Cathedral continues to develop strongly, in particular, our joint work during Christian Aid week, in which pupils at the School raised £2,250 as part of the Cathedral's total of £15,947. Our pupil fundraising events, including a community cinema night, a Year 6 disco, Valentine Roses, Amnesty Sale and a community Iftar held during Ramadan raised a total of £435 for different charities over 2024/25.

Facilities made open to the public include:
Drama Studio
CAVMS (Cardiff and Vale Music Services)
Stage Centre (Performing Arts)
Sports Hall
Cardiff Volley Ball (3 nights)
St Fagans Cricket
Lisvane Cricket
Cricket Wales
Cricketz (Youth section of Cricket Wales)
Memorial Hall
Various Yoga Classes across 4 nights
Welsh Dancing
Stage Centre (Performing Arts)
Ascendance Theatre (Performing Arts)
Llandaff Society (Monthly)
Sixth Form Centre
Yoga in the garden (weather permitting)
Woodard Building
Vineyard Church
ONE OFF LETTINGS
7 children's parties and 1 christening
Calon Hearts – heart screening
Radyr Cricket
Eski Media (4 days)
Mad Science (4 days)
Abi Blackman – Strings recording
Choir audition – Chapel
Diocese Meeting
LWTL – School's netball
Jigsaw Arts
HIRE OF CRICKET PITCH
Mitres
Salem
Cavalliers

Fundraising Performance

Significant progress has been made this year in fundraising and the ongoing work of raising voluntary funding for The Cathedral School. The Bursary Fund was launched in December 2023. Since then, the

School has raised £30,947 towards our Bursary funding. This is an important area of school development over the next 12 months.

Key Performance Indicators

The Key Performance Indicators (KPIs) used by the school are:

KPI	Target	Actual
Surplus	5% of net fees	5.6%
Pupil Numbers	800	809
Total salaries to net fees	65% of net fees	65.7%
A Level target	50% of all grades to be at A or above	73% A*-A
GCSE Level target	65% of all grades to be at 7 or above	70% at 7 or above

The Governors are pleased with the actual surplus percentage. The school, as with all Independent Charitable Schools, has had to deal with the impact of VAT on school fees, loss of Business Rates Relief and the impact of higher Employer National Insurance Contributions.

The school is extremely pleased with this year's examination results, as highlighted on page 9. The Cathedral School is one of the top performing schools in both Wales and the UK.

FINANCIAL REVIEW

Results for the Year

The net incoming resources for the year amounted to £644,457 of which the operating surplus on school activities was £618,042. This surplus has been achieved having provided parents with a discount on the base fee, for both the Lent and Summer Terms, to soften the impact of VAT on school fees. At a time of strongly rising operating costs, we consider it a highly satisfactory achievement. Gross fee income for the year was up by some 4.4% on last year, reflecting the increase in pupil numbers throughout the school.

The parents of our pupils often make significant sacrifices to pay the fees. In doing so they help to relieve the state of the financial burden of educating 809 UK based children. The saving is estimated to have a value in the last year of £6,641,890. Up to January 2025, the school was unable to recover the VAT on purchases it made. Up to the end of December 2024, The Cathedral School paid an estimated £125,155 in irrecoverable VAT on goods and services.

The Cathedral School provides a pension to some staff under the terms of the Pensions Trust Growth Plan. As a result of this pension scheme being under funded, The Cathedral School is committed to contributing to a recovery plan. During the course of the year The Cathedral School made contributions to the recovery plan of £17,721 and the recognised liability under the plan reduced/increased by £5,880, with this value being recognised in the Statement of Financial Activities. Further details can be found in note 29.

Reserves Level and Policy, and Financial Viability

It has been the School's policy to utilise funds to ensure that high quality up-to-date facilities are provided for the benefit of pupils. The aim is to budget so as to provide sufficient working capital to meet the present needs and future development requirements of the School without the requirement to have recourse to sales of tangible fixed assets or use of the School's readily realisable investments supporting unrestricted funds. Unrestricted funds increased by £618,042 to total £9,733,598, as shown

in note 22. The Cathedral School plans to fund longer term capital expenditure and meet long term liabilities through careful management of resources and investments and through building reserves through operations and trading. The School aims to make an overall surplus of 5% to build up to the target for free reserves. This year's result indicates that our surplus was 5.6% of net fees.

The Governors have invested substantial sums into new School buildings in recent years and have a continuing programme of refurbishment, development, and investment to maintain excellent teaching facilities for our pupils. In common with most independent Schools, and due to the having to fund their own capital investment plans. The School's total reserves of £9,896,043 at the year-end included £162,345 of restricted funds and £9,733,598 unrestricted funds. Fixed assets held for charity use totalled £8,965,027, leaving free reserves of £769k (2024: -£101k) at the year-end, an improvement of £870k. The School's financial viability does not depend on income reserves but in its ability to continue to trade at a surplus on an annual basis, and on the substantial portfolio of fixed assets held for operational use. The School does not have, and cannot rely on, permanent endowments.

The company's unrestricted reserve are primarily invested in tangible fixed assets which are all used for its direct charitable activities.

PRINCIPAL RISKS AND UNCERTAINTIES

The governors consider the economic turbulence of recent years and the affordability of fees by parents across the independent sector to be the principal risk faced by the school. The school is currently full, but there is no room for complacency.

The independent sector as a whole is currently subject to increased political risk following the introduction of VAT on school fees, and the removal of business rates relief. The introduction of VAT creates a level of uncertainty in business planning for all independent schools. Planning future income based on pupil numbers has become more difficult due to an increased level of uncertainty in demand. The full effect will not be known until levels of demand settle down, schools adapt and parents become more secure in their finances. This is unlikely to happen for a number of pupil recruitment cycles.

Health and safety is always a significant area for risk management. The risks range from fire and damage to infrastructure, to personal risks (most notably when away from the campus on trips and expeditions). The level and breadth of activity at the school is impressive and the risks associated with all activities are minimised by thorough planning and risk assessment.

The governing body is responsible for the identification and management of risks. The major risks to which the charity is exposed, as identified by the directors, have been reviewed and systems or procedures have been established to manage those risks. Detailed examination of the risks and establishment of controls to mitigate them is delegated to the Head and Bursar and the process is overseen by the Risk Committee on behalf of the governing body. A formal review of the risk management processes is undertaken annually.

The principal risks to which the school is exposed include those affecting protection of pupils and security and preservation of charitable assets both now and in the future. Significant risk areas:

- the governors consider possible catastrophic events and ensure that the school has a plan in place to allow education to continue in a range of different scenarios
- the market in which the school operates is highly competitive and we monitor developments in education to ensure that pupils always receive a first class, holistic and varied educational experience in our school
- we strive to ensure that all staff are able to work in a safe and supportive environment and policies, procedures and training in Human Resource management and Health and Safety help to ensure that the school meets expectations
- the school operates in a highly regulated sector, including in matters of child protection, and we appoint appropriate professional advisers to ensure that we can keep up to date with all requirements; school or individual membership of bodies being the constituent associations of the Independent Schools Council also ensure that we have access to up-to-date information and support
- the school operates in an increasingly litigious environment, and we appoint appropriate professional advisers and purchase insurance using specialist brokers and advisers to ensure that we can keep up to date with all requirements and meet all challenges

- all organisations face difficult economic conditions, particularly in relation to the impact of inflation, and directors and senior managers in the school keep abreast of economic conditions locally, nationally and internationally to identify trends and develop plans to address issues

The key controls used by the school include:

- formal agendas and minutes for all meetings of the governing body and committees
- terms of reference for all committees
- comprehensive strategic planning, financial forecasting, budgeting and management accounting
- established and identifiable organisational structures and reporting lines which are regularly reviewed
- comprehensive formal written policies
- clear authorisation limits
- vetting procedures, as required by law, for protection of the vulnerable

GOING CONCERN

The accounts show that we are currently cash positive with £5.8m in the bank. However, the Governors are conscious of the bank loans and covenants in place, and the Fees in Advance received from parents to mitigate the incoming changes in VAT legislation. We also have £1.5m bank overdraft facility, in case of need, which has never been called upon.

The school has a financial plan up until the end of 2027/28, conservatively indicating an annual EBITDA of £700k to £770k – the latter being the equivalent to 40 senior pupil fees.

Following the introduction of VAT on school fees, the Governors, whilst recognising there is greater uncertainty on pupil numbers, are confident that the achievements of the examination results, will help the school to maintain its pupil numbers. The National Insurance increases and removal of mandatory business rates relief has placed extra pressure on the school finances but are happy that the finances are being managed well.

Having considered all factors, the Governors have a reasonable expectation that the school will continue to operate for a period of 12 months from the date of approving the financial statements. Therefore, the financial statements have been prepared on a going concern basis.

FUTURE PLANS

The governing body's current five-year strategic plan was approved on 20th September 2025 and is reviewed on an annual basis. The key objectives of the current plan are:

1. To achieve a total of 800 pupils over the academic year through effective management of the registry and widening access, including exploring partnership opportunities with Local Authorities.

2. To review our Academic curricular provision in both the Primary and Senior sections to ensure that our curriculum continues to offer value for money and is attractive to new pupils.

3. To review the leadership structure in the School.

4. To take forward plans for the development of the site, with specific focus on improving school dining facilities and providing three new classrooms for the Senior Section.

5. To strengthen alumni engagement with the School through re-establishing the Old Llandavians' Society, to foster lifelong links between OLs, former parents and staff and support the welfare and development of the School.

DIRECTORS

The directors who served during the year, and the committees of which they are members, are:

M R Havard (Chairman)	Joint Estates and F&GP, Nominations, Remuneration, Risk Management
Mrs J Corbett-Simmons	Education, Safeguarding and Risk Management
P R Dewey	Joint Estates and F&GP, Nominations, Remuneration, Risk Management
Mrs P Jones	Joint Estates and F&GP, Risk Management
P J Knowles	Education, Risk Management
Miss E McKinnie	Joint Estates and F&GP, Risk Management
Mrs J Newley	Education, Joint Estates and F&GP, Risk Management
J C Rawlins	Joint Estates and F&GP, Nominations, Remuneration, Risk Management
J Smith	Joint Estates and F&GP, Risk Management
P Smith	Education, Remuneration, Risk Management
I P Shorney Toledano	Joint Estates and F&GP, Risk Management
M Tossell	Joint Estates and F&GP, Remuneration, Risk Management

None of the directors has any beneficial interest in the company. The Cathedral School buys trustees and officers insurance on behalf of the directors.

Exemptions from disclosure

The Cathedral School has not taken advantage of any exemption from disclosure in relation to trustee details.

AUDITORS

Moore Kingston Smith LLP, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006 unless the company receives notice under section 488(1) of the Companies Act 2006.

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31 AUGUST 2025

DIRECTORS' RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the Directors' Report, the Strategic Report included within the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare company financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law the directors 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 company and of the profit or loss of the company for that period.

In preparing each of the company financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements 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 company will continue in business.

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

- The directors confirm that:
- so far as each director is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Board of Directors of The Cathedral School (Llandaff) Limited on 09/01/2026. including, in their capacity as company directors, approving the Directors' and Strategic Reports contained therein, and signed on its behalf by:

M R Havard
CHAIR

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

YEAR ENDED 31 AUGUST 2025

Opinion

We have audited the financial statements of The Cathedral School (Llandaff) Limited for the year ended 31 August 2025 which comprise the Company Statement of Financial Activities (including an Income and Expenditure Account), the Company Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2025 and of the incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We have been appointed auditors under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

Conclusions relating to going concern

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

Other information

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

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

to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Directors' 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 Directors' Report and the Strategic Report, included within the Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of directors

As explained more fully in the Statement of Directors' responsibilities set out on page 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

- As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The 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.

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

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.
- There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error,

as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the 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.

Moore Kingston Smith LLP

Shivani Kothari (Senior Statutory Auditor)
For and on behalf of Moore Kingston Smith LLP, Statutory Auditor
Chartered Accountants
6th Floor
9 Appold Street
London
EC2A 2AP

Date: 13/01/2026

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

CHARITY STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)

YEAR ENDED 31 AUGUST 2025

	Notes	Unrestricted Funds £	Restricted Funds £	**Total 2025 £**	Total 2024 £
Income and endowments from:					
Charitable Activities					
School fees receivable	2	10,957,070	-	**10,957,070**	10,447,397
Ancillary trading income	3	389,213	-	**389,213**	389,290
Other trading activities					
Non-ancillary trading income	4	61,305	-	**61,305**	62,222
Investments					
Investment income		-	-	**-**	580
Bank and other interest	5	258,446	-	**258,446**	158,953
Other – Grants and donations					
Grants and donations	6	50	25,772	**25,822**	2,055
Other incoming resources					
TOTAL INCOMING RESOURCES	23	11,666,084	25,772	**11,691,856**	11,060,497
Expenditure on:					
Raising funds					
Non-ancillary trading		-	-	**-**	-
Other income generating activities		-	-	**-**	-
Financing costs	7a	(167,785)	-	**(167,785)**	(131,532)
TOTAL DEDUCTIBLE COSTS		(167,785)	-	**(167,785)**	(131,532)
Charitable Activities					
Education and grant making	7a	(10,880,257)	-	**(10,880,257)**	(10,674,069)
TOTAL EXPENDITURE		(11,048,042)	-	**(11,048,042)**	(10,805,601)
Net gains/(losses) on investment assets		-	643	**643**	1,301
Net income/(expenditure)		618,042	26,415	**644,457**	256,197
Transfers between funds					
Net Movement in funds for the year		618,042	26,415	**644,457**	256,197
Fund balances at 1st September		9,115,556	135,930	**9,251,486**	8,995,289
FUND BALANCES AS AT 31ST AUGUST		9,733,598	162,345	**9,895,943**	9,251,486

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

CHARITY BALANCE SHEETS
AS AT 31 AUGUST 2025

	Note	2025	2024
		£	£
FIXED ASSETS			
Tangible assets	12	**8,949,803**	9,202,218
Investments	13	**15,224**	14,581
		8,965,027	9,216,799
CURRENT ASSETS			
Stock		**6,307**	6,306
Debtors due within one year	14	**3,415,261**	424,185
Cash at bank and in hand		**5,809,345**	6,177,205
		9,230,913	6,607,696
CURRENT LIABILITIES			
Creditors payable within one year	15	**(5,794,652)**	(4,250,006)
NET CURRENT ASSETS/(LIABILITIES)		**3,436,261**	2,357,690
TOTAL ASSETS LESS CURRENT LIABILITIES		**12,401,288**	11,318,292
LONG TERM LIABILITIES			
Creditors payable after one year	16	**(2,497,496)**	(2,321,034)
Provisions for liabilities			
TOTAL NET ASSETS EXCLUDING PENSION ASSET/(LIABILITY)		**9,303,792**	9,253,455
Net pension liability	25	**(7,749)**	(1,869)
NET ASSETS		**9,896,043**	9,251,586
REPRESENTED BY:			
CALLED UP SHARE CAPITAL	20	**100**	100
RESTRICTED FUNDS	23	**162,345**	135,930
UNRESTRICTED FUNDS			
General reserve	23	**9,733,598**	9,115,556
Pension reserve			
		9,896,043	9,251,586

The financial statements were approved and authorised for issue by the Board on 09/01/2026 and signed on its behalf by:

M R Havard
CHAIR
Company registration number 05091977
The notes on pages 23 to 43 form part of these financial statements.

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

CASH FLOW STATEMENT
AS AT 31 AUGUST 2025

	Notes	**2025** **£'000**	2024 £'000
Cash flows from operating activities:			
Net cash provided by/(used in) operating activities	26	**(146,511)**	1,404,539
Cash flows from investing activities:			
Dividends, interest and rents from investments		**258,446**	178,306
Proceeds from the sale of property, plant and equipment			
Purchase of property, plant and equipment		**(106,361)**	(287,370)
Net cash provided by/(used in) investing activities		**5,574**	(109,064)
Cash flows from financing activities:			
Repayments of borrowing		**(1,547,787)**	(175,546)
Cash inflows from new borrowing		**1,183,321**	270,000
Financing costs		**(8,968)**	(131,532)
Fees in advance – new contracts		**-**	1,751,548
Fees in advance – repayment of deposits		**-**	409,150
Net cash provided by/(used in) financing activities		**(373,434)**	2,123,620
Change in cash and cash equivalents in the year		**(367,860)**	3,419,095
Cash and cash equivalents at the beginning of the year		**6,177,205**	2,758,110
Cash and cash equivalents at the end of the year	**27**	**5,809,345**	6,177,205

1. **ACCOUNTING POLICIES**

The principal accounting policies, all of which have been applied consistently throughout the year and in the preceding year are:

a) **Basis of Accounting**

The accounts of the have been prepared under the Companies Act 2006 and in accordance with the Statement of Recommended Practice for Charities ('SORP (FRS102)') and with applicable UK Accounting Standards. They are drawn up on the historical cost accounting basis except that property and share investments held as fixed assets are carried at fair value.

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

The preparation of financial statements in conformity with FRS 102 requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. Further details are provided in note 25, and in the accounting policies for depreciation of fixed assets, for pensions and for bad debts. The financial statements are presented in sterling (£) and the functional currency is sterling (£).

b) **Going Concern**

The accounts show that we are currently cash positive with £5.8m in the bank. However, the Governors are conscious of the bank loans and covenants in place, and the Fees in Advance received from parents to mitigate the incoming changes in VAT legislation. We also have £1.5m bank overdraft facility, in case of need, which has never been called upon.

The school has a financial plan up until the end of 2027/28, conservatively indicating an annual EBITDA of £700k to £770k – the latter being the equivalent to 40 senior pupil fees.

Following the introduction of VAT on school fees, the Governors, whilst recognising there is greater uncertainty on pupil numbers, are confident that the achievements of the examination results, will help the school to maintain its pupil numbers. The National Insurance increases and removal of mandatory business rates relief has placed extra pressure on the school finances but are happy that the finances are being managed well.

Having considered all factors, the Governors have a reasonable expectation that the school will continue to operate for a period of 12 months from the date of approving the financial statements. Therefore, the financial statements have been prepared on a going concern basis.

c) **School Fees Receivable and Similar Income**

Fees receivable and other educational income are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions by the school, but include contributions received from restricted funds for scholarships, bursaries and other grants.

Fees in Advance Scheme Contracts are those fees received in advance of education to be provided in future years under a specific contract. The fees are either held as investments in interest bearing assets until taken to income to match liabilities in the term when used, or refunded, or they are held within the unrestricted reserves of the school. Any surplus of assets over liabilities is held within the fund as a buffer.

Debts are provided for if not recovered within one term. Estimating amounts to provide against recovery of debts is a matter of judgement.

d) **Ancillary and Non-Ancillary Trading Income**

Ancillary trading income represents amounts from activities to generate funds within the

charitable objects, for example school shop sales, coaches to and from school and school trips. Non-ancillary trading income represents amounts from activities not directly related to the charitable objects, for example lettings of school facilities out of term time and rental from spare school buildings. Income from these activities is recognised in the Statement of Financial Activities when the goods are sold or services provided.

e) **Voluntary sources, Grants and Donations**

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

Voluntary income for 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 case of donated services or facilities.

f) **Expenditure**

Expenditure is accrued as soon as there is a contractual obligation or a liability is considered probable, discounted to present value for longer term liabilities. Expenditure is allocated to expense headings either on a direct cost basis or apportioned according to time spent. The irrecoverable element of VAT is included with the item of expense to which it relates. Bad debts are provided for in accordance with the group bad debt policy.

The cost of refurbishing and converting existing buildings is written-off in the year in which it is incurred except where the useful life has been extended.

g) **Finance and Other Costs**

Bank interest payable is accounted for on an accruals basis. Other costs include amounts accrued in accordance with the terms of Fees in Advance Scheme Contracts.

h) **Pension Costs**

The company participates in the Teachers' Pensions scheme, which is an unfunded government scheme and provides benefits based on final pensionable pay. The funds of the schemes are separate from the company, although the company's share of the schemes cannot be identified as the schemes are multi-employer schemes, and so the pension costs are accounted for as defined contribution schemes. The company also contribute to other defined contribution pension schemes for some teachers and all non-teaching staff. .

The company offers membership of the Pensions Trust Growth Plan to employees other than the full-time academic staff. The Pensions Trust Growth Plan is a multi-employer pension scheme where the scheme assets are pooled for investment purposes and cannot be attributed to individual employers. Benefits are paid from the total scheme assets. It is in most respects a money purchase arrangement but has some guarantees. As a result, it is not possible or appropriate to identify the assets and liabilities of the scheme which are attributable to the company, though, due to the guarantees inherent in the scheme, the companies remain potentially liable for a debt on withdrawal from the scheme. In accordance with Financial Reporting Standard (FRS) 102 (section 28) therefore, the scheme is accounted for in a fashion which is similar to a defined contribution scheme.

The company must recognise a liability measured as the present value of the contributions payable that arise from the deficit recovery agreement and the resulting expense in the income and expenditure account i.e. the unwinding of the discount rate as a finance cost in the period in which it arises. More detail is given in note 25.

i) **Tangible Fixed Assets and Depreciation**

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

Tangible fixed assets are stated at cost less depreciation. Individual capital items, or projects, with a value greater than £10,000 are capitalised. Assets in the course of construction are stated at cost less any provision for impairment. They are transferred to completed assets when substantially all of the activities necessary to get the asset ready for use are complete. Where appropriate cost includes our own labour costs in relation to construction, and directly attributable overheads.

Where tangible fixed assets have been acquired with the aid of specific grants they are included in the balance sheet at cost and depreciated over their expected useful economic life. The related grants are credited to a restricted fixed asset fund (in the statement of financial activities and carried forward in the balance sheet). The depreciation on such assets is charged in the statement of financial activities over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

Depreciation is provided at rates calculated to write off the cost, less estimated residual value of each asset based on current market prices, over its expected useful life, as follows:

Freehold Buildings:	- Variable according to the building and written off over the expected useful life (see paragraph below)
Freehold improvements	- Over the useful economic life of the improvement
Leasehold land and buildings	- Over the shorter of the economic life of the asset or the life of the lease
Leasehold enhancements	- Over the shorter of the economic life of the asset or the life of the lease
Fixtures, fittings and equipment	- 25% on cost
Computer equipment	- 25% on cost
Motor vehicles	- 25% on cost

Freehold land is not depreciated.

The company has reviewed its tangible assets, which comprise land, buildings and initial fixtures and fittings. The company undertakes an annual review of all buildings assessing their useful economic life. In some cases the useful economic life of a building is anticipated to be of considerable length, often in excess of 100 years. The buildings are capitalised in the financial statements at historic cost. Where the calculated depreciation charge is a material figure, it is charged in these financial statements but, where the carrying value is not more than the estimated recoverable amount and the depreciation on the building is not material to these financial statements, it has been assessed, but not charged on the basis that it is not material. The directors will continue to carry out annual assessments of the recoverable amount and the estimated useful life of all buildings and where the depreciation is a material value, it will be charged. The review is based on the directors' assessments of the market value and the future economic benefit derived from an asset versus its carrying value in the financial statements.

When the company undertakes a significant refurbishment project that will have an economic benefit, the cost of the refurbishment is capitalised, recorded separately under 'Freehold Improvements', its useful life is estimated and it is depreciated over that useful life.

No depreciation is provided for in respect of investment properties in accordance with Section 16 of FRS102. Such properties are held for their investment potential and not for consumption within the business. Investment properties are stated at their fair value at the balance sheet date.

The Cathedral School exercises judgement in selection of appropriate rates for depreciation of fixed assets, and for matters of impairment.

j) **Financial Instruments**

The Cathedral School only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

k) **Investments and Fees in Advance Investments**

Investments and Fees in Advance investments are carried at fair value, which is deemed to be market value as at the balance sheet date.

Realised and unrealised investment gains and losses are recognised as 'net gains/(losses) on investment assets' in the Statement of Financial Activities and are allocated to the appropriate fund according to the 'ownership' of the underlying assets.

l) **Stocks**

Stocks comprise raw materials, consumable stores and goods held for resale: they are valued at the lower of cost and net realisable value.

m) **Leasing Commitments**

Assets held under finance leases and hire purchase contracts are capitalised in the balance sheet and are depreciated over their useful lives or the period of the lease whichever is the shorter. The interest element of the obligations is charged to the Statement of Financial Activities over the period of the lease. Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities on a straight line basis over the lease term. Lease incentives are accounted for over the lease term on a straight-line basis.

n) **Fee Deposits**

Refundable fee deposits are currently classified between long term and short term in the financial statements. These deposits are refundable in the event that the pupils leave a school on one term's notice and as such the deposit would be refunded to the parents at that point. However, the financial statements are prepared on a going concern basis and it is assumed that the majority of children will remain in school for their full years of education and therefore the deposit will be refunded to them when they leave school.

Short term deposits reflect those pupils that will be leaving a school within one year, and the longer-term element reflects those pupils that will be leaving a school after 12 months from the balance sheet date.

o) **Fund Accounts**

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity. Endowment funds are further sub-divided into permanent and expendable, where required by the terms of the trust.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Designated funds comprise funds which have been set aside at the discretion of the directors for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

p) **Taxation**

The Cathedral School is a registered charity and as such are exempt from income tax and corporation tax under the provisions of Section 478 of the Corporation Tax Act 2010. There is no similar exemption for VAT, which is included in expenditure or in the cost of assets as appropriate.

Total incoming Resources exclude VAT on taxable outputs and Total Expenditure excludes recoverable VAT. Irrecoverable VAT is included as a cost, where applicable.

The subsidiary company distributes the majority of its profits to The Cathedral School under Gift Aid and tax liabilities are kept to a minimum.

q) **Cash**

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

2. CHARITABLE ACTIVITIES - SCHOOL FEES RECEIVABLE

	2025	2024
	£	£
The school fees income comprises		
Gross fees	**11,918,137**	11,429,870
Less: Total scholarships, bursaries, etc	**(961,067)**	(982,473)
Add back: Scholarships, Grants etc paid for by Restricted Funds	**-**	-
	10,957,070	10,447,397

Scholarships, bursaries and other awards were paid to 284 pupils (2024: 298 pupils). Within this, means-tested bursaries totalling £314,605 were paid to 32 pupils (2024: £285,885 to 33 pupils)

3. CHARITABLE ACTIVITIES – ANCILLARY TRADING INCOME

	2025	2024
	£	£
Entrance fees and registration fees	**16,100**	35,827
Pupil transport	**111,951**	85,965
Extra Subjects	**162,348**	197,213
Sundry income other	**67,630**	49,600
School Shop Commission	**31,184**	20,685
	389,213	389,290

4. OTHER TRADING ACTIVITIES

	2025	2024
	£	£
Non-ancillary trading income		
Lettings income	**47,431**	44,749
Interest receivable – pupil bills	**13,874**	17,473
	61,305	62,222

5. Bank and Other Interest

	Unrestricted	**Total 2025**	Total 2024
	£	**£**	£
Bank interest	258,446	**258,446**	158,952
Other interest	-	**-**	580
	258,446	**258,446**	159,532

6. OTHER - GRANTS AND DONATIONS

	Unrestricted	Restricted	Endowed	**Total 2025 £**	Total 2024 £
The Cathedral School Foundation	50	25,772	-	**25,822**	2,055
	50	25,772	-	**25,822**	2,055

7. ANALYSIS OF EXPENDITURE

a) **Total expenditure**

	Staff costs (note 9) £	Support costs £	Depreciation (Note 12) £	**Total 2025 £**	Total 2024 £
Costs of raising funds					-
Non ancillary trading	-	-	-	**-**	-
Other income generating activities	-	-	-	**-**	-
Financing cost (note 8)	-	167,785	-	**167,785**	131,532
Investment management	-	-	-	**-**	-
Fundraising and development	-	-	-	**-**	-
Total cost of generating funds	-	167,785	-	**167,785**	131,532
					-
Charitable expenditure					-
Teaching	6,275,666	542,221	30,544	**6,848,431**	6,622,949
Welfare	42,909	686,372	-	**729,281**	779,866
Premises	289,232	1,238,369	328,232	**1,855,833**	1,912,075
School administration	699,269	747,443	-	**1,446,712**	1,363,475
Donations	-	-	-	**-**	-
Grants awards and prizes (note 7b)	-	-	-	**-**	-
Movement in Pension Recovery Plan	-	-	-	**-**	(4,296)
Governance	-	-	-	**-**	-
Education and grant making	7,307,076	3,214,405	358,776	**10,880,257**	10,674,069
Total Expenditure	**7,307,076**	**3,382,190**	**358,776**	**11,048,042**	10,805,601

7. **ANALYSIS OF EXPENDITURE** (Continued)

b) **Grants, awards and prizes**

The Cathedral School makes awards to individual families to support schooling.

	2025	2024
	£	£
From Restricted Funds:		
Bursaries (Hardship)	**314,605**	285,885
Bursaries (Scholarships)	**219,633**	241,600
Bursaries (Siblings)	**26,023**	26,232
Scholarships	**229,129**	218,883
	789,390	772,600

c) **Total resources expended include:**

The Cathedral School reimburses governors for out of pocket expenses including travel subsistence and accommodation, where a claim is made. 2 governors were reimbursed during the year (2024: 2).

	2025	2024
	£	£
Remuneration paid to auditor for audit services	**29,327**	21,600
Additional remuneration paid to auditor for prior year	**-**	-
Remuneration paid to auditor for non-audit services	**-**	-
Depreciation of tangible fixed assets:	**-**	-
- owned by the Charitable Company	**358,776**	364,592
- held under finance leases and hire purchase contracts	**-**	-
(Profit)/loss on disposal of fixed assets	**-**	-
Operating lease rentals:		
- land and buildings	**174,972**	181,314
- other assets	**104,858**	79,800
Reimbursement of personal expenses to governors	**877**	692
Other Governance Costs – Legal Fees	**13,591**	25,160
	682,401	673,158

8. FINANCING COSTS

	2025	2024
	£	£
Bank interest payable	**100,673**	105,745
Other interest payable	**1,155**	-
Fees In Advance debt financing costs	**-**	-
Lease finance costs	**-**	-
Pension Scheme financing cost	**-**	-
Bank charges	**11,488**	11,575
Other finance costs	**-**	-
Provision for bad and doubtful debts	**54,469**	14,212
	167,785	131,532

9. STAFF COSTS

	2025	2024
	£	£
The aggregate payroll costs for the year were:		
Wages and salaries	**5,431,886**	5,202,966
Social security costs	**621,693**	548,659
Other pension costs	**1,249,391**	1,101,673
Private medical insurance	**4,106**	8,318
	7,307,076	6,861,616

Included in staff costs are redundancy or termination payments totalling £nil (2024: £22,193). The amount outstanding at the year-end was £nil (2024: £nil).

None of the governors received remuneration or other benefits from The Cathedral School or from any connected body.

The Head and Bursar are classed by the school as being the Key Management Personnel.

	2025	2024
	£	£
Aggregate employee benefits of key management personnel	**297,411**	273,298

The number of higher paid employees whose annual emoluments were £60,000 or more was:

	2025	2024
	No	No
£60,001 - £70,000	**6**	6
£70,001 - £80,000	**-**	3
£80,001 - £90,000	**-**	-
£90,001 - £100,000	**1**	1
£100,001 - £110,000	**-**	-
£110,001 - £120,000	**-**	1
£120,001 - £130,000	**1**	-

The number of retirement benefits accruing in defined benefit contributions amounted to	1	1
Of which the contributions amounted to	£52,557	£17,185

For 2025 there are no (2024: none) employees earning over £60,000 per year that have chosen not to participate in a pension scheme.

9. **STAFF COSTS** (Continued)

The average number of employees during the year calculated on a head count basis, was 192 (2024: 174)

	2025 **No**	2024 No
Teaching	86	85
Welfare	59	28
Premises	12	13
Support	29	42
Other activities	6	6
	192	174

10. DIRECTORS

None of the directors (or any persons connected with them) received any remuneration or received any reimbursement of expenses during the year other than those mentioned in note 7c.

11. TAXATION

The company is a registered charity and therefore no liability to corporation tax arises on its charitable activities.

12. TANGIBLE FIXED ASSETS

Group and company	Freehold Land & Buildings £	Leasehold Land & Buildings £	Fixtures, Fittings & Equipment £	Computer Equipment £	Motor Vehicles £	Total £
Cost						
At 1st September 2024	4,205,019	8,546,423	956,655	125,263	144,336	13,977,696
Additions	-	46,919	59,442	-	-	106,361
Disposals	-	(12,605)	-	-	-	(12,605)
Transfers						
At 31st August 2025	**4,205,019**	**8,580,737**	**1,016,097**	**125,263**	**144,336**	**14,071,452**
Depreciation						
At 1st September 2024	115,940	3,970,545	504,246	65,176	119,571	4,775,478
Charge for the year	44,942	150,770	127,005	23,677	12,382	358,776
Disposals	-	-12,605	-	-	-	-
At 31st August 2025	**160,882**	**4,108,710**	**631,251**	**88,853**	**131,953**	**5,121,649**
Net book value at 31st August 2025	**4,044,137**	**4,472,027**	**384,846**	**36,410**	**12,383**	**8,949,803**
Net book value at 31st August 2024	4,089,079	4,575,878	452,409	60,087	24,765	9,202,218

All assets are used for charitable purposes.

13. INVESTMENTS

	Investments	
	2025	2024
	£	£
Group investments		
At 1 September	**14,581**	13,280
New money invested	**-**	-
Realised gains/(losses) on investments	**-**	-
Unrealised gains/(losses) on investments	**643**	1,301
Movement in uninvested cash	**-**	-
Company investments at 31 August	**15,224**	14,581
Investments comprise:		
Listed investments		
Fixed interest	**-**	-
Equities - Murray International	**15,224**	14,581
Cash	**-**	-
Investments at 31 August	**15,224**	14,581

14. DEBTORS

	2025	2024
	£	£
School fees receivable	**3,122,288**	180,501
Trade debtors	**-**	-
Other debtors	**5,634**	-
Prepayments and accrued income	**286,773**	242,793
Amounts due from parent company	**566**	891
	3,415,261	424,185

15. CREDITORS: amounts falling due within one year

	2025	2024
	£	£
Bank loans and overdrafts (note 19)	**358,856**	1,392,798
Deposits from parents	**31,900**	24,900
Fees received from parents in advance of term	**3,426,354**	899,183
Trade creditors	**316,802**	634,233
Taxation and social security	**899,059**	129,195
Other creditors	**115,149**	126,092
Fees in Advance Scheme (note 18)	**584,595**	985,275
Accruals	**61,937**	58,330
	5,794,652	4,250,006

Summary of movements in deferred income	**2025**	2024
	£	£
Balance at 1 September 2024	**899,183**	897,634
Amounts Arising in the year	**3,474,728**	899,183
Amounts transferred to SOA	**(899,183)**	(897,634)
Balance at 31 August 2025	**3,474,728**	899,183

16. CREDITORS: amounts falling due after one year

	2025	2024
	£	£
Bank loans and overdrafts (note 17)	**959,060**	185,236
Deposits from parents	**391,000**	384,250
Fees in Advance Scheme (note 18)	**1,147,436**	1,751,548
	2,497,496	2,321,034

17. BANK LOAN

	2025	2024
	£	£
The bank loan is repayable in instalments		
Due after 5 years	**-**	-
Due within 2 to 5 years	**631,105**	93,989
Due within 1 to 2 years	**327,955**	91,247
Due after more than one year	**959,060**	185,236
Due within 1 year	**358,856**	1,392,798
	1,317,916	1,578,034

The Cathedral School has two bank loans from Barclays Plc. The loans are secured by charges

on the school's assets and by a debenture.

Details of bank loan arrangements are as follows:	**Interest Rate %**	**Balance 2025 £**
Barclays Loan of £1,183,321 repayable over a term of five years from May 2025	**Base plus 2.25%**	1,132,457
Barclays Loan of £270,000 repayable over a term of three years from August 2024	**Base plus 2.25%**	185,458

18. FEES IN ADVANCE SCHEME

Parents and others may enter into a contract to pay for fixed contributions towards pupil tuition fees for a number of years in advance. The money may be returned subject to specific conditions on the receipt of notice. Assuming pupils remain in the school, fees in advance will be applied as follows:

	2025 £	2024 £
After 5 years	**148,357**	327,428
Within 2 to 5 years	**647,596**	816,335
Within 1 to 2 years	**351,483**	607,785
Due after more than one year	**1,147,436**	1,751,548
Within 1 year	**584,595**	985,275
	1,732,031	2,736,823

19. COMMITMENTS UNDER OPERATING LEASES

The future minimum commitments under non-cancellable operating leases are:

	Other	
	2025 £	2024 £
Within 1 year	**97,018**	79,176
Within 1 to 5 years	**113,340**	108,792
Over 5 years	**-**	-
	210,358	187,968

20. SHARE CAPITAL

	2025 £	2024 £
Authorised		
100 Ordinary Shares of £1 each	**100**	100
Allotted, called up and fully paid		
100 Ordinary Shares of £1 each	**100**	100

21. FUNDS

The Cathedral School's funds are analysed under the following headings:

a) RESTRICTED FUNDS

The income funds of the Company include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

The Chorister Special Fund assists parents of Choristers who have fallen into financial difficulty and are unable to meet the total cost of fees less Chorister Scholarships.

The Special Fund Support Funding is a fund that helps families who have lost their main income earner. The fund helps to pay the fees of the child until the next natural break in education.

b) UNRESTRICTED FUNDS

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

22. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted £	Restricted £	**Total 2025 £**	Total 2024 £
Tangible fixed assets	8,949,803	-	**8,949,803**	9,202,218
Investments	-	15,224	**15,224**	14,581
Fees in Advance Scheme investments	-	-	**-**	-
Net current (liabilities)/assets	3,281,291	147,121	**3,428,412**	2,357,690
Long term liabilities	(2,497,496)	-	**(2,497,496)**	(2,321,034)
	9,733,598	162,345	**9,895,943**	9,251,486

	Unrestricted £	Restricted £	**Total 2024 £**	Total 2023 £
Tangible fixed assets	9,202,218	-	9,202,218	9,279,440
Investments	-	14,581	14,581	13,280
Fees in Advance Scheme investments	-	-	-	-
Net current (liabilities)/assets	2,221,760	121,349	2,357,690	87,034
Long term liabilities	(2,321,034)	-	(2,321,034)	(384,465)
	9,115,556	135,930	9,251,486	8,995,289

23. SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	At 1 Sept 2024 £	Incoming resources £	Resources expended £	Gains/ (losses) £	At 31 August 2025 £
Restricted Funds					
Revaluation Reserve	10,482	-	-	643	11,125
Chorister Special Fund	78,511	-	-	-	78,511
Special Fund - Support	46,937	25,772	-	-	72,709
	135,930	**25,772**	**-**	**643**	**162,345**
Unrestricted Funds					
General Reserve Pension Reserve	9,115,556	11,666,084	(11,048,042)	-	9,733,598
	9,115,556	**11,666,084**	**(11,048,042)**	**-**	**9,733,598**
Total Funds	**9,251,486**	**11,691,856**	**(11,048,042)**	**643**	**9,895,943**

	At 1 Sept 2023 £	Incoming resources £	Resources expended £	Gains/ (losses) £	At 31 August 2024 £
Restricted Funds					
Revaluation Reserve	9,181	-	-	1,301	10,482
Chorister Special Fund	77,931	580	-	-	78,511
Special Fund - Support	44,882	2,055	-	-	46,937
	131,994	**2,635**	**-**	**1,301**	**135,930**
Unrestricted Funds					
General Reserve Pension Reserve	8,863,295	11,057,862	(10,805,601)	-	9,115,556
	8,863,295	**11,057,862**	**(10,805,601)**	**-**	**9,115,556**
Total Funds	**8,995,289**	**11,060,497**	**(10,805,601)**	**1,301**	**9,251,486**

24. CAPITAL COMMITMENTS

At 31 August 2025, the group had capital commitments as follows:	**2025**	2024
	£	£
Expenditure contracted for but not provided in the accounts	**-**	-

25. PENSION SCHEMES

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,157,390 (2024: £1,078,065) and at the year-end £95,075 (2024: £122,044) was accrued in respect of contributions to this scheme.

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 School has accounted for its contributions to the scheme as if it were a defined contribution scheme.

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2023 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2020 in accordance with The Public Service Pensions (Valuations and Employer Cost Cap) Directions 2023 and the Employer Contribution Rate was assessed using agreed assumptions in line with the Directions and was accepted at the original assessed rate as there was no cost control mechanism breach.

The valuation report was published by the Department for Education on 26 October 2023. The key elements of the valuation are:

- Total scheme liabilities for service (the capital sum needed at 31 March 2020 to meet the stream of future cash flows in respect of benefits earned) of £262 billion
- Value of notional assets (estimated future contributions together with the proceeds from the notional investments held at the valuation date) of £222 billion
- Notional past service deficit of £39.8 billion (2016 £22 billion)
- Discount rate is 1.7% in excess of CPI (2016 2.4% in excess of CPI) (this change has had the greatest financial significance)

As a result of the valuation, new employer contribution rates have been set at 28.6% of pensionable pay from 1 April 2024 until 31 March 2027 (compared to 23.68% under the previous valuation including a 0.08% administration levy).

Pensions Trust Growth Plan

The company participates in the scheme, a multi-employer scheme which provides benefits to some 521 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions 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 UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company 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.

A full actuarial valuation for the scheme was carried out at 30 September 2023. This valuation showed assets of £514.9m, liabilities of £531.0m and a deficit of £16.1m. 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 April 2025 to 31 March 2028:	£2,100,000 per annum	(payable monthly)

Unless a concession has been agreed with the Trustee the term to 31 March 2028 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, the Trustee asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions		
From 1 April 2022 to 31 January 2025:	£3,312,000 per annum	(payable monthly)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

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

25. **PENSION SCHEMES** (Continued)

Present Values of Provision	**2025**	2024
	£	£
Present value of provision	**7,749**	1,869

Reconciliation of opening and closing provisions	**2025**	2024
	£	£
Provision at 1 September	**1,869**	6,165
Unwinding of the discount factor	**15**	225
Deficit contribution paid	**(3,203)**	(4,524)
Remeasurements - impact of any change in assumptions	**69**	3
Remeasurements - amendments to the contribution schedule	**8,999**	-
Provision at 31 August	**7,749**	1,869

Income and expenditure impact	**2025**	2024
	£	£
Interest expense	**15**	225
Unwinding of the discount factor	**-**	-
Remeasurements - impact of any change in assumptions	**69**	3
Remeasurements - amendments to the contribution schedule	**8,999**	-
Contributions paid in respect of future service *	**-**	-
Costs recognised in income and expenditure account	**-**	-

*includes defined contribution schemes and future service contributions (i.e. excluding any deficit reduction payments) to defined benefit schemes which are treated as defined contribution schemes. To be completed by the company

Assumptions	**2025**	2024
	% per annum	% per annum
Rate of discount	**4.37**	5.13

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.

Deficit Contributions Schedule

The following schedule shows the deficit contributions agreed between the company and the scheme at each year end period:

	2025	2024
	£	£
Year 1	**3,163**	1,885
Year 2	**3,163**	-
Year 3	**1,845**	-
Year 4		
	8,171	1,885

25. PENSION SCHEMES (Continued)

The company must recognise a liability measured as the present value of the contributions payable that arise from the deficit recovery agreement and the resulting expense in the income and expenditure account i.e. the unwinding of the discount rate as a finance cost in the period in which it arises.

It is these contributions that have been used to derive the company's balance sheet liability.

26. RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATIONS

	2025	2024
	£	£
Net income for the period (as per the Statement of Financial Activities)	**644,457**	256,197
Adjustments for		
Depreciation charges	**358,776**	364,592
Interest Receivable	**(258,446)**	(177,726)
Interest Payable	**119,196**	131,532
Dividends, interest, and rents from investments	**-**	(580)
(Gains)/losses on investments	**(643)**	(1,301)
Loss/(profit) on the sale of fixed assets	**-**	-
Defined benefit pension scheme	**-**	(4,296)
(Increase)/decrease in stocks	**(1)**	-
(Increase)/decrease in debtors	**(2,991,401)**	(113,346)
Increase/(decrease) in creditors	**1,981,551**	949,467
Net cash provided by (used in) operating activities	**(146,511)**	1,404,539

27. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2025	2024
	£	£
Cash in hand and at bank	**5,809,245**	6,177,205
Total cash and cash equivalents	**5,809,345**	6,177,205

	At 1st Sept 2024	Cash flows	**At 31st Aug 2025**
	£	£	**£**
Cash and cash equivalents			
Cash	6,177,205	(367,860)	**5,809,345**
Overdraft facility repayable on demand	-	-	**-**
	6,177,205	(367,860)	**5,809,345**
Borrowings			
Loans falling due within one year	(1,398,034)	1,131,861	**(266,173)**
Loans falling due after more than one year	(180,000)	(871,743)	**(1,051,743)**
Finance lease obligations	-	-	**-**
	(1,578,034)	260,118	**(1,317,916)**
Total	4,599,171	(107,742)	**4,491,429**

28. CONTINGENT LIABILITIES

The Company has been notified by The Pensions Trust of the estimated employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2024. As of this date the estimated employer debt for the Company was £57,276, including Series 3 liabilities.

29. ULTIMATE CONTROLLING PARTY

The Woodard Corporation Limited is the ultimate controlling party, a registered charity number 1096270, which is incorporated in England and Wales. Copies of the financial statements can be obtained from The Woodard Corporation, 1 Adam Street, London, WC2N 6LE. The accounts of The Cathedral School (Llandaff) Limited, are included within the consolidated financial statements of the Woodard Corporation Limited.

30. RELATED PARTIES

As stated in note 29, The Cathedral School (Llandaff) Limited is a wholly owned subsidiary of The Woodard Corporation. An amount of £68,777 was paid during the year to Woodard Corporation by way of a levy to meet running costs.

31. ACCOUNTING ESTIMATES AND JUDGEMENTS

In preparing the financial statements, the directors are required to make estimates and judgements. The matters detailed below are considered to be the most important in understanding the judgements that are involved in preparing the financial statements and the uncertainties that could impact the amounts reported in the results of operations, financial position and cashflows. Accounting policies are shown at note 1 to the financial statements.

Pension scheme deficit reduction payments

As explained at note 25, there is a deficit reduction plan in place in respect of The Cathedral School's membership of the Pension Trust's Growth Plan. FRS 102 requires a liability to be recognised in respect of the present value of future contributions payable under the terms of the deficit recovery plan. The incorporation of this liability in the financial statements involves the exercise of judgement in a number of areas, including the selection of an appropriate discount rate.

Pension scheme contingent liability

As explained at note 28, there is a contingent liability in the event that The Cathedral School were to withdraw its membership of the Pension Trust's Growth Plan. The independent qualified actuaries advising the Pensions Trust in respect of the contingent withdrawal liability exercise significant judgement in determining the amount of that liability. Judgement is exercised in a

number of areas, including future changes in salaries and inflation, mortality rates and the selection of appropriate discount rates.

Provision for bad debts

Debts are provided for if not recovered within one term. Estimating amounts to provide against recovery of debts is a matter of judgement.

Depreciation, impairment and residual values of fixed assets

Judgement is exercised in estimating the residual values of fixed assets, the selection of appropriate rates for depreciation, and for matters of impairment.

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

England & Wales - Charity number 1103522

Accounts

Charity Registration No. 1103522
Company Registration No. 05091977 (England and Wales)

THE CATHEDRAL SCHOOL LIMITED

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST AUGUST 2024

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

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THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

COMPANY INFORMATION

DIRECTORS AND ADVISORS

Directors	Mr M R Havard, BSs, Econ(Hons) (Chairman) Mrs J Corbett-Simmons, BA(Hons), MScEcon, PGDip (Appointed 16.11.2023) Mr P Dewey, BSc, FCA Mrs P Jones, BA(Hons) Professor P J Knowles, BA, PhD Mr P R Lacey, MA (Retired 30.7.2024) Miss E McKinnie, BSc, MEB Mrs J E Newley, MA Cert. Ed Mr J C Rawlins, FRICS, MRAC Mr J Smith Mr P A Smith, BSc Mr I P Shorney Toledano (Appointed 15.3.2024) Mr M Tossell, LL.B(Hons)
Provost	The Revd Canon B D Clover, MA, FRSA, LTCL
Company Secretary	Mr R A Leek
Charity No.	1103522
Company No.	05091977
Principal Address and Registered Office	The Cathedral School (Llandaff) Limited Cardiff Road, Llandaff, Cardiff, CF5 2YH
Key Management Personnel	
Head	Mrs C V Sherwood, MA (Hons Cantab)
Bursar	Mr R A Leek
Auditor	Moore Kingston Smith LLP 6th Floor 9 Appold Street London EC2A 2AP
Bankers	Barclays PLC, 6th Floor, 5 Callaghan Square, Cardiff, CF10 5BT
Solicitors	Veale Wasbrough Vizards, Narrow Quay House, Narrow Quay, Bristol. BS1 4BZ Geldards LLP, 4 Capital Quarter, Tyndall Street, Cardiff. CF10 4BZ
Insurance Brokers	Marsh 1 Tower Place West Tower Place London EC3R 5BU

DIRECTORS' REPORT (*incorporating the Strategic Report*) *YEAR ENDED 31ST AUGUST 2024*

The directors present their report and financial statements for the year ended 31st August 2024 and confirm they comply with the requirements of the Charities Act 2011, including the Directors' and Strategic Reports, under the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE INFORMATION

The charity was formed in 2004 and is registered with the Charity Commission as charity number 1103522. The charity is a limited liability company and wholly owned subsidiary of The Woodard Corporation (charity number 1096270). The charitable company is incorporated in the United Kingdom. Directors of the Company are also Fellows (members) of the Woodard Corporation and participate in the election of its board of management and are committed to its charitable objects.

Note 31 provides details of connected charities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The company is governed by Articles of Association as adopted by Special Resolution dated 20 March 2013, replacing those dated 29 March 2009 amended by Special Resolution(s) dated 25 January 2009 and 23 June 2009. They permit funds to be managed in such a manner as the directors see fit, provided that such powers are only exercised for the purposes of attaining the objects and in a manner which is legally charitable. The Articles of Association forbid the distribution of any property or funds, which are to be applied solely towards the promotion of the objects of the company.

Governing Body

The governors are the directors and charitable trustees of the company and comprise the governing body of The Cathedral School and are elected to hold office for five years. The School is governed by the governing body which operates using a number of committees. Membership of each committee is outlined on page 13. The governing body met four times during the year.

Recruitment and Training of Governors

All governors are Fellows of the Woodard Corporation. Fellows are responsible for electing the Woodard Corporation Board. Governors are recruited on the basis of nominations from the School contacts and from selection when a post becomes available. The governing body look to ensure a mix of skills and select new governors on the basis of background, competence, specialist skills and, in the case of Fellows, Christian commitment. Governors are provided with induction training by the Head, Bursar and staff and a wider programme of training events is organised by the Woodard Corporation.

Where possible the governors consider that the skills and experience of the governing body should comprise the following:

A Governor with a legal background.

A Governor with a financial/accounting background.

A Governor with education experience.

A Governor with senior managerial or business experience.

A Governor with experience of equal opportunities or disability needs.

At least one female Governor and at least one male Governor.

An Anglican Ordained Minister.

One Governor may have one or more of these skills.

Volunteers

Governors are volunteers providing their time for free to support the governance of the School. The School also relies on a number of others to undertake volunteer roles including fundraising events via 'The Friends of The Cathedral School'. Parents of infant aged children also assist with school trips and visits.

Organisational Management

The school is governed by the governing body which delegates work to a number of committees. The directors determine the general policy of the company.

Joint Estates and Finance Committee – the joint committee develops the school's estates strategy, including capital developments and maintenance of the buildings and has a remit to consider budgets, both revenue and capital, cash flow information and financial reports, including the financial statements. It also considers financial policies and the financial regulations. It makes recommendations to the governing body for approval. The Estates and Finance Committee met three times during the year.

Education Committee – the Education Committee is responsible for oversight of the academic performance of the school and educational policy, making recommendations to the governing body. It met four times during the year.

Remuneration Committee – the Remuneration Committee makes recommendations to the governing body regarding the remuneration of the Head and the Bursar. It also considers the overall staff salary increases and makes recommendations to the Finance Committee. It met twice during the year.

Risk Management Committee – the Risk Management Committee sets and reviews the Risk Management Register on an annual basis. The Committee consists of the full board and meets once a year.

The day to day management of the company is delegated to the Head and the Bursar as the Key Management personnel, overseeing educational, pastoral and administrative functions in consultation with the senior staff. The day to day administration is undertaken within the policies and procedures approved by the governors which provide for only significant expenditure decisions and major capital projects to be referred to the governors for prior approval.

The Head oversees the recruitment of all educational staff, whilst under delegated authority the Bursar oversees the recruitment of administrative and non-teaching support staff. The Head and Bursar are invited to attend governors' meetings.

The remuneration of key management personnel is set by the governing body, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the school's success.

The appropriateness and relevance of the remuneration policy is reviewed annually, including reference to comparisons with other independent schools to ensure that the school remains sensitive to the broader issues of pay and employment conditions elsewhere.

We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope for rewarding excellence. Delivery of the school's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

Group Structure and Relationships

The School has developed links with a wide range of organisations to ensure the widest possible access to our facilities and Schooling. Through membership of the family of Woodard Schools, Headmasters' and Headmistresses' Conference (HMC), Independent Association of Preparatory Schools (IAPS), the Choir Schools Association (CSA), Society of Heads, The Independent Schools' Bursars' Association (ISBA), Association of Governing Bodies of Independent Schools (AGBIS) and through networking with peer groups we ensure that we are able to attain the highest standards of quality and performance. We encourage pupils to develop awareness of the social context of the all-round education they receive at the School and they are encouraged in a number of activities to enhance their understanding. We have a growing alumni group, the Old Llandavians. A committee of parents and staff form 'The Friends of the Cathedral School' and are generous in supporting the work of the School, which is greatly appreciated. We also cooperate with charities and local Primary Schools in our ongoing endeavours to widen public access to the Schooling we can provide, to optimise the educational use of our culture and sporting facilities and to awaken in our pupils, in the public interest, an awareness of the social context of the all-round education they receive.

CHARITABLE OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

The charity's objects, as set out in the Articles of Association, are to promote and extend education (including spiritual, moral, social, cultural and physical education) in accordance with the doctrines and principles of the Church. The Church is defined as being the Church of England and churches in full communion with the See of Canterbury.

Intended impact

Woodard Schools strive for the best all round education of every aspect of each individual; they ensure high standards of religious education; and they see themselves as communities working together for the benefit of all members, and of the Church and the nation. They are strong Christian foundations which adhere to catholic belief as found in the Church, to Christian worship focused in the Eucharist, and to the care of each individual and the whole The Cathedral School community particularised in the ministry of the Chaplain.

Aims

The Cathedral School is a day school for pupils from the ages of 3 to 18. It aims to support children in reaching their potential in all areas of their activity at the school, and in the wider community. This is certainly in enabling each child to meet their academic potential and also in enabling children to find success in co-curricular excellence in art, drama, sport, music or dance. We produce 'well rounded' individuals who are able to make a positive contribution to society. All Woodard schools aim to provide a rounded education to help the pupils to make their way in adult life.

Primary objectives

The primary objectives of The Cathedral School to fulfil these aims focus around the following 5 ethos statements:

· Achievement – recognizing that all young people have a unique set of skills and enabling all pupils to fulfil their potential

· Care – to enable an inclusive community in our Christian environment supporting spiritual growth, understanding, respect and empathy for all

· Opportunity – Every teaching & learning opportunity to enable the child to flourish

· Ambition – Aiming high in all aspects of school life – with no-one left behind

· Leadership – Planning effectively & working together to inspire others and achieve a shared purpose

Strategies to achieve the primary objectives

This year, the School Development Plan focused on strengthening the understanding of leadership throughout all areas of the school. Therefore, each development plan area included effective leadership as a key driver to help us achieve our aims.

Our first area focused on achievement and leadership; supporting all pupils as they strive for the aspirational "challenge grades" which they are set. To improve accountability, the appraisal system was amended to include reference to pupil challenge grades. Middle leaders were given additional training in lesson observation and a clear Quality Assurance structure was put in place and monitored.

Our second area focused on care and leadership, in particular focusing on pupil voice. We trialled a new programme for tracking pupil well-being across Years 5-10 and identified new interventions that could be put in place to support individuals and groups with their well-being. Additional members of staff were trained in delivering these interventions. The School Council was re-structured with additional training for pupils and greater emphasis on developing their independence and resilience.

Our third area focused on opportunity and leadership, with a particular emphasis on the Year 5-8 curriculum. In the Primary section, extending pupil opportunities for learning in Mathematics were at the fore, with training for the new Mathematics Academic Leader who then led additional training for staff. In the Senior Section, the emphasis was on the implementation and delivery of the new Year 7 curriculum in Art and the Humanities in addition to implementing a new programme for the delivery of the Extended Project qualification.

Our final area focused on ambition and leadership, focusing both on the recruitment of pupils and establishing a new fund-raising programme. A new committee was set up with a focus on recruitment and retention and a new member of staff appointed with responsibility for strengthening alumni relations. We sought to establish a fund-raising campaign for bursaries focused on current parents and former pupils.

Principal Activities of the Year

The principal activity of The Cathedral School is the delivery of education to pupils ranging from 3 to 18 years of age. We also run a number of summer school activities and the School is open at other times for use by the local community. Pupil numbers at School during the year were as follows:

	2023/2024	2022/2023
Senior School	475	468
Preparatory School	178	174
Pre-Preparatory	142	152
Total	795	794

	2023/2024		2022/2023	
	Boys	Girls	Boys	Girls
Senior School	286	189	284	184
Preparatory School	116	62	120	54
Pre-Preparatory School	95	47	96	56
Total	497	298	500	294

Public Benefit

As part of our primary objectives, the school aims to create an environment to nurture children, to get the best from them and to allow them to develop and fulfil their potential. We provide them with a first class independent education and a wide range of sporting and artistic opportunities. Our public benefit aim is that all pupils will be self-confident and desire to contribute to the wider community.

In terms of public benefit, we also recognise the benefit to the community of the School educating 800+ pupils at no cost to the public purse. The Cathedral School provides boy and girl Choristers to sing services in Llandaff Cathedral, greatly enhancing the spiritual, musical and cultural lives of the City of Cardiff and the Diocese of Llandaff, as well as representing Wales at times of national importance. In the past academic year, the Choristers led the BBC Radio 3 Broadcast in September 2023, which was the first in Llandaff since 1997, in addition to leading the BBC Radio Wales Christmas broadcasts.

In the furtherance of these aims, The Cathedral School governors, as the charity trustees, have complied with the duty in s.17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under that Act.

Our school welcomes pupils from all backgrounds. To admit a prospective pupil we need to be satisfied that our school will be able to educate and develop a prospective pupil to the best of their potential and in line with the general standards achieved by their peers. Entrance interviews and assessments are undertaken to satisfy ourselves and parents that potential pupils can cope with the pace of learning and benefit from the education we provide. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of our assessment processes

Our school is a part of a wider community and we are keen that our links with the community remain strong. We have appointed a new member of staff with responsibility for Music outreach and our sports department has set up three very successful partnership programmes with different primary schools. The activities undertaken and the success of our programme are explained in the 'review of achievements and performance for the year' section of this report.

Woodard and its schools provide a significant benefit to the public. The school strives to ensure that measures of public benefit are appropriate, and that significant sections of the public are not excluded from the opportunity to benefit from the education and facilities offered due to the need to pay a fee. In addition to significant provision of bursaries and other forms of financial support, the school provides a wide range of opportunities for community benefit and facilities and events are often open to all. Further detail of the public benefit offered is included in the section entitled 'Review of Achievements and Performance for the Year' below.

It is a key requirement of evidencing public benefit that any private benefit to individuals or elements of the charity will be incidental to the charity's objectives. An example of private benefit may be the reimbursement of travelling expenses for trustees attending training courses: any private benefit to individuals or elements of Woodard are incidental to delivery of the charitable objectives.

Concessions Including Bursaries & Scholarships

The Cathedral School does not have an endowment and in funding our concessions we have to be mindful that we must ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their child's education, and those benefiting from the awards. Further details of our concessions policies and how to apply are available on our website at www.cathedral-school.co.uk.

All criteria and policies relating to concessions are kept under review and are updated when necessary.

Bursaries

Bursary awards are important in helping to ensure children from families who would otherwise not be able to afford the fees can access the education we offer. Our bursary awards are available to all who meet our general entry requirements and are made solely on the basis of parental means or to relieve hardship where a pupil's education and future prospects would otherwise be at risk for example in the case of redundancy. In most cases the budget for bursaries is allocated using a "needs blind" approach as far as possible, whilst giving priority to the continuity of education of those pupils already at The Cathedral School.

This year the value of means tested bursaries totalled £285,885 (£290,248 – 2023) and represented 2% of our gross fees. They provided assistance to 33 of our pupils of which 4 pupils benefited from a full remission of fees.

Scholarships

The purpose of our scholarship awards is to recognise high academic potential or the ability to excel in our co-curricular activities. Our scholarships are awarded on the basis of the individual's academic potential or evidence of exceptional abilities which will contribute to our co-curricular activities. In addition, awards may be subject to conditions imposed by the original donor.

The Cathedral School awarded scholarships to 190 pupils, based on their educational merit and potential, totalling £218,883 (£227,829 – 2023) and representing 2% of our gross fees. Of this number, 8 also qualified for means-tested bursary support and are included in the figures relating to bursary awards.

The Cathedral School provides the Choristers to Llandaff Cathedral and in so doing subsidises their fees via Chorister scholarships. The Scholarships ranges from 35% to 66% remission of fees. This year the value of Chorister Scholarships totalled £241,600 (£211,856 – 2023) and represented 2% of our gross fees. We supported 38 Choristers during the year.

The progress of pupils receiving scholarships is reviewed at least annually to ensure their progress is in line with their abilities. No scholarships were withdrawn in the year as a result of reviews.

Employment Policy

We are an equal opportunity organisation and are committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. We will make reasonable adjustments to meet the needs of staff or pupils who are or become disabled.

Engagement with Suppliers, Customers and Others in a Business Relationship with The Cathedral School

The Cathedral School seeks to engage actively and positively with all stakeholders in the local community and in the wider educational landscape. Collaborative relationships with suppliers, parents, educational partners and community leaders are seen as key enablers to achieving success in all of the School's operations.

During the year The Cathedral School has further promoted this engagement though specific initiatives including:

- Regular communication and engagement with parents and prospective parents of pupils attending the School to enhance the understanding of the provision to each pupil and to fully coordinate support to pupils from parents and the School.
- Engagement with other educational organisations and partners at local and national levels to share best practice and to provide peer support.
- Active dialogues with local councils on matters which impact children and families in the community as well as relate to operation of the School.
- Engaging with local businesses to promote career and educational opportunities for pupils for their mutual benefit.
- Seeking all possible opportunities to engage with local and national suppliers in the area.
- Seeking regular communication with all suppliers and ensuring good commercial practices of prompt payment and clear communication to optimise arrangements for supply of goods and services to the School.
- Promoting and encouraging pupil and staff opportunities to engage in local voluntary and other projects to support the community.
- Providing community access to The Cathedral School and, in many cases, adopting a role that puts the school at the heart of a community.

STRATEGIC REPORT

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

Responding to External Pressures

The independent schools' sector, including Woodard independent schools, stood up well to the problems created by the 'cost of living crises' but independent schools remained concerned, and many were planning for pressure on pupil numbers, particularly once the new Labour Government confirmed the introduction of VAT on school fees from 1st January 2025.

The increases in the cost of living impacted all areas of cost for independent schools, particularly in staff costs. The more recent return to long term rates of inflation has lessened this impact, but schools have all faced an issue in recovering their costs through fee rises. This will continue with the introduction of VAT.

The Cathedral School Performance and Achievements

During the year we educated an average of 795 children between the ages of 3 and 18. The School offers a broad curriculum and, whilst entry is subject to meeting the academic requirements of the School, we educate children with a wide range of ability. The educational performance of The Cathedral School was excellent, as demonstrated by the public examination results. At A Level, our students achieving 75% of all grades at A*-A and 96% at A*-B. The most common grade was A* and 96% of

university applicants gained a place at their first-choice university. At GCSE, pupils secured an exceptional 55% of grades at 9 or 8 and 72% of all grades at 9-7. A quarter of the cohort achieved exclusively grades 9 or 8 with 100% of all grades at 9-4. The most common grade awarded overall was 9, the highest possible grade. These were the School's best ever results and are significantly above the national average for all Schools and are in the top 25 of all independent schools.

We continue to improve facilities through constant investment in the fabric of the buildings and assets, to ensure that our school meets the challenge of climate change. The main project this year was the complete replacement of incandescent light bulbs across the site with LED movement-operated lighting. In addition, the access route to the sports field was resurfaced with a climate friendly material that will enable the draining away of excess rain water and, as we consider how to reduce our paper waste and offer more interactive ways of learning, we invested in additional ipads and other IT based resources.

The Cathedral School choristers continue to go from strength to strength, with girls and boys sharing equal duties and responsibilities and with a girl chorister appointed for the first time as Dean's Scholar. The academic year was again exceptionally busy, with many extraordinary events including a choir tour to Belgium (years six and above), two broadcasts with BBC Radio 3 (live) and BBC Radio Wales (over Christmas). The Choir were also members of the Three Choirs Festival at Brecon Cathedral. Of particular note was a project to promote outreach between the choristers and other students at schools in the wider Diocese. This project facilitated a successful visit from Williamstown and Cwm Clydach Primaries in May. In addition to offering hospitality, the choristers worked with visiting students to both learn and perform an anthem at the Cathedral.

In music, around half our pupils across the Junior and Senior sections were involved in one or more of our co-curricular musical ensembles. We provided a rich programme of concerts and events, including our St Cecilia Concert, Lent Term Choral & Orchestral Concerts, and the Summer Concerts. Around 150 pupils participated in both the St Cecilia and Lent Term Concerts and 100 pupils in the Primary Choirs concert. This year saw the return of our annual Jazz concert which is organized by the Sixth Form Charity committee, InterAct, and the money raised supports local and national charities. The musical outreach programme was strengthened this year, with a new member of staff appointed to develop our links with Whitchurch Primary school through offering free class music tuition to pupils on one afternoon per week.

The drama department put on three shows a year, across the Junior and Senior sections, as well leading our Sixth Form entry to the Mock Trial competition, in which we secured third place in the national final. The School were winners of the South West Modern Foreign Languages debating competition, won Best Speaker in the BPW national public speaking championships and were runners up in the ESU Churchill public speaking competitions and the ESU Performing Shakespeare Competition.

In sport, 93% of pupils up to Year 9 and 75% of pupils from Year 10-Year 13 represented the School in sport over 2023-24. Our traditional success in team competitions continued. In cricket, we were Welsh champions at U13 and U15 level in the girls competitions and U15 level in the boys competition. In rugby, our U14s were Rugby 7s Dean Close Vase winners and, in hockey, our U16s were Hockey Wales national champions. We also competed in national chess championships for the first time, and were Welsh Chess Union Rapid Play Championship winners. Two new sports partnerships were established. One focused on supporting the teaching of physical literacy in two local primary schools, Ysgol Pencae and Pendoylan CiW Primary School by seconding a member of staff to lead a Monday morning session in those schools. The other provided two sports events for Bryn Celyn Primary school, staffed and run by a member of the CSL Games department, with the support of our pupils.

Our work as a School of Sanctuary continued with a project across the Llandaff diocese on faith and refuge and culminating in a joint project with Amnesty International for Refugee Week. As well as projects such as these, working with the local community, pupils & staff undertake specific fundraising for a number of different charities. Our partnership with Llandaff Cathedral continues to develop strongly, in particular, our joint work during Christian Aid week, in which pupils at the School raised £2,250 as part of the Cathedral's total of £15,947. Our pupil fundraising events, including a community cinema night and a teacher ice-bucket challenge raised a total of £4,085.03 for local child bereavement Charity, 2Wish and the pupil led Amnesty week and Children in Need Day raised £800.01 for these charities. In total, The Cathedral School raised £7,442 for charities over 2023-24.

Facilities made open to the public include:

The Chapel – The Chaplain regularly carries out Baptism and Christenings.

Our music and performance facilities are made available to a wide range of local music societies, including:

- Cardiff and Vale Jazz Orchestra
- Orchestra rehearsals
- Stage School
- Spanish Lessons – Nuestra Escucia
- Vineyard Church Service
- High Sheriff Reception

Our sports pitches are recognised as being of a particular quality and are regularly used by:

- Cardiff Cavaliers Cricket Club
- Glamorgan County Cricket Fixtures (2nd Team)
- Mitres Cricket Club
- Salem Cricket Club
- St Fagans Cricket Club
- UMCC Cricket Fixtures

Our sports hall is also regularly used throughout the year for evening and weekend activities by the following organisations:

- Cardiff Volleyball Club
- Celtic Dragons Netball Club
- 'Mad Science' Holiday Club

Our Memorial Hall hosts:

- Ballet and Tap groups on weekends and during weekday evenings
- Birthday parties – 14 this year.
- Choir Rehearsals
- Pilates and Yoga classes – these take place on four evenings per week.
- The Llandaff Society monthly meetings and AGM

We also stage the start and finish of the charitable 'Castles and Cathedral Cycle Ride'.

Fundraising Performance

Significant progress has been made this year in fundraising and the ongoing work of raising voluntary funding for The Cathedral School. The Bursary Fund was launched in December 2023 with the aim of raising £25,000 in the first year. By September 2024, £5,250 had been received from current parent giving and the school has also been promised a legacy of £23,000. This is an important area of school development over the next 12 months.

Key Performance Indicators

The Key Performance Indicators (KPIs) used by The Cathedral School are:

KPI	Target	Actual
Surplus	5% of net fees	2.3%
Pupil Numbers	800	795
Total salaries to net fees	65% of net fees	65.6%
A Level target	50% of all grades to be at A or above	75% of all grades were at A or above
GCSE Level target	65% of all grades to be at 7 or above	72% of all grades were at 7 or above

The surplus and total salaries to net fees have come under pressure during the financial year, partly due to the increased contributions to the Teachers' Pension Scheme, from April 2024. The school has negotiated a plan with staff to prevent future increases to the TPA creating a larger liability on school budgets.

Our examination results continue to be of a very high standard. These results demonstrate the added value that an education at The Cathedral School can bring and thereby are providing excellent marketing to maintain and attract pupils to the school.

Funds held as custodian trustee on behalf of others

The Cathedral School does not hold funds or act as custodian trustee on behalf of others.

FINANCIAL REVIEW

Results for the Year

The total incoming resources for the year amounted to £11,060,497 of which the net surplus on The Cathedral School activities was £256,197. This surplus has been achieved against a background of strongly rising operating costs, so that in the circumstances we consider it a highly satisfactory achievement.

The parents of our pupils often make significant sacrifices to pay the fees. In doing so they help to relieve the state of the financial burden of educating 795 UK based children. The saving is estimated to have a value in the last year of £6,113,550. The Cathedral School is also unable to recover the VAT on purchases it makes. During the past year, the School has paid an estimated £419,549 in irrecoverable VAT on goods and services.

The Cathedral School provides a pension to some staff under the terms of the Pensions Trust Growth Plan. As a result of this pension scheme being under funded, the School is committed to contributing to a recovery plan. During the course of the year the School made contributions to the recovery plan of £4,524 and the recognised liability under the plan reduced by £4,296, with this value being recognised in the Statement of Financial Activities. Further details can be found in note 25.

Reserves Level and Policy, and Financial Viability

It has been the School's policy to utilise funds to ensure that high quality up-to-date facilities are provided for the benefit of pupils. The aim is to budget so as to provide sufficient working capital to meet the present needs and future development requirements of the School without the requirement to have recourse to sales of tangible fixed assets or use of the School's readily realisable investments supporting unrestricted funds. Unrestricted funds increased by £252,261 to total £9,115,556, as shown in note 23. The Cathedral School plans to fund longer term capital expenditure and meet long term liabilities through careful management of resources and investments and through building reserves through operations and trading. The School aims to make an overall surplus of 5% to build up to the

target for free reserves. This year's result indicates that our surplus was 2.3% of net fees.

The Governors have invested substantial sums into new School buildings in recent years and have a continuing programme of refurbishment, development, and investment to maintain excellent teaching facilities for our pupils. In common with most independent Schools, and due to them having to fund their own capital investment plans, free reserves are at a negative balance illustrating the extent of the investment in our School. The School's total reserves of £9,251,486 at the year-end included £135,930 of restricted funds and £9,115,556 unrestricted funds. Fixed assets held for charity use totalled £9,216,799, leaving a deficit in free reserves of £101k (2023: £295k) at the year-end, an improvement of £194k. The School's financial viability does not depend on income reserves but in its ability to continue to trade at a surplus on an annual basis, and on the substantial portfolio of fixed assets held for operational use. The School does not have, and cannot rely on, permanent endowments.

The company's unrestricted reserves are primarily invested in tangible fixed assets which are all used for its direct charitable activities.

PRINCIPAL RISKS AND UNCERTAINTIES

The governors consider the economic turbulence of recent years and the affordability of fees by parents across the independent sector to be the principal risk faced by the School. The School is currently full, but there is no room for complacency.

The independent sector as a whole is currently subject to increased political risk following confirmation by the Government that they will remove tax concessions for charitable independent schools, adding VAT and removing business rates relief. There is a significant risk to the independent sector as adding VAT to school fees from 1st January 2025 may make the fees unaffordable for a proportion of parents, potentially affecting school income. The full effect will not be known until all details of the policy are announced and schools and parents are able to assess the impact on affordability.

Health and safety is always a significant area for risk management. The risks range from fire and damage to infrastructure, to personal risks (most notably when away from the campus on trips and expeditions). The level and breadth of activity at The Cathedral School is impressive and the risks associated with all activities are minimised by thorough planning and risk assessment.

The governing body is responsible for the identification and management of risks. The major risks to which the charity is exposed, as identified by the directors, have been reviewed and systems or procedures have been established to manage those risks. Detailed examination of the risks and establishment of controls to mitigate them is delegated to the Executive Officers and the process is overseen by the Risk Committee on behalf of the governing body. A formal review of the risk management processes is undertaken annually.

The principal risks to which The Cathedral School is exposed include those affecting Safeguarding (protection of pupils) and security and preservation of charitable assets both now and in the future. Significant risk areas:

- the governors consider possible catastrophic events and ensure that the School has a plan in place to allow education to continue in a range of different scenarios
- the market in which The Cathedral School operates is highly competitive and we monitor developments in education to ensure that pupils always receive a first class, holistic and varied educational experience in our School
- we strive to ensure that all staff are able to work in a safe and supportive environment and policies, procedures and training in Human Resource management and Health and Safety help to ensure that the School meets expectations
- The Cathedral School operates in a highly regulated sector, including in matters of child protection, and we appoint appropriate professional advisers to ensure that we can keep up to date with all requirements; The School or individual membership of bodies being the constituent associations of the Independent The Cathedral Schools Council also ensure that we have access to up-to-date information and support
- The Cathedral School operates in an increasingly litigious environment, and we appoint appropriate professional advisers and purchase insurance using specialist brokers and advisers to ensure that we can keep up to date with all requirements and meet all challenges

- all organisations face difficult economic conditions, particularly in relation to the impact of inflation, and directors and senior managers in the School keep abreast of economic conditions locally, nationally and internationally to identify trends and develop plans to address issues

The key controls used by The Cathedral School include:

- formal agendas and minutes for all meetings of the governing body and committees
- terms of reference for all committees
- comprehensive strategic planning, financial forecasting, budgeting and management accounting
- established and identifiable organisational structures and reporting lines which are regularly reviewed
- comprehensive formal written policies
- clear authorisation limits
- vetting procedures, as required by law, for protection of the vulnerable

GOING CONCERN

The accounts show that we are currently cash positive with £6.1m in the bank. However, the Governors are conscious of the bank loans and covenants in place, and the Fees in Advance received from parents to mitigate the incoming changes in VAT legislation. We also have £1.5m bank overdraft facility, in case of need, which has never been called upon.

The School has a financial plan up until the end of 2027/28, conservatively indicating an annual EBITDA of £80k to £764k – the latter being the equivalent to 50 senior pupil fees.

Due to the incoming VAT on school fees, the Governors recognise there is greater uncertainty on pupil numbers. The school acknowledges the National Insurance increases and removal of rates rebates creates further uncertainty.

Having considered all factors, the Governors have a reasonable expectation that the school will continue to operate for a period of 12 months from the date of approving the financial statements. Therefore, the financial statements have been prepared on a going concern basis.

FUTURE PLANS

The governing body's current five-year strategic plan is reviewed on an annual basis. The key objectives of the current plan are:

1. To achieve a total of £50,000 in appeal funds before the end of the next academic year to August 2025 by restructuring the communication and alumni department with specific focus on fund-raising and donations.

2. To identify new methods of income generation through networks established by the Head and governors.

3. To support parents with the imposition of VAT on school fees by reviewing the fee structure to enable pupil numbers to remain around 800

4. To continue to keep under review and innovate in respect to the school facilities through completion of a ten-year architect's plan for the school site, with a particular emphasis on school dining and Sixth Form provision.

5. To improve the interface between potential new markets and The Cathedral School by redesigning and improving the School website.

6. To widen access to The Cathedral School still further through increasing the availability of means-tested bursaries equivalent to 4 full-fee-paying places by improving the management of scholarship awards.

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2024

DIRECTORS

The directors who served during the year, and the committees of which they are members, are:

M R Havard (Chairman)		Joint Estates and Finance, Nominations, Remuneration, Risk Management
Mrs J Corbett-Simmons	Appointed 16.11.2023	Education, Safeguarding and Risk Management
P R Dewey		Joint Estates and Finance, Nominations, Remuneration, Risk Management
Mrs P Jones		Joint Estates and Finance, Risk Management.
P J Knowles		Education, Risk Management.
P R Lacey	Resigned 30.7.2024	Risk Management
Miss E McKinnie		Joint Estates and Finance, Risk Management
Mrs J E Newley		Education, Joint Estates and Finance, Risk Management
J C Rawlins		Joint Estates and Finance, Nominations, Risk Management
J Smith		Joint Estates and Finance, Risk Management
P Smith		Education, Risk Management
I P Shorney Toledano	Appointed 15.03.2024	Joint Estates and Finance, Risk Management
M Tossell		Joint Estates and Finance, Remuneration, Risk Management

None of the directors has any beneficial interest in the company. The Cathedral School buys trustees and officers insurance on behalf of the directors.

Exemptions from disclosure

The Cathedral School has not taken advantage of any exemption from disclosure in relation to trustee details.

AUDITORS

Following a competitive tender process, Moore Kingston Smith LLP were appointed as the company's external auditors at the Annual General Meeting held on 23rd May 2024, for the year to 31 August 2024 onwards. As a consequence, RSM UK Audit LLP did not offer themselves for reappointment under section 487 (2) of the Companies Act 2006. The Board would like to express its appreciation to RSM for their services over the past seven years.

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DIRECTORS' RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the Directors' Report, the Strategic Report included within the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare company financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law the directors 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 company and of the profit or loss of the company for that period.

In preparing each of the company financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements 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 company will continue in business.

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

- The directors confirm that:
    - so far as each director is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
    - the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Board of Directors of The Cathedral School on 29 November 2024 including, in their capacity as company directors, approving the Directors' and Strategic Reports contained therein, and signed on its behalf by:

Signed by:
Robin Havard
C6BECCEFF225480...

M Robin Havard
CHAIRMAN

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

YEAR ENDED 31ST AUGUST 2024

Opinion

We have audited the financial statements of The Cathedral School Limited (the 'charitable company') for the year ended 31 August 2024 which comprise the Company Statement of Financial Activities (including an Income and Expenditure Account), the Company Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2024 and of the incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We have been appointed auditors under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

Conclusions relating to going concern

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have

performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Directors' 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 Directors' Report and the Strategic Report, included within the Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of directors

As explained more fully in the Statement of Directors' responsibilities set out on page 14, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

- As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud

may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The 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.

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

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the 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.

Moore Kingston Smith LLP

Shivani Kothari (Senior Statutory Auditor)
For and on behalf of Moore Kingston Smith LLP, Statutory Auditor
Chartered Accountants
6th Floor
9 Appold Street
London
EC2A 2AP

Date: 27th January 2025

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

CHARITY STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)

YEAR ENDED 31ST AUGUST 2024

	Notes	Unrestricted Funds £	Restricted Funds £	**Total 2024 £**	Total 2023 £
Income and endowments from:					
Charitable Activities					
The Cathedral School fees receivable	2	10,447,397	-	**10,447,397**	9,466,231
Ancillary trading income	3	389,290	-	**389,290**	432,285
Other trading activities					
Non-ancillary trading income	4	62,222	-	**62,222**	50,898
Investments					
Investment income	5	-	580	**580**	560
Bank and other interest	5	158,953	-	**158,953**	52,263
Other – Grants and donations					
Grants and donations	6	-	2,055	**2,055**	2,368
Other incoming resources					
TOTAL INCOMING RESOURCES	23	11,057,862	2,635	**11,060,497**	10,004,605
Expenditure on:					
Raising funds					
Financing costs	8	(131,532)	-	**(131,532)**	(117,050)
TOTAL DEDUCTIBLE COSTS		(131,532)	-	**(131,532)**	(117,050)
Charitable Activities					
Education and grant making	8	(10,674,069)	-	**(10,674,069)**	(9,695,586)
TOTAL EXPENDITURE		(10,805,601)	-	**(10,805,601)**	(9,812,636)
Net gains/(losses) on investment assets	13	-	1,301	**1,301**	620
Net income/(expenditure)		252,261	3,936	**256,197**	192,589
Net Movement in funds for the year		252,261	3,936	**256,197**	192,589
Fund balances at 1st September		8,863,295	131,994	**8,995,289**	8,802,700
FUND BALANCES AS AT 31ST AUGUST		9,115,556	135,930	**9,251,486**	8,995,289

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THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

CHARITY BALANCE SHEETS
AS AT 31ST AUGUST 2024

	Notes	2024 £	2023 £
FIXED ASSETS			
Tangible assets	12	**9,202,218**	9,279,440
Investments	13	**14,581**	13,280
		9,216,799	9,292,720
CURRENT ASSETS			
Stock		**6,306**	6,306
Debtors	14	**424,185**	310,839
Cash at bank and in hand		**6,177,205**	2,758,110
		6,607,696	3,075,255
CURRENT LIABILITIES			
Creditors payable within one year	15	**(4,250,006)**	(2,988,121)
NET CURRENT ASSETS/(LIABILITIES)		**2,357,690**	87,134
TOTAL ASSETS LESS CURRENT LIABILITIES		**11,318,292**	9,379,854
LONG TERM LIABILITIES			
Creditors payable after one year	16	**(2,321,034)**	(378,300)
TOTAL NET ASSETS EXCLUDING PENSION ASSET		**9,253,455**	9,001,554
Net pension liability	25	**(1,869)**	(6,165)
NET ASSETS		**9,251,586**	8,995,389
REPRESENTED BY:			
CALLED UP SHARE CAPITAL	20	**100**	100
RESTRICTED FUNDS	23	**135,930**	131,994
UNRESTRICTED FUNDS			
General reserve	23	**9,115,556**	8,863,295
		9,251,586	8,995,389

The financial statements were approved and authorised for issue by the Board on 29 November 2024 and signed on its behalf by

Signed by:
Robin Havard
M Robin Havard
CHAIRMAN
Company registration number 05091977

The notes on pages 22 to 44 form part of these financial statements.

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

CASH FLOW STATEMENT
AS AT 31ST AUGUST 2024

	Notes	2024 £	2023 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	26	**1,404,539**	699,600
Cash flows from investing activities:			
Dividends, interest and rents from investments		**178,306**	52,823
Proceeds from the sale of property, plant and equipment			
Purchase of property, plant and equipment		**(287,370)**	(270,907)
Proceeds from sale of investments			
Purchase of investments			
Net cash provided by (used in) investing activities		**(109,064)**	(218,084)
Cash flows from financing activities:			
Repayments of borrowing		**(175,546)**	(174,926)
Cash inflows from new borrowing		**270,000**	
Financing costs		**(131,532)**	(103,983)
Fees in advance – new contracts		**1,751,548**	
Fees in advance – payment of deposits		**409,150**	
Net cash provided by (used in) financing activities		**2,123,620**	(278,909)
Change in cash and cash equivalents in the year		**3,419,095**	189,540
Cash and cash equivalents at the beginning of the year		**2,758,110**	2,568,570
Cash and cash equivalents at the end of the year	27	**6,177,205**	2,758,110

NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31ST AUGUST 2024

1. ACCOUNTING POLICIES

The principal accounting policies, all of which have been applied consistently throughout the year and in the preceding year are:

a) **Basis of Accounting**

The accounts of the have been prepared under the Companies Act 2006 and in accordance with the Statement of Recommended Practice for Charities ('SORP (FRS102)') and with applicable UK Accounting Standards. They are drawn up on the historical cost accounting basis except that property and share investments held as fixed assets are carried at fair value.

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

The preparation of financial statements in conformity with FRS 102 requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. Further details are provided in note 32, and in the accounting policies for depreciation of fixed assets, for pensions and for bad debts. The financial statements are presented in sterling (£) and the functional currency is sterling (£).

b) **Going Concern**

The accounts show that we are currently cash positive with £6.1m in the bank. However, the Governors are conscious of the bank loans and covenants in place, and the Fees in Advance received from parents to mitigate the incoming changes in VAT legislation. We also have £1.5m bank overdraft facility, in case of need, which has never been called upon.

The School has a financial plan up until the end of 2027/28, conservatively indicating an annual EBITDA of £80k to £764k – the latter being the equivalent to 50 senior pupil fees.

Due to the incoming VAT on school fees, the Governors recognise there is greater uncertainty on pupil numbers. The school acknowledges the National Insurance increases and removal of rates rebates creates further uncertainty.

Having considered all factors, the Governors have a reasonable expectation that the school will continue to operate for a period of 12 months from the date of approving the financial statements. Therefore, the financial statements have been prepared on a going concern basis.

c) **The Cathedral School Fees Receivable and Similar Income**

Fees receivable and other educational income are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions by The Cathedral The Cathedral School, but include contributions received from restricted funds for scholarships, bursaries and other grants. Fees in Advance Scheme Contracts are those fees received in advance of education to be provided in future years under a specific contract. The fees are either held as investments in interest bearing assets until taken to income to match liabilities in the term when used, or refunded, or they are held within the unrestricted reserves of the School. Any surplus of assets over liabilities is held within the fund as a buffer. Debts are provided for if not recovered within one term. Estimating amounts to provide against recovery of debts is a matter of judgement.

d) **Ancillary and Non-Ancillary Trading Income**

Ancillary trading income represents amounts from activities to generate funds within the charitable objects, for example School shop sales, coaches to and from the School and School trips. Non-ancillary trading income represents amounts from activities not directly related to the charitable objects, for example lettings of The Cathedral School facilities out of term time and rental from School buildings. Income from these activities is recognised in the Statement of Financial Activities when the goods are sold or services provided.

e) **Voluntary sources, Grants and Donations**

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

Voluntary income for 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 case of donated services or facilities.

f) **Expenditure**

Expenditure is accrued as soon as there is a contractual obligation or a liability is considered probable, discounted to present value for longer term liabilities. Expenditure is allocated to expense headings either on a direct cost basis or apportioned according to time spent. The irrecoverable element of VAT is included with the item of expense to which it relates. Bad debts are provided for in accordance with the group bad debt policy. The cost of refurbishing and converting existing buildings is written-off in the year in which it is incurred except where the useful life has been extended.

g) **Finance and Other Costs**

Other costs include amounts accrued in accordance with the terms of Fees in Advance Scheme Contracts.

h) **Pension Costs**

The Cathedral School participates in the Teachers' Pensions scheme, which is an unfunded government scheme, and The Pensions Trust scheme, both of which provide benefits based on final pensionable pay. The funds of the schemes are separate from the company, although the company's share of the schemes cannot be identified as the schemes are multi-employer schemes, and so the pension costs are accounted for as defined contribution schemes. The companies also contribute to other defined contribution pension schemes for non-teaching staff.

The company offers membership of the Pensions Trust Growth Plan to employees other than the full-time academic staff. The Pensions Trust Growth Plan is a multi-employer pension scheme where the scheme assets are pooled for investment purposes and cannot be attributed to individual employers. Benefits are paid from the total scheme assets. It is in most respects a money purchase arrangement but has some guarantees. As a result, it is not possible or appropriate to identify the assets and liabilities of the scheme which are attributable to the company, though, due to the guarantees inherent in the scheme, the companies remain potentially liable for a debt on withdrawal from the scheme. In accordance with Financial Reporting Standard (FRS) 102 (section 28) therefore, the scheme is accounted for in a fashion which is similar to a defined contribution scheme.

The company must recognise a liability measured as the present value of the contributions payable that arise from the deficit recovery agreement and the resulting expense in the income and expenditure account i.e. the unwinding of the discount rate as a finance cost in the period in which it arises. More detail is given in notes 25 and 29.

i) **Tangible Fixed Assets and Depreciation**

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

Tangible fixed assets are stated at cost less depreciation. Individual capital items, or projects, with a value greater than £10,000 are capitalised. Assets in the course of construction are stated at cost less any provision for impairment. They are transferred to completed assets when substantially all of the activities necessary to get the asset ready for use are complete. Where appropriate cost includes our own labour costs in relation to construction, and directly attributable overheads.

Where tangible fixed assets have been acquired with the aid of specific grants they are included

in the balance sheet at cost and depreciated over their expected useful economic life. The related grants are credited to a restricted fixed asset fund (in the statement of financial activities and carried forward in the balance sheet). The depreciation on such assets is charged in the statement of financial activities over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

Depreciation is provided at rates calculated to write off the cost, less estimated residual value of each asset based on current market prices, over its expected useful life, as follows:

Freehold Buildings:	- Variable according to the building and written off over the expected useful life (see paragraph below)
Freehold improvements	- Over the useful economic life of the improvement
Leasehold land and buildings	- Over the shorter of the economic life of the asset or the life of the lease
Leasehold enhancements	- Over the shorter of the economic life of the asset or the life of the lease
Fixtures, fittings and equipment	- 25% on cost
Computer equipment	- 25% on cost
Motor vehicles	- 25% on cost

Freehold land is not depreciated.

The company has reviewed its tangible assets, which comprise land, buildings and initial fixtures and fittings. The company undertakes an annual review of all buildings assessing their useful economic life. In some cases the useful economic life of a building is anticipated to be of considerable length, often in excess of 100 years. The buildings are capitalised in the financial statements at historic cost. Where the calculated depreciation charge is a material figure, it is charged in these financial statements but, where the carrying value is not more than the estimated recoverable amount and the depreciation on the building is not material to these financial statements, it has been assessed, but not charged on the basis that it is not material. The directors will continue to carry out annual assessments of the recoverable amount and the estimated useful life of all buildings and where the depreciation is a material value, it will be charged. The review is based on the directors' assessments of the market value and the future economic benefit derived from an asset versus its carrying value in the financial statements.

When the company undertakes a significant refurbishment project that will have an economic benefit, the cost of the refurbishment is capitalised, recorded separately under 'Freehold Improvements', its useful life is estimated and it is depreciated over that useful life.

No depreciation is provided for in respect of investment properties in accordance with Section 16 of FRS102. Such properties are held for their investment potential and not for consumption within the business. Investment properties are stated at their fair value at the balance sheet date.

The School exercises judgement in selection of appropriate rates for depreciation of fixed assets, and for matters of impairment.

j) **Financial Instruments**

The Cathedral School only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

k) **Investments and Fees in Advance Investments**

Investments and Fees in Advance investments are carried at fair value, which is deemed to be market value as at the balance sheet date.

Realised and unrealised investment gains and losses are recognised as 'net gains/(losses) on investment assets' in the Statement of Financial Activities and are allocated to the appropriate fund according to the 'ownership' of the underlying assets.

l) **Stocks**

Stocks comprise raw materials, consumable stores and goods held for resale: they are valued at the lower of cost and net realisable value.

m) **Leasing Commitments**

Assets held under finance leases and hire purchase contracts are capitalised in the balance sheet and are depreciated over their useful lives or the period of the lease whichever is the shorter. The interest element of the obligations is charged to the Statement of Financial Activities over the period of the lease. Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities on a straight line basis over the lease term. Lease incentives are accounted for over the lease term on a straight-line basis.

n) **Fee Deposits**

Refundable fee deposits are currently classified between long term and short term in the financial statements. These deposits are refundable in the event that the pupils leave a The Cathedral School on one term's notice and as such the deposit would be refunded to the parents at that point. However, the financial statements are prepared on a going concern basis and it is assumed that the majority of children will remain in The Cathedral School for their full years of education and therefore the deposit will be refunded to them when they leave The Cathedral School.

Short term deposits reflect those pupils that will be leaving a The Cathedral School within one year, and the longer-term element reflects those pupils that will be leaving a The Cathedral School after 12 months from the balance sheet date.

o) **Fund Accounts**

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity. Endowment funds are further sub-divided into permanent and expendable, where required by the terms of the trust.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Designated funds comprise funds which have been set aside at the discretion of the directors for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

p) **Taxation**

The Cathedral School is a registered charity and as such are exempt from income tax and corporation tax under the provisions of Section 478 of the Corporation Tax Act 2010. There is no similar exemption for VAT, which is included in expenditure or in the cost of assets as appropriate.

2. CHARITABLE ACTIVITIES - THE CATHEDRAL SCHOOL FEES RECEIVABLE

	2024 £	2023 £
The Cathedral School fees income comprises		
Gross fees	**11,429,870**	10,407,002
Less: Total scholarships, bursaries, etc	**(982,473)**	(940,771)
	10,447,397	9,466,231

Scholarships, bursaries and other awards were paid to 298 pupils (2023: 269 pupils). Within this, means-tested bursaries totalling £285,885 were paid to 33 pupils (2023: £290,248 to 33 pupils)

3. CHARITABLE ACTIVITIES – ANCILLARY TRADING INCOME

	2024 £	2023 £
Extras		
Entrance fees and registration fees	**35,827**	17,000
Pupil transport	**85,965**	74,538
Extra Subjects	**197,213**	201,125
Sundry Income Other	**49,600**	119,865
School Shop Commission	**20,685**	19,757
	389,290	432,285

4. OTHER TRADING ACTIVITIES

	2024 £	2023 £
Non-ancillary trading income		
Lettings income	**44,749**	45,786
Interest receivable – pupil bills	**17,473**	5,112
	62,222	50,898

5. INVESTMENTS - BANK AND OTHER INTEREST RECEIVABLE

	Unrestricted	Restricted	**Total 2024 £**	Total 2023 £
Bank interest	158,952	-	**158,952**	52,263
Other interest	-	580	**580**	560
	158,952	580	**159,532**	52,823

6. OTHER - GRANTS AND DONATIONS

	Unrestricted	Restricted	**Total 2024 £**	Total 2023 £
The Cathedral School Foundation	-	2,055	**2,055**	2,368
	-	2,055	**2,055**	2,368

7. ANALYSIS OF EXPENDITURE

a) Total expenditure

	Staff costs (note 9) £	Support costs £	Depreciation (Note 12) £	**Total 2024 £**	Total 2023 £
Costs of raising funds					
Non ancillary trading	-	-	-	-	-
Other income generating activities	-	-	-	-	-
Financing cost (note 8)	-	131,532	-	**131,532**	117,050
Investment management	-		-	-	-
Fundraising and development	-	-	-	-	-
Total cost of generating funds	-	131,532	-	**131,532**	117,050
Charitable expenditure					
Teaching	5,959,246	607,614	56,089	**6,622,949**	6,044,011
Welfare	42,831	737,035	-	**779,866**	788,716
Premises	263,640	1,339,932	308,503	**1,912,075**	1,668,322
The Cathedral School administration	600,195	763,280	-	**1,363,475**	1,198,767
Donations	-	-	-	-	
Grants awards and prizes (note 8b)	-	-	-	-	
Movement in Pension recovery plan	(4,296)	-	-	**(4,296)**	(4,230)
Governance	-	-	-	-	
Education and grant making	6,861,616	3,447,861	364,592	**10,674,069**	9,695,586
Total Expenditure	6,861,616	3,579,393	364,592	**10,805,601**	9,812,636

8. **ANALYSIS OF EXPENDITURE** (Continued)

b) **Grants, awards and prizes**

The Cathedral School makes awards to individual families to support schooling.

	2024 £	2023 £
From Unrestricted Funds:		
Bursaries (Hardship)	**285,885**	290,248
Bursaries (Scholarships)	**241,600**	211,855
Bursaries (Siblings)	**26,232**	19,656
Scholarships	**218,883**	227,829
	772,600	749,588

c) **Total resources expended include:**

The Cathedral School reimburses governors for out of pocket expenses including travel subsistence and accommodation, where a claim is made. 2 governors were reimbursed during the year (2023: 2).

	2024 £	2023 £
Remuneration paid to auditor for audit services	**21,600**	20,100
Depreciation of tangible fixed assets:		
- owned by the Charitable Company	**364,592**	286,803
Operating lease rentals:		
- land and buildings	**181,314**	184,611
- other assets	**79,800**	84,736
Reimbursement of personal expenses to governors	**692**	575
Other Governance Costs – Legal Fees	**25,160**	8,680
	673,158	585,505

8. **FINANCING COSTS**

	2024 £	2023 £
Bank interest payable	**105,745**	93,064
Bank charges	**11,575**	10,919
Provision for bad and doubtful debts	**14,212**	13,067
	131,532	117,050

9. STAFF COSTS

	2024 £	2023 £
The aggregate payroll costs for the year were:		
Wages and salaries	**5,202,966**	4,829,788
Social security costs	**548,659**	507,278
Other pension costs	**1,101,673**	938,046
Private medical insurance	**8,318**	3,505
	6,861,616	6,278,617

Included within staff costs is an amount totalling £22,193 by way of a settlement agreement.

None of the governors received remuneration or other benefits from The Cathedral School or from any connected body.

Key Management Personnel include the Governors, the Head and Bursar.

	2024 £	2023 £
Aggregate employee benefits of key management personnel	**273,298**	253,492

The number of higher paid employees whose annual emoluments were £60,000 or more was:

	2024 No	2023 No
£60,001 - £70,000	**6**	6
£70,001 - £80,000	**3**	
£80,001 - £90,000		1
£90,001 - £100,000	**1**	
£100,001 - £110,000		1
£110,001 - £120,000	**1**	
The Number with retirement benefits accruing:		
- In Defined Contribution Scheme was	**1**	1
Of which the contributions amounted to	**£17,185**	£19,698

For 2024 there are no (2023: none) employees earning over £60,000 per year that have chosen not to participate in a pension scheme

10. **STAFF COSTS** (Continued)

The average number of employees during the year calculated on a head count basis, was 174 (2023: 161)

	2024	2023
	No	No
Teaching	**85**	82
Welfare	**28**	25
Premises	**13**	11
Support	**42**	37
Other activities	**6**	6
	174	161

10. **DIRECTORS**

None of the directors (or any persons connected with them) received any remuneration during the year.

11. **TAXATION**

The company is a registered charity and therefore no liability to taxation arises on its charitable activities.

12. TANGIBLE FIXED ASSETS

Group and company	Freehold Land & Buildings £	Leasehold Improve-ments £	Fixtures, Fittings & Equipment £	Computer Equipment £	Motor Vehicles £	Total £
Cost						
At 1st September 2023	4,465,688	8,546,423	669,285	125,263	144,336	13,950,995
Additions	-	-	287,370	-	-	287,370
Disposals	(260,669)	-	-	-	-	(260,669)
At 31st August 2024	**4,205,019**	**8,546,423**	**956,655**	**125,263**	**144,336**	**13,977,696**
Depreciation						
At 1st September 2023	331,667	3,772,344	433,373	26,984	107,187	4,671,555
Charge for the year	44,942	198,201	70,873	38,192	12,384	364,592
Disposals	(260,669)	-	-	-	-	(260,669)
At 31st August 2024	115,940	3,970,545	504,246	**65,176**	**119,571**	**4,775,478**
Net book value at 31st August 2024	**4,089,079**	**4,575,878**	**452,409**	**60,087**	**24,765**	**9,202,218**
Net book value at 31st August 2023	4,134,021	4,774,079	235,912	98,279	37,149	9,279,440

All tangible assets are held for charitable activities apart from certain assets at a cost of £14,238,365 (2023: £13,950,995) and a net book value of £9,202,218 (2023: £9,279,440) used for activities to generate funds.

All assets are used for charitable purposes.

13. INVESTMENTS

	Investments	
	2024	2023
	£	£
Group investments		
At 1 September	**13,280**	12,660
Unrealised gains/(losses) on investments	**1,301**	620
Company investments at 31 August	**14,581**	13,280
Investments comprise:		
Listed investments		
Equities – Murray International	**14,581**	13,280
Company investments at 31 August	**14,581**	13,280

14. DEBTORS

	2024	2023
	£	£
School fees receivable	**180,501**	87,264
Prepayments and accrued income	**242,793**	223,008
Amounts due from parent company	**891**	567
	424,185	310,839

15. **CREDITORS: amounts falling due within one year**

	2024	2023
	£	£
Bank loans and overdrafts (note 17)	**1,392,798**	1,483,580
Deposits from parents	**24,900**	17,300
Fees received from parents in advance of term	**899,183**	897,634
Trade creditors	**634,233**	429,598
Taxation and social security	**129,195**	-
Other creditors	**126,092**	-
Fees in Advance Scheme (note 18)	**985,275**	90,352
Accruals	**58,330**	69,657
	4,250,006	2,988,121

The Cathedral Schools should add details of any security given on creditors outstanding at the year end.

Summary of movements in deferred income	**2024**	2023
	£	£
Balance at 1 September 2023	**897,634**	663,481
Amounts arising in the year	**899,183**	897,634
Amounts transferred to SOFA	**(897,634)**	(663,481)
Balance at 31 August 2024	**899,183**	897,634

16. **CREDITORS: amounts falling due after one year**

	2024 £	2023 £
Bank loans and overdrafts (note 17)	**185,236**	-
Deposits from parents	**384,250**	378,300
Fees in Advance Scheme (note 18)	**1,751,548**	-
	2,321,034	378,300

17. **BANK LOAN**

	2024 £	2023 £
The bank loan is repayable in instalments		
Due within 2 to 5 years	**93,989**	-
Due within 1 to 2 years	**91,247**	-
Due after more than one year	**185,236**	-
Due within 1 year	**1,392,798**	1,483,580
	1,578,034	1,483,580

The Cathedral School has two bank loans from Barclays Plc. The loan is secured by charges on The Cathedral School's assets and by a debenture at a rate of interest over base rate. The larger loan is repayable over a term of 5 years, with effect from April 2020, following renegotiation. The smaller loan is repayable over 3 years, with effect from August 2024.

Details of bank loan arrangements are as follows:	Interest Rate %	Balance 2024 £
Barclays Bank Loan of £5 million repayable over a term of five years from 20th September 2022	**Base plus 2.32**	1,398,034
Barclays Bank Loan of £270,000 repayable over a term of three years from August 2024	**Base plus 2.25**	270,000

18. FEES IN ADVANCE SCHEME

Parents and others may enter into a contract to pay for fixed contributions towards pupil tuition fees for a number of years in advance. The money may be returned subject to specific conditions on the receipt of notice. Assuming pupils remain in The Cathedral School, fees in advance will be applied as follows:

	2024	2023
	£	£
After 5 years	**327,428**	-
Within 2 to 5 years	**816,335**	-
Within 1 to 2 years	**607,785**	-
Due after more than one year	**1,751,548**	-
Within 1 year	**985,275**	-
	2,736,823	-

19. COMMITMENTS UNDER OPERATING LEASES

The future minimum commitments under non-cancellable operating leases are:

	Land and buildings		**Other**	
	2024	2023	**2024**	2023
	£	£	**£**	£
Within 1 year	**99,250**	98,350	**79,176**	97,920
Within 1 to 5 years	**243,963**	384,400	**108,792**	24,780
	348,346	482,750	**187,968**	122,700

20. SHARE CAPITAL

	2024	2023
	£	£
Authorised		
100 Ordinary Shares of £1 each	**100**	100
Allotted, called up and fully paid		
100 Ordinary Shares of £1 each	**100**	100

21. FUNDS

The Cathedral School's funds are analysed under the following headings:

a) RESTRICTED FUNDS

The income funds of the Company include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

The Chorister Special Fund assist parents of Choristers who have fallen into financial difficulty and are unable to meet the total cost of fees less the Chorister Scholarship.

The Special Fund Support Funding is a fund that helps families who have lost their main income earner. The fund helps to pay the fees of the child until the next natural break in their education.

b) UNRESTRICTED FUNDS

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

22. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted £	Restricted £	**Total 2024 £**	Total 2023 £
Tangible fixed assets	9,202,218		**9,202,218**	9,279,440
Investments		14,581	**14,581**	13,280
Net current (liabilities)/assets	2,221,760	121,349	**2,357,690**	87,034
Long term liabilities	(2,321,034)	-	**(2,321,034)**	(384,465)
	9,115,556	135,930	**9,251,486**	8,995,289

	Unrestricted £	Restricted £	**Total 2023 £**	Total 2022 £
Tangible fixed assets	9,279,440	-	9,279,440	9,295,336
Investments	-	13,280	13,280	12,660
Fees in Advance Scheme investments				
Net current (liabilities)/assets	(31,680)	118,714	87,034	1,326,313
Long term liabilities	(384,465)	-	(384,465)	(1,831,606)
	8,863,295	131,994	8,995,289	8,802,703

23. SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	At 1 Sept 2023 £	Incoming resources £	Resources expended £	Gains/ (losses) £	At 31 August 2024 £
Restricted Funds					
Revaluation Reserve	9,181	-	-	1,301	10,482
Chorister Special Fund	77,931	580	-	-	78,511
Special Fund - Support	44,882	2,055	-	-	46,937
	131,994	**2,635**	**-**	**1,301**	**135,930**
Unrestricted Funds					
General Reserve	8,863,295	11,057,862	(10,805,601)	-	9,115,556
Pension Reserve					
	8,863,295	**11,057,862**	**(10,805,601)**	**-**	**9,115,556**
Total Funds	**8,995,289**	**11,060,497**	**(10,805,601)**	**1,301**	**9,251,486**

	At 1 Sept 2022 £	Incoming resources	Resources expended	Gains/ (losses)	At 31 August 2023
Restricted Funds					
Revaluation Reserve	8,561	-	-	620	9,181
Chorister Special Fund	77,371	560	-	-	77,931
Special Fund - Support	42,514	2,368	-	-	44,882
	128,446	2,928	-	620	131,994
Unrestricted Funds					
General Reserve	8,674,254	10,001,677	(9,812,636)	-	8,863,295
	8,674,254	10,001,677	(9,812,636)	-	8,863,295
Total Funds	**8,802,700**	10,004,605	(9,812,636)	620	8,995,289

24. CAPITAL COMMITMENTS

At 31 August 2024, the group had capital commitments as follows:	**2024**	2023
	£	£
Expenditure contracted for but not provided in the accounts	**-**	-

25. PENSION SCHEMES

Teachers' Pension Scheme

The Cathedral School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,078,065 (2023: £808,976) and at the year-end £122,044 (2023: £93,440) 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 School has accounted for its contributions to the scheme as if it were a defined contribution scheme.

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 31st March 2020 and the Valuation Report was published in October 2023.

Following the McCloud judgement, the remedy proposed that when benefits become payable, eligible members can select to receive them from either the reformed or legacy schemes for the period 1st April 2015 to 31st March 2022. The actuaries have assumed that members are likely to choose the option that provides them with the greater benefits, and in preparing the 2020 valuation has valued the 'greater value' benefits for groups of relevant members.

The employer contribution rate for the TPS is 28.6%, and employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

25. **PENSION SCHEMES** (Continued)

Pensions Trust Growth Plan

The Cathedral School participates in the scheme, a multi-employer scheme which provides benefits to some 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions 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 UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore, the company 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.

TPT Retirement Solutions - The Growth Plan Deficit Contributions

A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. 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 April 2022 to 31 January 2025:	£3.312,000 per annum (payable monthly)

Unless a concession has been agreed with the Trustee the term to 31st January 2025 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, the Trustee asked the participating employers to pay additional contributions to the scheme as follows.

From 1 April 2019 to 30 September 2025:	£11.243,000 per annum (payable monthly and increasing by 3% each on 1st April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

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

Summary of provision for pension deficit recovery plan

	2024	2023	2022
	£'000	£'000	£'000
TPT Retirement Solutions - The Growth Plan	**1,869**	6,165	10,395

25. **PENSION SCHEMES** (Continued)

Present Values of Provision	**2024**	2023
	£	£
Present value of provision	**1,869**	6,165

Reconciliation of opening and closing provisions	**2024**	2023
	£	£
Provision at 1 September	**6,165**	10,395
Unwinding of the discount factor	**225**	355
Deficit contribution paid	**(4,524)**	(4,524)
Remeasurements - impact of any change in assumptions	**3**	(61)
Remeasurements - amendments to the contribution schedule		
Provision at 31 August	**1,869**	6,165

Income and expenditure impact	**2024**	2023
	£	£
Interest expense	**225**	355
Unwinding of the discount factor		-
Remeasurements - impact of any change in assumptions	**3**	(61)
Remeasurements - amendments to the contribution schedule		-
Contributions paid in respect of future service *		
Costs recognised in income and expenditure account		

*includes defined contribution schemes and future service contributions (i.e. excluding any deficit reduction payments) to defined benefit schemes which are treated as defined contribution schemes.
To be completed by the company

Assumptions	**2024**	2023
	% per annum	% per annum
Rate of discount	**5.13**	6.04

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.

Deficit Contributions Schedule

The following schedule shows the deficit contributions agreed between the company and the scheme at each year end period:

	2024	2023
	£	£
Year 1	**1,885**	4,524
Year 2	**-**	1,885
	1,885	6,410

25. **PENSION SCHEMES** (Continued)

The company must recognise a liability measured as the present value of the contributions payable that arise from the deficit recovery agreement and the resulting expense in the income and expenditure account i.e. the unwinding of the discount rate as a finance cost in the period in which it arises.

It is these contributions that have been used to derive the company's balance sheet liability.

The current valuation does not reflect the expected increase in benefits and therefore liability as a result of Guaranteed Minimum Pension ('GMP') equalisation between men and women which is required as a result of the removal of the Additional State Pension. Methodologies for a long-term solution are still being investigated by the Government as set out in the published (January 2018) outcome of the Government Consultation 'Indexation and Equalisation of GMP in Public Sector Pensions Schemes' and therefore the expected impact cannot be reliably estimated and consequently no provision/liability has been recognised.

26. **RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATIONS**

	2024	2023
	£	£
Net income for the period (as per the Statement of Financial Activities)	**256,197**	192,589
Adjustments for		
Depreciation charges	**364,592**	286,803
Interest Receivable	**(177,726)**	(52,263)
Interest Payable	**131,532**	117,050
Dividends, interest, and rents from investments	**(580)**	(560)
(Gains)/losses on investments	**(1,301)**	(620)
Loss/(profit) on the sale of fixed assets	**-**	-
Defined benefit pension scheme	**(4,296)**	-
(Increase)/decrease in stocks	**-**	(1,820)
(Increase)/decrease in debtors	**(113,346)**	(63,831)
Increase/(decrease) in creditors	**949,467**	222,252
Net cash provided by (used in) operating activities	**1,404,539**	699,600

27. **ANALYSIS OF CASH AND CASH EQUIVALENTS**

	2024	2023
	£	£
Cash in hand and at bank	**6,177,205**	2,758,110
Total cash and cash equivalents	**6,177,205**	2,758,110

28. ANALYSIS OF CHANGES IN NET DEBT

	At 1st Sept 2023	Cash flows	Other non-cash changes	At 31st Aug 2024
	£	£	£	£
Cash and cash equivalents				
Cash	2,758,110	3,359,095	-	**6,117,205**
Borrowings				
Loans falling due within one year	(1,483,580)	85,546	-	**(1,398,034)**
Loans falling due after more than one year	0	(180,000)	-	**(180,000)**
Finance lease obligations	-	-	-	-
	(1,483,580)	(94,454)	-	**(1,578,034)**
Total	1,274,430	3,264,641	-	**4,539,071**

29. CONTINGENT LIABILITIES

The Company has been notified by The Pensions Trust of the estimated employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2023. As of this date the estimated employer debt for the Company was £55,607, including Series 3 liabilities.

30. ULTIMATE CONTROLLING PARTY

The Woodard Corporation Limited is the ultimate controlling party, a registered charity number 1096270, which is incorporated in England and Wales. Copies of the financial statements of the Woodard Corporation can be obtained from High Street, Abbots Bromley, Rugeley, Staffordshire, WS15 3BW. The accounts of The Cathedral School Limited are included within the consolidated financial statements of the Woodard Corporation Limited.

31. RELATED PARTIES

As stated in note 30, The Cathedral School Limited is a wholly owned subsidiary of The Woodard Corporation. An amount of £66,973 was paid during the year to Woodard Corporation by way of a levy to meet running costs.

32. ACCOUNTING ESTIMATES AND JUDGEMENTS

In preparing the financial statements, the directors are required to make estimates and judgements. The matters detailed below are considered to be the most important in understanding the judgements that are involved in preparing the financial statements and the uncertainties that could impact the amounts reported in the results of operations, financial position and cashflows. Accounting policies are shown at note 1 to the financial statements.

Pension scheme deficit reduction payments

As explained at note 25, there is a deficit reduction plan in place in respect of The Cathedral School's membership of the Pension Trust's Growth Plan. FRS 102 requires a liability to be recognised in respect of the present value of future contributions payable under the terms of the deficit recovery plan. The incorporation of this liability in the financial statements involves the exercise of judgement in a number of areas, including the selection of an appropriate discount rate.

Provision for bad debts

Debts are provided for if not recovered within one term. Estimating amounts to provide against recovery of debts is a matter of judgement.

Depreciation, impairment and residual values of fixed assets

Judgement is exercised in estimating the residual values of fixed assets, the selection of appropriate rates for depreciation, and for matters of impairment.

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

England & Wales - Charity number 1103522

Accounts

Charity Registration No. 1103522

Company Registration No. 05091977 (England and Wales)

THE CATHEDRAL SCHOOL LIMITED

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST AUGUST 2023

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

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THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

COMPANY INFORMATION

DIRECTORS AND ADVISORS

Directors	Mr M R Havard, BSc, Econ(Hons) (Chairman) Mrs K Bates, LPQH, Cert. Ed (Retired 31.12.2022) Mr P Dewey, BSc, FCA Mrs P Jones, BA(Hons) Professor P J Knowles, BA, PhD Mr P R Lacey, MA Miss E McKinnie, BSc, MEB (Appointed March 2023) Mrs J E Newley, MA Cert Ed Mr J C Rawlins, FRICS, MRAC Mr J Smith (Appointed March 2023) Mr P A Smith, BSc Mr M Tossell, LL.B (Hons) (Appointed March 2023)
Provost	The Revd Canon B D Clover, MA, FRSA, LTCL
Company Secretary	Mr R A Leek
Charity No.	1103522
Company No.	05091977
Principal Address and Registered Office	The Cathedral School, Cardiff Road, Llandaff, Cardiff. CF52YH
Key Management Personnel	
Head	Mrs C V Sherwood, MA (Hons Cantab)
Bursar	Mr R A Leek
Auditor	RSM UK Audit LLP Portland, 25 High Street, Crawley, West Sussex. RH10 1BG
Bankers	Barclays PLC, 6TH Floor, 5 Callaghan Square, Cardiff, CF10 5BT
Solicitors	Veale Wasbrough Vizards, Narrow Quay House, Narrow Quay, Bristol. BS1 4BZ Geldards LLP, 4 Capital Quarter, Tyndall Street, Cardiff. CF10 4BZ
Insurance Brokers	Marsh 1 Tower Place West Tower Place London EC3R 5BU

DIRECTORS' REPORT (*incorporating the Strategic Report*) *YEAR ENDED 31ST AUGUST 2023*

The directors present their report and financial statements for the year ended 31st August 2023 and confirm they comply with the requirements of the Charities Act 2011, including the Directors' and Strategic Reports, under the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE INFORMATION

The charity was formed in 2004 and is registered with the Charity Commission as charity number 1103522. The charity is a limited liability company and wholly owned subsidiary of The Woodard Corporation (charity number 1096270). The charitable company is incorporated in the United Kingdom. Directors of the Company are also Fellows (members) of the Woodard Corporation and participate in the election of its board of management and are committed to its charitable objects.

Note 30 provides details of connected charities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The company is governed by Articles of Association as adopted by Special Resolution dated 20 March 2013, replacing those dated 29 March 2004 amended by Special Resolution(s) dated 25 January 2006, 28 April 2009 and 23 June 2009. They permit funds to be managed in such a manner as the directors see fit, provided that such powers are only exercised for the purposes of attaining the objects and in a manner which is legally charitable. The Articles of Association forbid the distribution of any property or funds, which are to be applied solely towards the promotion of the objects of the company.

Governing Body

The governors are the directors and charitable trustees of the company and comprise the governing body of The Cathedral School and are elected to hold office for five years. The governing body met three times during the year. Reference to directors, governors and trustees are interchangeable throughout these accounts.

Recruitment and Training of Governors

All governors are Fellows of the Woodard Corporation. Fellows are responsible for electing the Woodard Corporation Board. Governors are recruited on the basis of nominations from school contacts and from selection when a post becomes available. The governing body look to ensure a mix of skills and select new governors on the basis of background, competence, specialist skills and, in the case of Fellows, Christian commitment. Governors are provided with induction training by the Head, Bursar and staff and a wider programme of training events is organised by the Woodard Corporation.

Where possible the governors consider that the skills and experience of the governing body should comprise the following:

A Governor with a legal background.

A Governor with a financial/accounting background.

A Governor with education experience.

A Governor with estates management experience.

A Governor with senior managerial or business experience.

A Governor with experience of equal opportunities or disability needs.

At least one female Governor and at least one male Governor.

An Anglican Ordained Minister.

One Governor may have one or more of these skills.

Volunteers

Governors are volunteers providing their time for free to support the governance of the school. The school also relies on a number of others to undertake volunteer roles including fundraising events via 'The Friends of the Cathedral School'. Parents of infant aged children also assist with School trips and

visits.

Organisational Management

The school is governed by the governing body which delegates work to a number of committees. Membership of each committee is outlined on page 13. The directors determine the general policy of the company.

Joint Estates and Finance Committee – the joint committee develops the school's estates strategy, including capital developments and maintenance of the buildings and has a remit to consider budgets, both revenue and capital, cash flow information and financial reports, including the financial statements. It also considers financial policies and the financial regulations. It makes recommendations to the governing body for approval. The Estates and Finance Committee met three times during the year.

Education Committee – the Education Committee is responsible for oversight of the academic performance of the school and educational policy, making recommendations to the governing body. It met four times during the year.

Remuneration Committee - the Remuneration Committee makes recommendations to the governing body regarding the remuneration of the Head and the Bursar. It also considers the overall staff salary increases and makes recommendations to the Finance Committee. It met twice during the year.

Risk Management Committee – the Risk Management Committee sets and reviews the Risk Management Register on an annual basis. The Committee consists of the full board and meets once a year.

The day to day management of the company is delegated to the Head and the Bursar as the Key Management personnel, overseeing educational, pastoral and administrative functions in consultation with the senior staff. The day to day administration is undertaken within the policies and procedures approved by the governors which provide for only significant expenditure decisions and major capital projects to be referred to the governors for prior approval.

The Head oversees the recruitment of all educational staff, whilst under delegated authority the bursar oversees the recruitment of administrative and non-teaching support staff. The Head and Bursar are invited to attend governors' meetings.

The remuneration of key management personnel is set by the governing body, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the school's success.

The appropriateness and relevance of the remuneration policy is reviewed annually, including reference to comparisons with other independent schools to ensure that the school remains sensitive to the broader issues of pay and employment conditions elsewhere.

We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope for rewarding excellence. Delivery of the school's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

School Structure and Relationships

The School has developed links with a wide range of organisations to ensure the widest possible access to our facilities and Schooling. Through membership of the family of Woodard Schools, Headmasters' and Headmistresses' Conference (HMC), Independent Association of Preparatory Schools (IAPS), the Choir Schools Association (CSA), Society of Heads, The Independent Schools' Bursars Association (ISBA), Association of Governing Bodies of Independent Schools (AGBIS) and through networking with peer groups we ensure that we are able to attain the highest standards of quality and performance. We encourage pupils to develop awareness of the social context of the all-round education they receive at the School and they are encouraged in a number of activities to enhance their understanding. We have a growing alumni group, the Old Llandavians. A committee of parents and staff form 'The Friends of the Cathedral School' and are generous in supporting the work of the School, which is greatly appreciated. We also cooperate with charities and local Primary Schools in our ongoing endeavours

to widen public access to the Schooling we can provide, to optimise the educational use of our culture and sporting facilities and to awaken in our pupils, in the public interest, an awareness of the social context of the all-round education they receive.

CHARITABLE OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

The charity's objects, as set out in the Articles of Association, are to promote and extend education (including spiritual, moral, social, cultural and physical education) in accordance with the doctrines and principles of the Church. The Church is defined as being the Church of England and churches in full communion with the See of Canterbury.

Intended impact

Woodard schools strive for the best all round education of every aspect of each individual; they ensure high standards of religious education; and they see themselves as communities working together for the benefit of all members, and of the Church and the nation. They are strong Christian foundations which adhere to catholic belief as found in the Church, to Christian worship focused in the Eucharist, and to the care of each individual and the whole school community particularised in the ministry of the Chaplain.

Aims

The Cathedral School is a day school for pupils from the ages of 3 to 18. It aims to support children in reaching their potential in all areas of their activity at the school, and in the wider community. This is certainly enabling each child to meet their academic potential and also enabling children to find success in co-curricular excellence in art, drama, sport, music or dance. We produce 'well rounded' individuals who are able to make a positive contribution to society. All Woodard schools aim to provide a rounded education to help the pupils to make their way in adult life.

Primary objectives

The primary objectives of The Cathedral School to fulfil these aims focus around the following 5 ethos statements:

· Achievement – recognizing that all young people have a unique set of skills and enabling all pupils to fulfil their potential

· Care – to enable an inclusive community in our Christian environment supporting spiritual growth, understanding, respect and empathy for all

· Opportunity – Every teaching and learning opportunity to enable the child to flourish

· Ambition – Aiming high in all aspects of school life – with no-one left behind

· Leadership – Planning effectively & working together to inspire others and achieve a shared purpose

Strategies to achieve the primary objectives

Achievement - the focus was on ensuring the best possible academic outcomes at the end of Key Stage 2, Key Stage 4 and Key Stage 5, as public examination standards returned to pre-Covid levels. In addition, the ALN department sought to strengthen our provision for pupils with additional learning needs, in response to the changing legislation in Wales, which came into force in September 2022.

Care - the emphasis was on strengthening the impact of our new status as a School of Sanctuary (the first independent school to be so accredited) and seeing this embedded across the whole school. The School sought to provide additional opportunities for staff well-being. We also aimed to increase parental understanding of School expectations of inter-pupil behaviour and our Good Behaviour and Anti-Bullying procedures to enable a consistent approach at both home and school.

Opportunity - departments worked to strengthen the curriculum offering in Primary Mathematics and the Senior Creative Arts and Humanities departments. Outside the classroom, the aim was to give more opportunity for pupils to have an impact in the school through remodelling and strengthening the School Council.

Leadership - the School aimed to improve our response to the climate crisis, through a new committee charged with designing and beginning the implementation of a new whole-school environmental strategy. The School also aimed to put together a new bursary fund-raising strategy, ready for implementation in 2023-24.

Principal Activities of the Year

The principal activity of the school is the delivery of education to pupils ranging from 3 to 18 years of age. We also run a number of summer school activities and the school is open at other times for use by the local community. Pupil numbers at the school during the year were as follows:

	2022/2023	2021/2022
Senior School	468	471
Preparatory School	174	173
Pre-Preparatory School	152	157
Total	794	801

	2022/2023		2021/2022	
	Boys	Girls	Boys	Girls
Senior School	284	184	295	176
Preparatory School	120	54	115	58
Pre-Preparatory School	96	56	97	60
Total	500	294	507	294

Public Benefit

As part of our primary objectives, the school aims to create an environment to nurture children, to get the best from them and to allow them to develop and fulfil their potential. We provide them with a first class independent education and a wide range of sporting and artistic opportunities. Our public benefit aim is that all pupils will be self-confident and desire to contribute to the wider community.

In terms of public benefit, we also recognise the benefit to the community of the School educating 800+ pupils at no cost to the public purse. The Cathedral School provides boy and girl Choristers to sing services in Llandaff Cathedral, greatly enhancing the spiritual, musical and cultural lives of the City of Cardiff and the Diocese of Llandaff, as well as representing the Wales at times of national importance. In the past academic year, the Choristers sang for a variety of local and national events, including the Welsh national commemoration of the passing of HM Queen Elizabeth II, attended by the King and Queen.

In the furtherance of these aims, The Cathedral School governors, as the charity trustees, have complied with the duty in s.17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under that Act.

Our school welcomes pupils from all backgrounds. To admit a prospective pupil we need to be satisfied that our school will be able to educate and develop a prospective pupil to the best of their potential and in line with the general standards achieved by their peers. Entrance interviews and assessments are undertaken to satisfy ourselves and parents that potential pupils can cope with the pace of learning and benefit from the education we provide. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of our assessment processes.

Our school is a delighted to be part of a wider community and we are keen that our links with the community remain strong. We were the first independent school to be recognised as a School of Sanctuary and continued to supported Llandaff Diocese in their partnership work on *Taith Advent*. The activities undertaken and the success of our programme are explained in the 'review of achievements and performance for the year' section of this report.

Woodard and its schools provide a significant benefit to the public. The school strives to ensure that measures of public benefit are appropriate, and that significant sections of the public are not excluded from the opportunity to benefit from the education and facilities offered due to the need to pay a fee. In addition to significant provision of bursaries and other forms of financial support, the school provides a wide range of opportunities for community benefit and facilities and events are often open to all. Further detail of the public benefit offered is included in the section entitled 'Review of Achievements and Performance for the Year' below.

Concessions Including Bursaries & Scholarships

Our school does not have an endowment and in funding our concessions we have to be mindful that we must ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their child's education, and those benefiting from the awards. Further details of our concessions policies and how to apply are available on our website at www.cathedral-school.co.uk.

All criteria and policies relating to concessions are kept under review and are updated when necessary.

Bursaries

Bursary awards are important in helping to ensure children from families who would otherwise not be able to afford the fees can access the education we offer. Our bursary awards are available to all who meet our general entry requirements and are made solely on the basis of parental means or to relieve hardship where a pupil's education and future prospects would otherwise be at risk for example in the case of redundancy. In most cases the budget for bursaries is allocated using a "needs blind" approach as far as possible, whilst giving priority to the continuity of education of those pupils already at the school.

This year the value of means tested bursaries totalled £290,248 (£235,266 – 2022) and represented 2.8% of our gross fees. They provided assistance to 33 of our pupils of which 3 pupils benefited from a full remission of fees.

Scholarships

The purpose of our scholarship awards is to recognise high academic potential or the ability to excel in our co-curricular activities. Our scholarships are awarded on the basis of the individual's academic potential or evidence of exceptional abilities which will contribute to our co-curricular activities. In addition, awards may be subject to conditions imposed by the original donor.

The school awarded scholarships to 198 pupils, based on their educational merit and potential, totalling £227,829 (£197,305 – 2022) and representing 2.2% of our gross fees. Of this number, 10 also qualified for means-tested bursary support and are included in the figures relating to bursary awards.

The Cathedral School provides the Choristers to Llandaff Cathedral and in so doing subsidises their fees via Chorister scholarships. The Scholarships ranges from 35% to 66% remission of fees. This year the value of Chorister Scholarships totalled £211,856 (£201,430 – 2022) and represented 2% of our gross fees. We supported 38 Choristers during the year.

The progress of pupils receiving scholarships is reviewed at least annually to ensure their progress is in line with their abilities. No scholarships were withdrawn in the year as a result of reviews.

Employment Policy

We are an equal opportunity organisation and are committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. We will make reasonable adjustments to meet the needs of staff or pupils who are or become disabled.

Engagement with Suppliers, Customers and Others in a Business Relationship with The Cathedral School

The Cathedral School seeks to engage actively and positively with all stakeholders in the local community and in the wider educational landscape. Collaborative relationships with suppliers, parents, educational partners and community leaders are seen as key enablers to achieving success in all of the school's operations.

During the year the school has further promoted this engagement though specific initiatives including:

- Regular communication and engagement with parents and prospective parents of pupils attending The Cathedral School to enhance the understanding of the provision to each pupil and to fully coordinate support to pupils from parents and schools.
- Engagement with other educational organisations and partners at local and national levels to share best practice and to provide peer support.
- Active dialogues with local councils on matters which impact children and families in the community as well as relate to operation of each school.
- Engaging with local businesses to promote career and educational opportunities for pupils for their mutual benefit.
- Seeking all possible opportunities to engage with local and national suppliers in the area.
- Seeking regular communication with all suppliers and ensuring good commercial practices of prompt payment and clear communication to optimise arrangements for supply of goods and services to The Cathedral School.
- Promoting and encouraging pupil and staff opportunities to engage in local voluntary and other projects to support the community.
- Providing community access to The Cathedral School and, in many cases, adopting a role that puts the school or academy at the heart of a community.

STRATEGIC REPORT

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

During the year we educated an average of 794 children between the ages of 3 and 18. The school offers a broad curriculum and, whilst entry is subject to meeting the academic requirements of the school, we educate children with a wide range of ability. The educational performance of the school was excellent, as demonstrated by the public examination results. An exceptional 44% of grades were 9 or 8 (England Pathway – equivalent to A*), with 64% of all grades at 9-7 (A*/A). The most common grade awarded overall was 9, the highest possible grade.100% of pupils achieved the equivalent of at least five GCSE grades 9-4 (A*-C), including English, Mathematics and Science.

At A Level 8% of all grades at A* and 87% at A*/A, with 98% of university applicants gaining a place at their first choice university. The most common grade was A* with more than a quarter of the cohort achieving 3A* grades and more than two thirds attaining exclusively A*/A grades. At AS Level, 75% of grades were A. These results were listed as third highest in the country in the Telegraph League Table of UK private schools 2023.

These results are well above the national average for all schools and significantly above the average performance of independent schools, demonstrating both the effectiveness of our educational offering during the pandemic and the excellent way in which we prepared students for their first ever public examinations, particularly the A level cohort, who had not sat GCSEs.

We continue to improve facilities through constant investment in the fabric of the buildings and assets. This year, saw the completion of the refurbishment of the north facing aspects of original school building, School House. Major repair work was also completed to prevent subsidence in the school chapel. The roof and windows of the Sixth Form Centre were also refurbished and every interactive whiteboard in the School was replaced and upgraded.

The Cathedral School choristers continued to go from strength to strength, singing for the King and Queen at the televised national memorial service in September 2022. Both girls and boys performed at significant festivals throughout the year, including the services to welcome the new Dean of Llandaff in

November 2022 and the new Bishop of Llandaff in April 2023. The cathedral hosted their first Christmas and Summer concert since the Coronavirus pandemic, welcoming figures from the BBC and S4C and featuring performances from both boy and girl choristers.

Music

We have a particular strength in music and the performing arts and the school prides itself on the quality of our choirs and orchestras and the progress made by our pupils in national ensembles.

- 10 pupils between Year 7 and Year 13 were members of the National Youth Choir / National Youth Orchestra and a significant number play for the various Cardiff / Glamorgan ensembles.
- 2022 saw the return of our celebrated 'St Cecilia' concert, this year being styled a 'Festive' concert, in view of it being held in December. Nearly 160 Senior pupils were involved, the largest concert ever in the School's history.
- The Primary section ensembles and choirs concert was well attended by pupils, having over 100 pupils involved in the Cathedral performing in ensembles ranging from p-buzz to the Cantemus choir.
- The 2022-23 year involved an extensive schedule of concerts catering for the varying needs of both soloists, choirs and instrumental ensembles. Apart from the St Cecilia Concert, the Lent Term Instrumental Concert, Senior Summer Concert, and Springtime Serenade were particular highlights, the latter seeing the first return of the Jazz Band since 2019.
- Our half termly lunchtime concerts are held in the cathedral and are open to the public, being particularly popular to the local Llandaff residents.
- We also support the local community with events they hold each year, including providing both the bugler and the brass band for the Remembrance service held on the cathedral green.

Drama

- The Senior Michaelmas Production a devised project called 'HOME' was conceived in response to the refugee crisis in Ukraine and the work done to gain accreditation as a School of Sanctuary. The pupils worked collaboratively to create a performance which consisted of a range of performance poetry, physical theatre, script extracts, verbatim accounts from real refugees and statistics. The piece became a powerful way to educate our community on the widespread issue and dispel misconceptions. We performed on two evenings to a public audience, one matinee for primary pupils and one for the whole of KS3 as a 'PHME' session.
- The summer musical, 'Made In Dagenham'_was a real crowd pleaser but no less a powerful reminder of events in the past that have made a huge impact on our lives today. The show, based on the true events of the Ford factory workers who took on the unions to fight for equal pay for women.
- The first musical for the Junior section, 'Pirates of the Curry-bean' was a joyful celebration of the triumph of good over evil and the delights of the open seas – and the pirate cat!

Sport

The range of sports offered at The Cathedral School reflects the importance given to sporting activity and physical education. 93% of Year 7-9 represented the school in at least one fixture, 83% of Year 10, 73% of Year 11 (including 96% of girls) and 67% of the Sixth Form. This enables us to offer first team fixtures for the most able sports players and also to maintain a "sports for all" programme with B and even C teams in some year groups.

- A number of pupils are outstanding in their field and have represented their country in running, badminton, baseball, cricket, football, gymnastics, hockey, squash and swimming. It has been an outstanding year for sporting success for our different teams.
- In tennis, we were U13 boys South Wales Aegon Finalists, the U15 boys were South West England & South Wales Aegon Finalists and the U13 girls were South Wales Aegon Finalists.
- In cricket our U15 Girls were ECB Indoor Cricket National Finalists (4th place).
- In netball our U13 team and U14 team were County Netball Finalists.
- In rugby our U12, U14 and U15 teams won the Cardiff Schools Plate.
- In Swimming our U13 Girls won the Freestyle Relay and our U13 boys were IAPS National football finalists. Our U13 boys were the South West tournament 6-a-side Football Winners Hockey and our U14 girls hockey team were Hockey Wales Champions.

Our very high participation rates in the Duke of Edinburgh Award (89% of eligible pupils taking the Bronze Award, 64% taking Silver and 20% taking Gold) outstrip the national target of 50% of young people across the country and we remain fully committed to enable pupils to participate in the Award. Expeditions and residential trips were popular with staff and pupils and volunteering continued in the local community, volunteering for local charity shops, their local OAP home, or helping out in hockey coaching.

Through development of, and provision of access to facilities, the school remains an important community resource.

Facilities made open to the public include:

Our music and performance facilities are made available to a wide range of local music societies, including:
· Cardiff and Vale Youth Jazz Orchestra
· Local Nursery Training Days (6th Form Centre)
· Stage School
Our sports pitches are recognised as being of particular quality and are regularly used by:
· Cardiff Cavaliers Cricket Club
· Hosted ICC World Cup Cricket practice days
· Mitres Cricket Club
· Salem Chapel Cricket Club
· St Fagans Cricket Club
· UMCC Cricket Fixtures
Our sports hall is also regularly used throughout the year for evening and weekend activities by the following organisations:
· Cardiff Volleyball Club
· Mad Science Holiday Club
· Celtic Dragon Netball
· Cricket Wales
· Lisvane Cricket
· St Fagans Cricket
Our Main School classrooms host:
· Cardiff Vineyard Church
· Nuestra Escuela Spanish School
· Stage Coach Summer School
Our Memorial Hall hosts:
· Ballet and Tap groups on weekends and during the weekday evenings
· Birthday parties – 12 this year
· Cwmni Dawns Wern Caerdydd
· Cardiff Kung Fu Academy
· Pilates and yoga classes – these take place on four evenings per week
· The Llandaff society monthly meetings
· Charitable activities for Organisations such as NSPCC
Our Outdoor Court hosts:
· Mad Hockey
We also stage the start and finish of the Castles and Cathedral Cycle Ride

Partnerships

We continued to develop our close relationship with the diocesan Church in Wales schools this year as well as strengthening our links with local charities. Once again, we supported the local *Taith Advent* initiative, raising awareness and teaching children about refugees and issues faced by refugees around the world. In Lent, we joined the diocesan Lamentations Project, reassuring children across the diocese that "it's OK not to be OK" and allowing them to express their sadness.

We supported the development of the music curriculum with Cwmbach CiW Primary School, with a member of staff going to work with them once a week throughout the year. During Christian Aid week,

we once again combined our efforts with Llandaff City CiW Primary School, joining a collaborative sponsored walk to raise funds.

As the first independent school in Wales to be designated as a School of Sanctuary for our commitment to ensuring that we are a safe and welcoming place for all. Feedback from parents showed that resulting discussions at home positively impacted the children, developing their cultural understanding and instigated further discussions at home with their families.

As members of the Rotary youth charitable body 'Interact', we continued to work with local schools (Howells, Whitchurch High, Llanishen High and Whitchurch Primary) to raise money and awareness of global issues, including the first Valentine Roses Project since the pandemic.

Charitable Activities
As well as supporting the local community, we have undertaken specific fundraising for projects such as Save the Children and the Teenage Cancer Trust. The school community takes part in a wide range of sponsored events and other fundraising activities and these continued during lockdown with pupils raising money as individuals by running marathon distances either individually or in a team. Not taking into account the sums raised during lockdown, the school raised £14,367 to support local and national charities.

Alumni Relations and Development

Significant progress has been made this year in improving our Alumni relations. Whilst we could only welcome a small number of former students on site for Old Llandavians Day, we appointed an Alumni Relations and Development Officer at the end of the summer term, whose role will be to strengthen the links between the Alumni and the School

Key Performance Indicators

The Key Performance Indicators (KPIs) used by the school are:

KPI	Target	Actual
Surplus	5% of net fees	2%
Pupil Numbers	800	794
Total salaries to net fees	70% of net fees	66%
A Level target	50% of all grades to be at A or above	85% of all grades were at A or above
GCSE Level target	65% of all grades to be at 7 or above	64% of all grades were at 7 or above

We are pleased with the surplus generated. At the start of the Academic year, our numbers were lower than budgeted at 786 (budget 806) but improved to 796 early into the Michaelmas term. This year we also saw costs increasing dramatically as high inflation took hold, we have managed these costs extremely well throughout the year.

Funds held as custodian trustee on behalf of others

The Cathedral School does not hold funds or act as custodian trustee on behalf of others.

FINANCIAL REVIEW

Results for the Year

The net incoming resources for the year amounted to £192,389 of which the operating surplus on school activities was £189,041. This surplus has been achieved against a background of strongly rising operating costs, so that in the circumstances we consider it a highly satisfactory achievement.

The parents of our pupils often make significant sacrifices to pay the fees. In doing so they help to relieve the state of the financial burden of educating 794 UK based children. The saving is estimated to have a value in the last year of £5,534,180. The school is also unable to recover the VAT on purchases it makes. During the past year, The Cathedral School has paid an estimated £443,911 in irrecoverable VAT on goods and services.

The Cathedral School provides a pension to some staff under the terms of the Pensions Trust Growth Plan. As a result of this pension scheme being under funded, The Cathedral School is committed to contributing to a recovery plan. During the course of the year The Cathedral School made contributions to the recovery plan of £4,524 and the recognised liability under the plan reduced by £4,230, with this value being recognised in the Statement of Financial Activities. Further details can be found in note 29.

Following a technical breach of the Debt Service Cover covenant this year with Barclays Bank, the long term loan has been restated as being due within one year. Subsequent to the year end (31st August 2023), the bank have confirmed verbally that they will issue a waiver, confirming that as a consequence of the breach an event of default has occurred. They have stated that it is not the present intention of the bank to exercise its right in connection with the default, but the bank retains all rights in respect of the breach.

Reserves Level and Policy, and Financial Viability

It has been the School's policy to utilise funds to ensure that high quality up-to-date facilities are provided for the benefit of pupils. The aim is to budget so as to provide sufficient working capital to meet the present needs and future development requirements of the School without the requirement to have recourse to sales of tangible fixed assets or use of the School's readily realisable investments supporting unrestricted funds. Unrestricted funds increased by £189,041 to total £8,863,295, as shown in note 21. The Cathedral School plans to fund longer term capital expenditure and meet long term liabilities through careful management of resources and investments and through building reserves through operations and trading. The School aims to make an overall surplus of 5% to build up to the target for free reserves. This year's result indicates that our surplus was 2% of net fees.

The Governors have invested substantial sums into new School buildings in recent years and have a continuing programme of refurbishment, development, and investment to maintain excellent teaching facilities for our pupils. In common with most independent Schools, and due to the having to fund their own capital investment plans, free reserves are at a negative balance illustrating the extent of the investment in our School. The School's total reserves of £8,995,289 at the year-end included £131,994 of restricted funds and £8,863,295 unrestricted funds. Fixed assets held for charity use totalled £9,292,720, leaving free reserves of -£295k (2022: -£505k) at the year-end, an improvement of £210k. The School's financial viability does not depend on income reserves but in its ability to continue to trade at a surplus on an annual basis, and on the substantial portfolio of fixed assets held for operational use. The School does not have, and cannot rely on, permanent endowments.

The company's unrestricted reserve are primarily invested in tangible fixed assets which are all used for its direct charitable activities.

PRINCIPAL RISKS AND UNCERTAINTIES

The consideration of risks in the paragraphs below reflects the current more stable environment, post the Coronavirus Pandemic, offering a wider view of common events plus a specific risk looking at those events that could impact the continuity of education.

The governors consider the economic turbulence of recent years and the affordability of fees by parents across the independent sector to be the principal risk faced by the school. The School is currently close to being full, but there is no room for complacency. The governing body, therefore, decided last year to increase the fees in September 2022 by 4.3%. For September 2023 the governing body, taking account of inflation and the demand on wage increases in the public sector, has needed to increase fees by 9%, this was a very difficult decision. The independent sector as a whole is currently subject to potentially increased political risk as the stated policy of the Labour Party is to remove tax concessions for charitable independent schools. If elected, and if this policy is enacted, there is a significant risk to the independent sector as VAT would have to be added to school fees. This would potentially make the fees unaffordable for a proportion of parents, materially affecting the income.

Health and Safety is always a significant area for risk management. The risks range from fire and damage to infrastructure, to personal risks (most notably when away from the campus on trips and expeditions). The level and breadth of activity at the school is impressive and the risks associated with al activities re minimised by thorough planning and risk assessment.

The governing body is responsible for the identification and management of risks. The major risks to which the charity is exposed, as identified by the directors, have been reviewed and systems or procedures have been established to manage those risks. Detailed examination of the risks and establishment of controls to mitigate them is delegated to the Senior Management Team and the process is overseen by the Risk Management Team, which consists of the full governing body. A formal review of the risk management processes is undertaken annually.

The principal risks to which the school is exposed include those affecting protection of pupils and security and preservation of charitable assets both now and in the future. Significant risk areas:

- the governors consider possible catastrophic events and ensure that the school has a plan in place to allow education to continue in a range of different scenarios.
- the market in which the school operates is highly competitive and we monitor developments in education to ensure that pupils always receive a first class, holistic and varied educational experience in our school.
- we strive to ensure that all staff are able to work in a safe and supportive environment and policies, procedures and training in Human Resource management and Health and Safety help to ensure that the school meets expectations.
- the school operates in a highly regulated sector, including in matters of child protection, and we appoint appropriate professional advisers to ensure that we can keep up to date with all requirements; school or individual membership of bodies being the constituent associations of the Independent Schools Council also ensure that we have access to up-to-date information and support.
- the school operates in an increasingly litigious environment, and we appoint appropriate professional advisers and purchase insurance using specialist brokers and advisers to ensure that we can keep up to date with all requirements and meet all challenges.
- all organisations face difficult economic conditions, particularly in relation to the impact of inflation, and directors and senior managers in the school keep abreast of economic conditions locally, nationally and internationally to identify trends and develop plans to address issues.

The key controls used by the school include:

- formal agendas and minutes for all meetings of the governing body and committees
- terms of reference for all committees
- comprehensive strategic planning, financial forecasting, budgeting and management accounting
- established and identifiable organisational structures and reporting lines which are regularly reviewed
- comprehensive formal written policies
- clear authorisation limits
- vetting procedures, as required by law, for protection of the vulnerable

GOING CONCERN

The accounts show that we are currently cash positive, this is the case even without recognising that over 25% of our parents regularly pay fees in advance of the due date. We also have £1.5m bank overdraft facility, in case of need, which has never been called upon.

The School has a financial plan up until the end of 2027/28, conservatively indicating an annual EBITDA of £345k to £552k – the latter being the equivalent to 40 senior pupil fees. Our cash forecast of circa £3.1m in 2024/25, gives the governors confidence that the School will be able to restart the capital project of a new Sixth Form Building in the next few years.

Having considered all factors and reviewing the available evidence, including demand v capacity, exam results and the handling of the lock down which has given rise to potential additional funding opportunities, the governors have a reasonable expectation that the School will be able to continue operating for the foreseeable future. Therefore, the financial statements have been prepared on a going concern basis.

FUTURE PLANS

The governing body's current five-year strategic plan was approved on June 2023 and is reviewed on an annual basis. The key objectives of the current plan are:

1. To establish new markets for the school by undertaking specific research, so that pupil numbers can be increased to be consistently above 800 year on year.
2. To achieve a total of £25,000 in appeal funds before the end of the next academic year to August 2024 by commencing a formal fundraising programme with appropriate resources.
3. To continue to improve school facilities through completion of a ten year architect's plan for the school site, with a particular emphasis on school dining and Sixth Form provision.
4. To prepare effectively for the likely increase to school costs from external challenges including: increased TPS costs and change of Government, resulting in a change to taxation on Independent Schools.
5. To widen access to the schools still further through the provision of means-tested bursaries equivalent to 4 full-fee-paying places by establishing a larger budget and improving management of awards.

DIRECTORS

The directors who served during the year, and the committees of which they are members, are:

M R Havard (Chairman)	Joint Estates and Finance, Nominations, Remuneration, Risk Management
Mrs K Bates Resigned 31 December 2022	Education, Remuneration, Risk Management
P R Dewey	Joint Estates and Finance, Nominations, Remuneration, Risk Management
Mrs P Jones	Joint Estates and Finance, Risk Management
P J Knowles	Education, Remuneration, Risk Management
P R Lacey	Risk Management
Miss E McKinnie (Appointed March 2023)	Joint Estates and Finance, Risk Management
Mrs J E Newley	Education, Joint Estates and Finance, Risk Management
J C Rawlins	Joint Estates and Finance, Nominations, Risk Management
J Smith (Appointed March 2023)	Joint Estates and Finance, Risk Management
P A Smith	Education, Nominations, Remuneration, Risk Management
M Tossell (Appointed March 2023)	Joint Estates and Finance, Remuneration, Risk Management

None of the directors has any beneficial interest in the company. The Cathedral School buys trustees and officers insurance on behalf of the directors.

Exemptions from disclosure

The Cathedral School has not taken advantage of any exemption from disclosure in relation to trustee details.

AUDITOR

RSM UK LLP, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006 unless the company receives notice under section 488(1) of the Companies Act 2006.

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2023

DIRECTORS RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the Directors' Report, the Strategic Report included within the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare company financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law the directors 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 company and of the profit or loss of the company for that period.

In preparing each of the company financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements 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 company will continue in business.

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

The directors confirm that:

- so far as each director is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Board of Directors of The Cathedral School on 29 November 2023, including, in their capacity as company directors, approving the Directors' and Strategic Reports contained therein, and signed on its behalf by:

M Robin Havard
CHAIRMAN

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

YEAR ENDED 31ST AUGUST 2023

Opinion

We have audited the financial statements of The Cathedral School (Llandaff) Limited (the 'charitable company') for the year ended 31 August 2023 which comprise the Charity Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

YEAR ENDED 31ST AUGUST 2023

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Directors' 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 Directors' Report and the Strategic Report included within the Directors Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 14, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the

audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the charitable company operates in and how the charitable company is complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the charitable company's governing document and tax legislation. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Directors' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents, inspecting correspondence with local tax authorities and evaluating advice received from internal/external advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are The Education (Independent Schools Standard) Regulations 2014, Keeping Children Safe in Education under section 175 of the Education Act 2022, and the UK General Data Protection Regulation (UK GDPR). We performed audit procedures to inquire of management and those charged with governance whether the charitable company is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

The audit engagement team identified the risk of management override of controls and income recognition as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates and substantive test of details over donations, and other educational income.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at http://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.

RSM UK Audit LLP

Zoë Longstaff-Tyrrell (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
Portland,
25 High Street,
Crawley,
West Sussex,
RH10 1BG

Date 06/12/23

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

CHARITY STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)

YEAR ENDED 31ST AUGUST 2023

	Notes	Unrestricted Funds £	Restricted Funds £	**Total 2023 £**	Total 2022 £
Income and endowments from:					
Charitable Activities					
School fees receivable	2	9,466,231	-	**9,466,231**	9,279,907
Ancillary trading income	3	432,285	-	**432,285**	284,774
Other trading activities					
Non-ancillary trading income	4	50,898	-	**50,898**	41,479
Investments					
Investment income	5	-	560	**560**	550
Bank and other interest	5	52,263	-	**52,263**	2,425
Other – Grants and donations					
Grants and donations	6	-	2,368	**2,368**	200
Other incoming resources					
TOTAL INCOMING RESOURCES	21	10,001,677	2,928	**10,004,605**	9,609,335
Expenditure on:					
Raising funds					
Financing costs	7a	(117,050)	-	**(117,050)**	(73,561)
TOTAL DEDUCTIBLE COSTS					(73,561)
Charitable Activities					
Education and grant making	7b	(9,695,586)	-	**(9,695,586)**	(8,935,166)
TOTAL EXPENDITURE		(9,812,636)	-	**(9,812,636)**	(9,008,727)
Net gains/(losses) on investment assets	13	-	620	**620**	1,200
Net income/(expenditure)		189,041	3,548	**192,589**	601,808
Net Movement in funds for the year		189,041	3,548	**192,589**	601,808
Fund balances at 1st September		8,674,254	128,446	**8,802,700**	8,200,795
FUND BALANCES AS AT 31ST AUGUST		8,863,295	131,994	**8,995,289**	8,802,603

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

BALANCE SHEET
AS AT 31ST AUGUST 2023

	Note	2023 £	2022 £
FIXED ASSETS			
Tangible assets	12	**9,279,440**	9,295,336
Investments	13	**13,280**	12,660
		9,292,720	9,307,996
CURRENT ASSETS			
Stock		**6,306**	4,486
Debtors	14	**310,839**	247,008
Cash at bank and in hand		**2,758,110**	2,568,570
		3,075,255	2,820,064
CURRENT LIABILITIES			
Creditors payable within one year	15	**(2,988,121)**	(1,493,751)
NET CURRENT ASSETS		**87,134**	1,326,313
TOTAL ASSETS LESS CURRENT LIABILITIES		**9,379,854**	10,634,309
LONG TERM LIABILITIES			
Creditors payable after one year	16	**(378,300)**	(1,821,211)
TOTAL NET ASSETS EXCLUDING PENSION LIABILITY			
Net pension liability	23	**(6,165)**	(10,395)
NET ASSETS		**8,995,389**	8,802,703
REPRESENTED BY:			
CALLED UP SHARE CAPITAL	19	**100**	100
RESTRICTED FUNDS	21	**131,994**	128,446
UNRESTRICTED FUNDS			
General reserve	21	**8,863,295**	8,674,157
		8,995,389	8,802,703

The financial statements were approved and authorised for issue by the Board on 29 November 2023 and signed on its behalf by

M Robin Havard
CHAIRMAN
Company registration number **05091977**

The notes on pages 23 to 42 form part of these financial statements.

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

CASH FLOW STATEMENT
AS AT 31ST AUGUST 2023

	Notes	**2023** **£'000**	2022 £'000
Cash flows from operating activities:			
Net cash provided by operating activities	24	**699,600**	929,306
Cash flows from investing activities:			
Dividends, interest and rents from investments		**52,823**	550
Purchase of property, plant and equipment		**(270,907)**	(102,414)
Net cash provided by (used in) investing activities		**(218,084)**	(101,864)
Cash flows from financing activities:			
Repayments of borrowing		**(174,926)**	(189,157)
Financing costs		**(103,983)**	(73,561)
Net cash provided by (used in) financing activities		**(278,909)**	(262,718)
Change in cash and cash equivalents in the year		**189,540**	564,724
Cash and cash equivalents at the beginning of the year		**2,568,570**	2,003,846
Cash and cash equivalents at the end of the year	**25**	**2,758,110**	2,568,570

1. ACCOUNTING POLICIES

The principal accounting policies, all of which have been applied consistently throughout the year and in the preceding year are:

a) Basis of Accounting

The accounts of the The Cathedral School have been prepared under the Companies Act 2006 and in accordance with the Statement of Recommended Practice for Charities ('SORP (FRS102)') and with applicable UK Accounting Standards. They are drawn up on the historical cost accounting basis except that property and share investments held as fixed assets are carried at fair value.

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

The preparation of financial statements in conformity with FRS 102 requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. Further details are provided in note 30, and in the accounting policies for depreciation of fixed assets, for pensions and bad debts. The financial statements are presented in sterling (£) and the functional currency is sterling (£).

b) Going Concern

The accounts show that we are currently cash positive, this is the case even without recognising that over 25% of our parents regularly pay fees in advance of the due date. We also have £1.5m bank overdraft facility, in case of need, which has never been called upon.

The School has a financial plan up until the end of 2027/28, conservatively indicating an annual EBITDA of £345k to £552k – the latter being the equivalent to 40 senior pupil fees. Our cash forecast of circa £3.1m in 2024/25, gives the governors confidence that the School will be able to restart the capital project of a new Sixth Form Building in the next few years.

Having considered all factors and reviewing the available evidence, including demand v capacity, exam results and the handling of the lock down which has given rise to potential additional funding opportunities, the governors have a reasonable expectation that the School will be able to continue operating for the foreseeable future. Therefore, the financial statements have been prepared on a going concern basis.

c) School Fees Receivable and Similar Income

Fees receivable and other educational income are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions by the school, but include contributions received from restricted funds for scholarships, bursaries and other grants. Fees in Advance Scheme Contracts are those fees received in advance of education to be provided in future years under a specific contract. The fees are either held as investments in interest bearing assets until taken to income to match liabilities in the term when used, or refunded, or they are held within the unrestricted reserves of the school. Any surplus of assets over liabilities is held within the fund as a buffer. Debts are provided for if not recovered within one term. Estimating amounts to provide against recovery of debts is a matter of judgement.

d) Ancillary and Non-Ancillary Trading Income

Ancillary trading income represents amounts from activities to generate funds within the charitable objects, for example school shop sales, coaches to and from school and school trips. Non-ancillary trading income represents amounts from activities not directly related to the charitable objects, for example lettings of school facilities out of term time and rental from spare school buildings. Income from these activities is recognised in the Statement of Financial

Activities when the goods are sold or services provided.

e) **Voluntary sources, Grants and Donations**

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

Voluntary income for 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 case of donated services or facilities.

f) **Coronavirus Job Retention Scheme (CJRS) Income**

The CJRS grant is receivable as compensation for staff costs incurred and for the purpose of giving immediate financial support to the organisation with no future related costs. It is recognised as income in the period in which it becomes receivable within 'Other – Grants and Donations" (note 7).

g) **Expenditure**

Expenditure is accrued as soon as there is a contractual obligation or a liability is considered probable, discounted to present value for longer term liabilities. Expenditure is allocated to expense headings either on a direct cost basis or apportioned according to time spent. The irrecoverable element of VAT is included with the item of expense to which it relates. Bad debts are provided for in accordance with the group bad debt policy. The cost of refurbishing and converting existing buildings is written-off in the year in which it is incurred except where the useful life has been extended.

h) **Finance and Other Costs**

Other costs include amounts accrued in accordance with the terms of Fees in Advance Scheme Contracts.

i) **Pension Costs**

The school company participates in the Teachers' Pensions scheme. The funds of the schemes are separate from the company, although the company's share of the schemes cannot be identified as the schemes are multi-employer schemes, and so the pension costs are accounted for as defined contribution schemes.

The company offers membership of the Pensions Trust Growth Plan to employees other than the full-time academic staff. The Pensions Trust Growth Plan is a multi-employer pension scheme where the scheme assets are pooled for investment purposes and cannot be attributed to individual employers. Benefits are paid from the total scheme assets. It is in most respects a money purchase arrangement but has some guarantees. As a result, it is not possible or appropriate to identify the assets and liabilities of the scheme which are attributable to the company, though, due to the guarantees inherent in the scheme, the companies remain potentially liable for a debt on withdrawal from the scheme. In accordance with Financial Reporting Standard (FRS) 102 (section 28) therefore, the scheme is accounted for in a fashion which is similar to a defined contribution scheme.

The company must recognise a liability measured as the present value of the contributions payable that arise from the deficit recovery agreement and the resulting expense in the income and expenditure account i.e. the unwinding of the discount rate as a finance cost in the period in which it arises. More detail is given in notes 37 and 40.

j) **Tangible Fixed Assets and Depreciation**

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

Tangible fixed assets are stated at cost less depreciation. Individual capital items, or projects, with a value greater than £10,000 are capitalised. Assets in the course of construction are stated at cost less any provision for impairment. They are transferred to completed assets

when substantially all of the activities necessary to get the asset ready for use are complete. Where appropriate cost includes our own labour costs in relation to construction, and directly attributable overheads.

Where tangible fixed assets have been acquired with the aid of specific grants they are included in the balance sheet at cost and depreciated over their expected useful economic life. The related grants are credited to a restricted fixed asset fund (in the statement of financial activities and carried forward in the balance sheet). The depreciation on such assets is charged in the statement of financial activities over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

Depreciation is provided at rates calculated to write off the cost, less estimated residual value of each asset based on current market prices, over its expected useful life, as follows:

Freehold Buildings:	- Variable according to the building and written off over the expected useful life (see paragraph below)
Freehold improvements	- Over the useful economic life of the improvement
Leasehold land and buildings	- Over the shorter of the economic life of the asset or the life of the lease
Leasehold enhancements	- Over the shorter of the economic life of the asset or the life of the lease
Fixtures, fittings and equipment	- 25% on cost
Computer equipment	- 25% on cost
Motor vehicles	- 25% on cost

Freehold land is not depreciated.

The company has reviewed its tangible assets, which comprise land, buildings and initial fixtures and fittings. The company undertakes an annual review of all buildings assessing their useful economic life. In some cases the useful economic life of a building is anticipated to be of considerable length, often in excess of 100 years. The buildings are capitalised in the financial statements at historic cost. Where the calculated depreciation charge is a material figure, it is charged in these financial statements but, where the carrying value is not more than the estimated recoverable amount and the depreciation on the building is not material to these financial statements, it has been assessed, but not charged on the basis that it is not material. The directors will continue to carry out annual assessments of the recoverable amount and the estimated useful life of all buildings and where the depreciation is a material value, it will be charged. The review is based on the directors' assessments of the market value and the future economic benefit derived from an asset versus its carrying value in the financial statements.

When the company undertakes a significant refurbishment project that will have an economic benefit, the cost of the refurbishment is capitalised, recorded separately under 'Freehold Improvements', its useful life is estimated and it is depreciated over that useful life.

No depreciation is provided for in respect of investment properties in accordance with Section 16 of FRS102. Such properties are held for their investment potential and not for consumption within the business. Investment properties are stated at their fair value at the balance sheet date.

The Cathedral School exercises judgement in selection of appropriate rates for depreciation of fixed assets, and for matters of impairment.

k) **Financial Instruments**

The Cathedral School only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

l) **Investments and Fees in Advance Investments**

Investments and Fees in Advance investments are carried at fair value, which is deemed to be market value as at the balance sheet date.

Realised and unrealised investment gains and losses are recognised as 'net gains/(losses) on investment assets' in the Statement of Financial Activities and are allocated to the appropriate

fund according to the 'ownership' of the underlying assets.

m) **Stocks**

Stocks comprise raw materials, consumable stores and goods held for resale: they are valued at the lower of cost and net realisable value.

n) **Leasing Commitments**

Assets held under finance leases and hire purchase contracts are capitalised in the balance sheet and are depreciated over their useful lives or the period of the lease whichever is the shorter. The interest element of the obligations is charged to the Statement of Financial Activities over the period of the lease. Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities on a straight line basis over the lease term. Lease incentives are accounted for over the lease term on a straight-line basis.

o) **Fee Deposits** Refundable fee deposits are currently classified between long term and short term in the financial statements. These deposits are refundable in the event that the pupils leave a school on one term's notice and as such the deposit would be refunded to the parents at that point. However, the financial statements are prepared on a going concern basis and it is assumed that the majority of children will remain in school for their full years of education and therefore the deposit will be refunded to them when they leave school.

Short term deposits reflect those pupils that will be leaving a school within one year, and the longer-term element reflects those pupils that will be leaving a school after 12 months from the balance sheet date.

p) **Fund Accounts**

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity. Endowment funds are further sub-divided into permanent and expendable, where required by the terms of the trust.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Designated funds comprise funds which have been set aside at the discretion of the directors for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

2. CHARITABLE ACTIVITIES - SCHOOL FEES RECEIVABLE

	2023 £	2022 £
The school fees income comprises		
Gross fees	**10,407,002**	10,134,056
Less: Total scholarships, bursaries, etc	**(940,771)**	(854,149)
Add back: Scholarships, Grants etc paid for by Restricted Funds	**-**	-
	9,466,231	9,279,907

3. CHARITABLE ACTIVITIES – ANCILLARY TRADING INCOME

	2023 £	2022 £
Extras	**-**	15,400
Entrance fees and registration fees	**17,000**	18,700
Pupil transport	**74,538**	
Extra Subjects	**201,125**	158,892
Sundry Income Other	**119,865**	80,513
School Shop Commission	**19,757**	11,269
	432,285	284,774

4. OTHER TRADING ACTIVITIES

	2023 £	2022 £
Non-ancillary trading income		
Lettings income	**45,786**	41,479
Interest receivable – pupil bills	**5,112**	-
	50,898	41,479

5. INVESTMENTS - BANK AND OTHER INTEREST RECEIVABLE

	Unrestricted £	Restricted £	Total 2023 £	Total 2022 £
Bank interest	52,263	-	**52,263**	2,425
Other interest	-	560	**560**	550
	52,263	560	**52,823**	2,975

6. OTHER - GRANTS AND DONATIONS

	Unrestricted £	Restricted £	Total 2023 £	Total 2022 £
The Cathedral School Foundation	-	2,368	**2,368**	-
	-	2,398	**2,398**	-

7. ANALYSIS OF EXPENDITURE

a) Total expenditure

	Staff costs (note 10)	Support costs	Depreciation (Note 12)	**Total 2023**	Total 2022
	£	£	£	**£**	£
Costs of raising funds					
Non ancillary trading	-	-	-	**-**	-
Other income generating activities	-	-	-	**-**	-
Financing cost (note 8)	-	117,050	-	**117,050**	73,561
Investment management	-	-	-	**-**	-
Fundraising and development	-	-	-	**-**	-
Total cost of generating funds	-	117,050	-	**117,050**	73,561
b) Charitable expenditure					
Teaching	5,453,235	563,311	27,465	**6,044,011**	5,713,082
Welfare	38,884	749,832	-	**788,716**	634,780
Premises	245,020	1,163,964	259,338	**1,668,322**	1,487,294
School administration	541,478	657,289	-	**1,198,767**	1,154,960
Donations	-	-	-	**-**	-
Grants awards and prizes (note 8)	-	-	-	**-**	-
Movement in Pension recovery plan	-	(4,230)	-	**(4,230)**	(54,950)
Governance	-	-	-	**-**	-
Education and grant making	6,278,617	3,130,166	286,803	**9,695,586**	8,935,166
Total Expenditure	6,278,617	3,247,216	286,803	**9,812,636**	9,008,727

8. **ANALYSIS OF EXPENDITURE** (Continued)

a) **Grants, awards and prizes**

The Cathedral School makes awards to individual families to support schooling.

	2023 £	2022 £
From Restricted Funds:		
Scholarships	**-**	18,720
From Unrestricted Funds:		
Bursaries (Hardship)	**290,248**	235,266
Bursaries (Scholarships)	**211,855**	201,430
Bursaries (Siblings)	**19,656**	18,517
Scholarships	**227,829**	178,585
	749,588	652,518

b) **Total resources expended include:**

The Cathedral School reimburses governors for 'out of pocket' expenses including travel subsistence and accommodation, where a claim is made. 2 governors were reimbursed during the year (2022: 5).

	2023 £	2022 £
Remuneration paid to auditor for audit services	**20,100**	21,600
Depreciation of tangible fixed assets:		
- owned by the Charitable Company	**286,803**	276,685
Operating lease rentals:		
- land and buildings	**184,611**	93,294
- other assets	**84,736**	71,793
Reimbursement of 'out of pocket' expenses to governors	**575**	125
Other Governance Costs – Legal Fees	**8,680**	12,608
	585,505	476,105

8. **FINANCING COSTS**

	2023 £	2022 £
Bank interest payable	**93,064**	47,862
Bank charges	**10,919**	10,968
Provision for bad and doubtful debts	**13,067**	14,731
	117,050	73,561

9. STAFF COSTS

	2023 £	2022 £
The aggregate payroll costs for the year were:		
Wages and salaries	**4,829,788**	4,705,460
Social security costs	**507,278**	486,402
Other pension costs	**938,046**	908,102
Private medical insurance	**3,505**	9,865
	6,278,617	6,109,829

None of the governors received remuneration or other benefits from The Cathedral School or from any connected body.

The Head and Bursar are classed by the school as being the Key Management Personnel.

	2023 £	2022 £
Aggregate employee benefits of key management personnel	**253,492**	245,201

The number of higher paid employees whose annual emoluments were £60,000 or more was:

	2023 No	2022 No
£60,001 - £70,000	**6**	5
£70,001 - £80,000		
£80,001 - £90,000	**1**	1
£90,001 - £100,000		
£100,001 - £110,000	**1**	1
£110,001 - £120,000		
The number with retirement benefits accruing:		
- in Defined Contribution schemes was	**1**	1
Of which the contributions amounted to	**£19,698**	£16,715

For 2023 there are nil (2022:1) employees earning over £60,000 per year that have chosen not to participate in a pension scheme.

10. **STAFF COSTS** (Continued)

The average number of employees during the year calculated on a head count basis, was 161 (2022: 152)

	2023	2022
	No	No
Teaching	**82**	80
Welfare	**25**	12
Premises	**11**	12
Support	**37**	40
Other activities	**6**	8
	161	152

10. **DIRECTORS**

None of the directors (or any persons connected with them) received any remuneration during the year.

11. **TAXATION**

The company is a registered charity and therefore no liability to taxation arises on its charitable activities.

12. **TANGIBLE FIXED ASSETS**

Group and company	Freehold Land & Buildings £	Leasehold Land & Buildings £	Fixtures, Fittings & Equipment £	Computer Equipment £	Motor Vehicles £	Total £
Cost						
At 1st September 2022	4,465,688	8,546,423	480,886	42,755	144,336	13,680,088
Additions			188,399	82,508		270,907
At 31st August 2023	**4,465,688**	**8,546,423**	**669,285**	**125,263**	**144,336**	**13,950,995**
Depreciation						
At 1st September 2022	286,725	3,574,142	412,784	16,295	94,806	4,384,752
Charge for the year	44,942	198,202	20,589	10,689	12,381	286,803
At 31st August 2023	**331,667**	**3,772,344**	**433,373**	**26,984**	**107,187**	**4,671,555**
Net book value at 31st August 2023	**4,134,021**	**4,774,079**	**235,912**	**98,279**	**37,149**	**9,279,440**
Net book value at 31st August 2022	4,178,963	4,972,281	68,102	26,460	49,530	9,295,336

All tangible assets are held for charitable activities apart from certain assets at a cost of £13,950,995 (2022: £13,680,088) and a net book value of £9,279,440 (2022: £9,295,336) used for activities to generate funds.

All assets are used for charitable purposes.

13. INVESTMENTS

	Investments 2023 £	2022 £
At 1 September	**12,660**	11,460
Unrealised gains/(losses) on investments	**620**	1,200
Investments at 31 August	**13,280**	12,660
Investments comprise:		
Listed investments		
Equities – Murray International	**13,280**	12,660
Investments at 31 August	**13,280**	12,660

14. DEBTORS

	2023 £	2022 £
School fees receivable	**87,264**	51,137
Other debtors	**-**	2,810
Prepayments and accrued income	**223,008**	191,712
Amounts due from parent company	**567**	1,349
	310,839	247,008

15. CREDITORS: amounts falling due within one year

	2023 £	2022 £
Bank loans and overdrafts (note 17)	**1,483,580**	200,292
Deposits from parents	**17,300**	22,900
Fees received from parents in advance of term	**897,634**	663,481
Trade creditors	**429,598**	307,158
Taxation and social security	**-**	115,581
Other creditors	**90,352**	62,197
Accruals	**69,657**	122,142
	2,988,121	1,493,751

The Cathedral School has a bank loan from Barclays Plc. The loan is secured by charges on the school's assets and by a debenture at a rate of interest of 2.320% over base rate, and is repayable over a term of 5 years, with effect from April 2020, following renegotiation.

At year end the School was in breach of one of the three covenants that are attached to the loan, the bank have been understanding as to the reason for the breach and are in the process of applying for a waiver for the breach which related to the Debt Service Cover covenant.

Following a technical breach of the Debt Service Cover covenant this year with Barclays Bank, the long term loan has been restated as being due within one year. Subsequent to the year end (31st August 2023), the bank have confirmed verbally that they will issue a waiver, confirming that as a consequence of the breach an event of default has occurred. They have stated that it is not the present intention of the bank to exercise its right in connection with the default, but the bank retains all rights in respect of the breach.

Summary of movements in deferred income	**2023**	2022
	£	£
Balance at 1 September 2022	663,481	797,804
Amounts arising in the year	881,159	663,481
Amounts transferred to SOFA	(663,481)	(797,804)
Balance at 31 August 2023	881,159	663,481

16. CREDITORS: amounts falling due after one year

	2023	2022
	£	£
Bank loans and overdrafts (note 17)	-	1,458,311
Deposits from parents	**378,300**	362,900
	378,300	1,821,211

17. BANK LOAN

	2023	2022
	£	£
The bank loan is repayable in instalments		
Due within 1 to 2 years	-	205,498
Due within 2 to 5 years	-	1,252,813
Due after more than one year	-	1,458,311
Due within 1 year	**1,483,580**	200,292
	1,483,580	1,658,603

18. COMMITMENTS UNDER OPERATING LEASES

The future minimum commitments under non-cancellable operating leases are:

	Land and buildings		**Other**	
	2023	2022	**2023**	2022
	£	£	**£**	£
Within 1 year	**98,350**	98,350	**97,920**	97,920
Within 1 to 5 years	**384,400**	384,400	**24,780**	122,700
After 5 years	**7,981,671**	8,099,216	-	-
	8,464,421	8,581,966	**122,700**	220,620

19. SHARE CAPITAL

	2023 £	2022 £
Authorised		
100 Ordinary Shares of £1 each	**100**	100
Allotted, called up and fully paid		
100 Ordinary Shares of £1 each	**100**	100

20. FUNDS

The Cathedral School's funds are analysed under the following headings:

a) RESTRICTED FUNDS

The income funds of the Company include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

The Chorister Special Fund assist parents of Choristers who have fallen into financial difficulty and are unable to meet the total cost of fees less the Chorister Scholarship.

The Special Fund Support Funding is a fund that helps families who have lost their main income earner. The fund helps to pay the fees of the child until the next natural break in their education.

b) UNRESTRICTED FUNDS

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

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted £	Restricted £	**Total 2023 £**	Total 2022 £
Tangible fixed assets	9,279,440	-	**9,279,440**	9,295,336
Investments	-	13,280	**13,280**	12,660
Net current assets	(31,680)	118,714	**87,034**	1,326,313
Long term liabilities	(384,465)	-	**(384,465)**	(1,831,606)
	8,863,295	131,994	**8,995,289**	8,802,703

	Unrestricted £	Restricted £	**Total 2022 £**	Total 2021 £
Tangible fixed assets	9,295,336	-	**9,295,336**	9,469,617
Investments	-	12,660	**12,660**	11,460
Net current (liabilities)/assets	1,210,427	115,786	**1,326,313**	803,760
Long term liabilities	(1,831,606)	-	**(1,831,606)**	(2,083,942)
	8,674,157	128,446	**8,802,703**	8,200,895

22. SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	At 1 Sept 2022 £	Incoming resources £	Resources expended £	Gains/ (losses) £	At 31 August 2023 £
Restricted Funds					
Revaluation Reserve	8,561	-	-	620	9,181
Chorister Special Fund	77,371	560	-	-	77,931
Special Fund - Support	42,514	2,368	-	-	44,882
	128,446	2,928	-	620	131,994
Unrestricted Funds					
General Reserves	8,674,254	10,001,677	(9,812,636)	-	8,863,295
	8,674,254	10,001,677	(9,812,636)	-	8,863,295
Total Funds	**8,802,700**	**10,004,605**	**(9,812,636)**	**620**	**8,995,289**

	At 1 Sept 2021 £	Incoming resources £	Resources expended £	Gains/ (losses) £	At 31 August 2022 £
Restricted Funds					
Revaluation Reserve	7,361	-	-	1,200	8,561
Chorister Special Fund	76,821	550	-	-	77,371
Special Fund - Support	61,234	-	(18,720)	-	42,514
	145,416	550	(18,720)	1,200	128,446
Unrestricted Funds					
General Reserve	8,055,379	9,608,882	(8,990,007)	-	8,674,254
	8,055,379	**9,608,882**	**(8,990,007)**	**-**	**8,674,254**
	145,416	**550**	**(18,720)**	**1,200**	**128,446**
Total Funds	**8,200,795**	**9,609,432**	**(9,008,727)**	**1,200**	**8,802,700**

Chorister Special Fund is a restricted fund available to support Choristers where their parents have fallen into difficulty covering school fees, in excess of the Chorister Scholarship.

Special Fund – Support. A restricted Fund to assist pupils to continue at the school until the next natural break in their education following a major change to family financial circumstances, such as the loss of the main Income earner.

23. PENSION SCHEMES

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £808,976 (*2022: £788,296*) and at the year-end £93,440 (*2022 - £92,146*) was accrued in respect of contributions to this scheme.

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 School has accounted for its contributions to the scheme as if it were a defined contribution scheme.

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2023 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2020 in accordance with The Public Service Pensions (Valuations and Employer Cost Cap) Directions 2023 and the Employer Contribution Rate was assessed using agreed assumptions in line with the Directions and was accepted at the original assessed rate as there was no cost control mechanism breach.

The valuation report was published by the Department for Education on 26 October 2023. The key elements of the valuation are:

- Total scheme liabilities for service (the capital sum needed at 31 March 2020 to meet the stream of future cash flows in respect of benefits earned) of £262 billion
- Value of notional assets (estimated future contributions together with the proceeds from the notional investments held at the valuation date) of £222 billion
- Notional past service deficit of £39.8 billion (2016 £22 billion)
- Discount rate is 1.7% in excess of CPI (2016 2.4% in excess of CPI) (this change has had the greatest financial significance)

As a result of the valuation, new employer contribution rates have been set at 28.6% of pensionable pay from 1 April 2024 until 31 March 2027 (compared to 23.68% under the previous valuation including a 0.08% administration levy).

23. **PENSION SCHEMES** (Continued)

Pensions Trust Growth Plan

The school participates in the TPT Retirement Solutions - The Growth Plan, which is a multi-employer scheme providing benefits to over 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. 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 it as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions 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 UK.

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 scheme deficits following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficits on an annuity purchase basis on withdrawal from the scheme.

Summary of provision for pension deficit recovery plan

	Company	
	2023	2022
	£'000	£'000
TPT Retirement Solutions - The Growth Plan	**6,165**	10,395

TPT Retirement Solutions - The Growth Plan Deficit Contributions

A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

From 1 April 2022 to 31 January 2025:	£3.312 m per annum

Unless a concession has been agreed with the Trustee the term to 31st January 2025 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, the Trustee asked the participating employers to pay additional contributions to the scheme as follows.

From 1 April 2019 to 30 September 2025:	£11.243 m per annum (payable monthly and increasing by 3% each on 1st April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

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

23. **PENSION SCHEMES** (Continued)

Present Values of Provision	**2023**	2022
	£	£
Present value of provision	**6,165**	10,395

Reconciliation of opening and closing provisions	**2023**	2022
	£	£
Provision at 1 September	**10,395**	65,345
Unwinding of the discount factor	**355**	372
Deficit contribution paid	**(4,524)**	(12,632)
Remeasurements - impact of any change in assumptions	**(61)**	(458)
Remeasurements - amendments to the contribution schedule	**-**	(42,232)
Provision at 31 August	**6,165**	10,395

Income and expenditure impact	**2023**	2022
	£	£
Interest expense	**355**	372
Unwinding of the discount factor		
Remeasurements - impact of any change in assumptions	**(61)**	(458)
Remeasurements - amendments to the contribution schedule	**-**	(42,232)
Contributions paid in respect of future service *		
Costs recognised in income and expenditure account		

*includes defined contribution schemes and future service contributions (i.e. excluding any deficit reduction payments) to defined benefit schemes which are treated as defined contribution schemes. To be completed by the company

Assumptions	**2023**	2022
	% per annum	% per annum
Rate of discount	**6.04**	4.46

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.

Deficit Contributions Schedule

The following schedule shows the deficit contributions agreed between the company and the scheme at each year end period:

	2023	2022
	£	£
Year 1	**5**	5
Year 2	**3**	5
Year 3	**-**	2
Year 4		
	8	12

23. **PENSION SCHEMES** (Continued)

The company must recognise a liability measured as the present value of the contributions payable that arise from the deficit recovery agreement and the resulting expense in the income and expenditure account i.e. the unwinding of the discount rate as a finance cost in the period in which it arises.

It is these contributions that have been used to derive the company's balance sheet liability.

The current valuation does not reflect the expected increase in benefits and therefore liability as a result of Guaranteed Minimum Pension ('GMP') equalisation between men and women which is required as a result of the removal of the Additional State Pension. Methodologies for a long-term solution are still being investigated by the Government as set out in the published (January 2018) outcome of the Government Consultation 'Indexation and Equalisation of GMP in Public Sector Pensions Schemes' and therefore the expected impact cannot be reliably estimated and consequently no provision/liability has been recognised.

24. **RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATIONS**

	2023	2022
	£	£
Net income for the period (as per the Statement of Financial Activities)	**192,589**	601,808
Adjustments for		
Depreciation charges	**286,803**	276,695
Interest Receivable	**(52,263)**	-
Interest Payable	**117,050**	73,561
Dividends, interest and rents from investments	**(560)**	(550)
(Gains)/losses on investments	**(620)**	(1,200)
(Increase)/decrease in stocks	**(1,820)**	(1,428)
Decrease/(Increase) in debtors	**(63,831)**	51,640
(Decrease)/increase in creditors	**222,252**	(71,220)
Net cash provided by (used in) operating activities	**699,600**	929,306

25. **ANALYSIS OF CASH AND CASH EQUIVALENTS**

	2023	2022
	£	£
Cash in hand and at bank	**2,758,110**	2,568,570
Overdraft facilities repayable on demand	**-**	-
Total cash and cash equivalents	**2,758,110**	2,568,570

26. ANALYSIS OF CHANGES IN NET DEBT

	At 1st Sept 2022	Cash flows	Other non-cash changes	**At 31st Aug 2023**
	£	£	£	**£**
Cash and cash equivalents				
Cash	2,568,570	189,540	-	**2,758,110**
Borrowings				
Loans falling due within one year	(200,292)	175,023	(1,458,311)	**(1,483,580)**
Loans falling due after more than one year	(1,458,311)	-	1,458,311	-
	(1,658,603)	175,023	-	**(1,483,580)**
Total	909,967	364,563	-	**1,274,530**

27. CONTINGENT LIABILITIES

The Company has been notified by The Pensions Trust of the estimated employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2022. As of this date the estimated employer debt for the Company was £6,165 including Series 3 liabilities.

28. ULTIMATE CONTROLLING PARTY

The Woodard Corporation Limited is the ultimate controlling party, a registered charity number 1096270, which is incorporated in England and Wales. Copies of the financial statements of the Woodard Corporation can be obtained from High Street, Abbots Bromley, Rugeley, Staffordshire, WS15 3BW. The accounts of The Cathedral School Limited are included within the consolidated financial statements of the Woodard Corporation Limited.

29. RELATED PARTIES

As stated in note 28, The Cathedral School Limited is a wholly owned subsidiary of The Woodard Corporation. An amount of £64,431 was paid during the year to Woodard Corporation by way of a levy to meet running costs.

30. ACCOUNTING ESTIMATES AND JUDGEMENTS

In preparing the financial statements, the directors are required to make estimates and judgements. The matters detailed below are considered to be the most important in understanding the judgements that are involved in preparing the financial statements and the uncertainties that could impact the amounts reported in the results of operations, financial position and cashflows. Accounting policies are shown at note 1 to the financial statements.

Pensions Scheme deficit reduction payments:

As explained at note 23, there is a deficit reduction plan in place in respect of The Cathedral School's membership of the Pension Trust's Growth Plan. FRS 102 requires a liability to be recognised in respect of the present value of future contributions payable under the terms of the deficit recovery plan. The incorporation of this liability in the financial statements involves the exercise of judgement in a number of areas, including the selection of an appropriate discount rate.

Provision for bad debts:

Debts are provided for if not recovered within one term. Estimating amounts to provide against recovery of debts is a matter of judgement.

Depreciation, impairment and residual values of fixed assets:

Judgement is exercised in estimating the residual values of fixed assets, the selection of appropriate rates of depreciation and for matters of impairment.

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

England & Wales - Charity number 1103522

Accounts

Charity Registration No. 1103522

Company Registration No. 05091977 (England and Wales)

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST AUGUST 2022

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

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THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

COMPANY INFORMATION

DIRECTORS AND ADVISORS

Directors	Mr M R Havard, BSc, Econ (Hons) (Chairman from 1st January 2022) Mrs K Bates, LPQH, Cert. Ed Mr P R Dewey, BSc, FCA (appointed 16th March 2022) Mrs P Jones, BA (Hons) (appointed 16th March 2022) Professor P J Knowles, BA, PhD Mr P R Lacey, MA Mrs J E Newley, MA, Cert. Ed Mr J C Rawlins, FRICS, MRAC Mr P A Smith, BSc (appointed 22nd November 2021) Mr G C Lloyd, FCA, CPFA (Previous Chairman, Resigned 31st December 2021) Mr J F Holmes, BSc (Hons), FCA (Resigned 31st December 2021) Mrs C F Wood, BSc (Hons) (Resigned 31st December 2021
Provost	The Revd Canon B D Clover, MA,FRSA,LTCL
Company Secretary	Mr R A Leek
Charity No.	1103522
Company No.	05091977
Principal Address and Registered Office	The Cathedral School, Cardiff Road, Llandaff, Cardiff. CF5 2YH
Key Management Personnel	
Head	Mrs C V Sherwood, MA (Hons Cantab)
Bursar	Mr R A Leek
Auditor	RSM UK Audit LLP Portland, 25 High Street, Crawley, West Sussex. RH10 1BG
Bankers	Barclays PLC, 6th Floor, 5 Callaghan Square, Cardiff. CF10 5BT
Solicitors	Veale Wasbrough Vizards, Narrow Quay House, Narrow Quay, Bristol. BS1 4BZ Geldards LLP, 4 Capital Quarter, Tyndall Street, Cardiff. CF10 4BZ
Insurance Brokers	Marsh, 1 Tower Place West, Tower Place, London. EC3R 5BU

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2022

The directors present their report and financial statements for the year ended 31st August 2022 and confirm they comply with the requirements of the Charities Act 2011, including the Directors' and Strategic Reports, under the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE INFORMATION

The charity was formed in 2004 and is registered with the Charity Commission as charity number 1103522. The charity is a limited liability company and wholly owned subsidiary of The Woodard Corporation (charity number 1096270). The charitable company is incorporated in the United Kingdom. Directors of the Company are also Fellows (members) of the Woodard Corporation and participate in the election of its board of management and are committed to its charitable objects.

Note 29 provides details of connected charities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The company is governed by Articles of Association as adopted by Special Resolution dated 20 March 2013, replacing those dated 29 March 2004 amended by Special Resolution(s) dated 25 January 2006, 28 April 2009 and 23 June 2009. They permit funds to be managed in such a manner as the directors see fit, provided that such powers are only exercised for the purposes of attaining the objects and in a manner which is legally charitable. The Articles of Association forbid the distribution of any property or funds, which are to be applied solely towards the promotion of the objects of the company.

Governing Body

The governors are the directors and charitable trustees of the company and comprise the governing body of The Cathedral School and are elected to hold office for five years. The governing body met three times during the year. Reference to directors, governors and trustees are interchangeable throughout these accounts.

Recruitment and Training of Governors

All governors are Fellows of the Woodard Corporation. Fellows are responsible for electing the Woodard Corporation Board. Governors are recruited on the basis of nominations from school contacts and from selection when a post becomes available. The governing body look to ensure a mix of skills and select new governors on the basis of background, competence, specialist skills and, in the case of Fellows, Christian commitment. Governors are provided with induction training by the Head, Bursar and staff and a wider programme of training events is organised by the Woodard Corporation.

Where possible the governors consider that the skills and experience of the governing body should comprise the following:

A Governor with a legal background.

A Governor with a financial/accounting background.

A Governor with education experience.

A Governor with estates management experience.

A Governor with senior managerial or business experience.

A Governor with experience of equal opportunities or disability needs.

At least one female Governor and at least one male Governor.

An Anglican Ordained Minister.

One Governor may have one or more of these skills.

Volunteers

Governors are volunteers providing their time for free to support the governance of the school. The school also relies on a number of others to undertake volunteer roles including fundraising events via 'The Friends of the Cathedral School' group. Parents of infant aged children also assist with School trips and visits.

Organisational Management

The school is governed by the governing body which delegates work to a number of committees. Membership of each committee is outlined on page 15. The directors determine the general policy of the company.

Finance Committee – the Finance Committee has a remit to consider budgets, both revenue and capital, cash flow information and financial reports, including the financial statements. It also considers financial policies and the financial regulations. It makes recommendations to the governing body for approval. The Finance Committee met three times during the year.

Estates Committee – the Estates Committee develops the school's estates strategy, including capital developments and maintenance of the buildings and it makes recommendations to the governing body. It met three times during the year.

Education Committee – the Education Committee is responsible for oversight of the academic performance of the school and educational policy, making recommendations to the governing body. It met four times during the year.

Remuneration Committee - the Remuneration Committee makes recommendations to the governing body regarding the remuneration of the Head and the Bursar. It also considers the overall staff salary increases and makes recommendations to the Finance Committee. It met twice during the year.

Risk Management Committee – the Risk Management Committee sets and reviews the Risk Management Register on an annual basis. The committee consists of the full board and meets once a year.

The day to day management of the company is delegated to the Head and the Bursar as the Key Management personnel, overseeing educational, pastoral and administrative functions in consultation with the senior staff. The day to day administration is undertaken within the policies and procedures approved by the governors which provide for only significant expenditure decisions and major capital projects to be referred to the governors for prior approval.

The Head oversees the recruitment of all educational staff, whilst under delegated authority the Bursar oversees the recruitment of administrative and non-teaching support staff. The Head and Bursar are invited to attend governors' meetings.

The remuneration of key management personnel is set by the governing body, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the school's success.

The appropriateness and relevance of the remuneration policy is reviewed annually, including reference to comparisons with other independent schools to ensure that the school remains sensitive to the broader issues of pay and employment conditions elsewhere.

We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope for rewarding excellence. Delivery of the school's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

School Structure and Relationships

The School has developed links with a wide range of organisations to ensure the widest possible access to our facilities and Schooling. Through membership of the family of Woodard Schools, Headmasters' and Headmistresses' Conference (HMC), Independent Association of Preparatory Schools (IAPS), the Choir Schools Association (CSA), Society of Heads and through networking with

peer groups we ensure that we are able to attain the highest standards of quality and performance. We encourage pupils to develop awareness of the social context of the all-round education they receive at the School and they are encouraged in a number of activities to enhance their understanding. We have a growing alumni group, the Old Llandavians. A committee of parents and staff form 'The Friends of the Cathedral School' and are generous in supporting the work of the School, which is greatly appreciated. We also cooperate with charities and local Primary Schools in our ongoing endeavours to widen public access to the Schooling we can provide, to optimise the educational use of our culture and sporting facilities and to awaken in our pupils, in the public interest, an awareness of the social context of the all-round education they receive.

CHARITABLE OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

The charity's objects, as set out in the Articles of Association, are to promote and extend education (including spiritual, moral, social, cultural and physical education) in accordance with the doctrines and principles of the Church. The Church is defined as being the Church of England and churches in full communion with the See of Canterbury.

Intended impact

Woodard schools strive for the best all round education of every aspect of each individual; they ensure high standards of religious education; and they see themselves as communities working together for the benefit of all members, and of the Church and the nation. They are strong Christian foundations which adhere to catholic belief as found in the Church, to Christian worship focused in the Eucharist, and to the care of each individual and the whole school community particularised in the ministry of the Chaplain.

Aims

The Cathedral School is a day school for pupils from the ages of 3 to 18. It aims to support children in reaching their potential in all areas of their activity at the school, and in the wider community. This is certainly in enabling each child to meet their academic potential and also in enabling children to find success in co-curricular excellence in art, drama, sport, music or dance. We produce 'well rounded' individuals who are able to make a positive contribution to society. All Woodard schools aim to provide a rounded education to help the pupils to make their way in adult life.

Primary objectives

The primary objectives of The Cathedral School to fulfil these aims focus around the following 5 ethos statements:

· Achievement – recognizing that all young people have a unique set of skills and enabling all pupils to fulfil their potential

· Care – to enable an inclusive community in our Christian environment supporting spiritual growth, understanding, respect and empathy for all

· Opportunity – Every teaching & learning opportunity to enable the child to flourish

· Ambition – Aiming high in all aspects of school life – with no-one left behind

· Leadership – Planning effectively and working together to inspire others and achieve a shared purpose and build a better world

Strategies to achieve the primary objectives

The strategies this year were focused on "building back better" in the wake of the Covid-19 pandemic.

To strengthen academic achievement, we brought a new Year 12 curriculum, re-introducing AS examinations, following the WJEC specification in almost all subjects.

To strengthen achievement amongst our Additional Learning Needs (ALN) pupils, (following new ALN legislation coming into force in Wales), we recruited an additional member of staff to the ALN department and re-shaped the management structure to enable appropriate support for pupils at all key stages.

The focus on excellent teaching continued with a particular emphasis on examination groups.

Under care, our strategy focused on healthy relationships and developing a new relationships and sexuality education programme. Our strategies built on the feedback following the publication of the OFSTED and Estyn review in the wake of the publication of information on the "Everyone's Invited" website.

We aimed to strengthen our monitoring process for well-being, extending our termly pupil well-being survey into the Early Years Foundation Stage (EYFS) classes.

Our strategy also highlighted the importance of care for members of staff. Therefore, membership of the staff forum was widened with an extended remit agreed, and a termly staff well-being survey was introduced.

In terms of opportunity, in sport, our strategy centred around new partnerships, with both Cardiff Rugby and Hockey Wales, extending opportunities for boys and girls.

To strengthen opportunities in music, an additional school concert was planned for the summer term, to strengthen musical opportunities for pupils below the examination years. In terms of resourcing, the first school harp was purchased, giving more pupils access to the Welsh national instrument.

Furthermore, the School achieved its ambition to be the first independent school to be accredited as a School of Sanctuary in Wales, which is designated as a nation of sanctuary. This will offer pupils more opportunities to become involved in a wider social programme.

Under leadership, we aimed to provide new opportunities to positively impact the School for pupils, and set up an Amnesty International Society, allowing pupils to lead two school wide campaigns over the year. For staff, the first formal mechanism to enable all staff to contribute to the School Development campaign was introduced and three new governors were inducted over the academic year.

Principal Activities of the Year

The principal activity of the school is the delivery of education to pupils ranging from 3 to 18 years of age. We also run a number of summer school activities and the school is open at other times for use by the local community. Pupil numbers at the school during the year were as follows:

	2021/2022	2020/2021
Senior School	471	460
Preparatory School	173	179
Pre-Preparatory School	157	157
Total	801	796

	2021/2022		2020/2021	
	Boys	Girls	Boys	Girls
Senior School	295	176	289	171
Preparatory School	115	58	114	65
Pre-Preparatory School	97	60	103	54
Total	507	294	506	290

Public Benefit

As part of our primary objectives, the school aims to create an environment to nurture children, to get the best from them and to allow them to develop and fulfil their potential. We provide them with a first class independent education and a wide range of sporting and artistic opportunities. Our public benefit aim is that all pupils will be self-confident and desire to contribute to the wider community.

In terms of public benefit, we also recognise the benefit to the community of the School educating 800+ pupils at no cost to the public purse. The Cathedral School provides boy and girl Choristers to sing services in Llandaff Cathedral, greatly enhancing the spiritual, musical and cultural lives of the City of Cardiff and the Diocese of Llandaff. In the past academic year, the Choristers sang for a variety of local and national events, including BBC Songs of Praise and the first Llandaff Festival providing a vital support to community well-being.

In the furtherance of these aims, The Cathedral School governors, as the charity trustees, have complied with the duty in s.17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under that Act.

Our school welcomes pupils from all backgrounds. To admit a prospective pupil we need to be satisfied that our school will be able to educate and develop a prospective pupil to the best of their potential and in line with the general standards achieved by their peers. Entrance interviews and assessments are undertaken to satisfy ourselves and parents that potential pupils can cope with the pace of learning and benefit from the education we provide. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of our assessment processes.

Our school is a part of a wider community and we are keen that our links with the community remain strong. We continued to supported Llandaff Diocese in their partnership work on *Taith Advent* and worked closely with local schools in our accreditation bid to be a School of Sanctuary. The activities undertaken and the success of our programme are explained in the 'review of achievements and performance for the year' section of this report.

Woodard and its schools provide a significant benefit to the public. The school strives to ensure that measures of public benefit are appropriate, and that significant sections of the public are not excluded from the opportunity to benefit from the education and facilities offered due to the need to pay a fee. In addition to significant provision of bursaries and other forms of financial support, the school provides a wide range of opportunities for community benefit and facilities and events are often open to all. Further detail of the public benefit offered is included in the section entitled 'Review of Achievements and Performance for the Year' below.

Concessions Including Bursaries & Scholarships

Our school does not have an endowment and in funding our concessions we have to be mindful that we must ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their child's education, and those benefiting from the awards. Further details of our concessions policies and how to apply are available on our website at www.cathedral-school.co.uk.

All criteria and policies relating to concessions are kept under review and are updated when necessary.

Bursaries

Bursary awards are important in helping to ensure children from families who would otherwise not be able to afford the fees can access the education we offer. Our bursary awards are available to all who meet our general entry requirements and are made solely on the basis of parental means or to relieve hardship where a pupil's education and future prospects would otherwise be at risk for example in the case of redundancy. In most cases the budget for bursaries is allocated using a "needs blind" approach as far as possible, whilst giving priority to the continuity of education of those pupils already at the school.

This year the value of means tested bursaries totalled £235,266 (£210,025 -2021) and represented 2.3% of our gross fees. They provided assistance to 31 of our pupils of which 3 pupils benefited from a full remission of fees.

Scholarships

The purpose of our scholarship awards is to recognise high academic potential or the ability to excel in our co-curricular activities. Our scholarships are awarded on the basis of the individual's academic potential or evidence of exceptional abilities which will contribute to our co-curricular activities. In addition, awards may be subject to conditions imposed by the original donor.

The school awarded scholarships to 206 pupils, based on their educational merit and potential, totalling £197,305 (£178,015 – 2021) and representing 2% of our gross fees. Of this number, 14 also qualified for means-tested bursary support and are included in the figures relating to bursary awards.

The Cathedral School provides the Choristers to Llandaff Cathedral and in so doing subsidises their fees via Chorister scholarships. The Scholarships ranges from 20% to 66% remission of fees. This year the value of Chorister Scholarships totalled £201,430 (£205,170 – 2021) and represented 2% of our gross fees. We supported 37 Choristers during the year.

The progress of pupils receiving scholarships is reviewed at least annually to ensure their progress is in line with their abilities. No scholarships were withdrawn in the year as a result of reviews.

Employment Policy

We are an equal opportunity organisation and are committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. We will make reasonable adjustments to meet the needs of staff or pupils who are or become disabled.

STRATEGIC REPORT

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

Impact of Coronavirus Pandemic

These accounts relate to the year to 31st August 2022, and therefore reflect the diminishing financial and operational impact on the education sector, and all of society, of the Coronavirus pandemic. Schools were required to close to all bar 'Key Workers' in March 2020 and again from January to May 2021. Much of the education was moved online. Woodard schools and academies adapted well to provision of online learning and the responses from parents were positive. This was reflected in an increase at The Cathedral School, in September 2021.

The pandemic had a direct impact on school financial health across two financial years, but there was significant recovery in 2021-22. Following earlier cuts in fees in order to reflect the impact of the various restrictions, The Cathedral School raised fees by 3% in September 2021. The Cathedral School had to adapt to the situation, but we have been able to provide a full educational experience in 2021-22, including specially adapted assemblies, cathedral services, concerts, school plays and fixtures. Of particular note was the hard work of staff, who had to adapt to different classroom set-ups, cover for absent colleagues and respond to the ever-changing government legislation on school events and trips.

School Performance and Achievements

During the year we educated an average of 801 children between the ages of 3 and 18. The school offers a broad curriculum and, whilst entry is subject to meeting the academic requirements of the school, we educate children with a wide range of ability. The educational performance of the school was excellent, as demonstrated by the public examination results. At GCSE, an exceptional 44% of grades were 9 or 8, with 67% of all grades at 9-7. The most common grade awarded overall was 8 (the equivalent of A*). 100% of pupils achieved the equivalent of at least five GCSE grades 9-4 (A*-C), including first language and Mathematics.

At A Level 45% of all grades gained were at A* and 75% at A*-A, with 89% securing their first-choice course and university. The most common grade was A* with more than half of the cohort attaining exclusively A*/A grades. At AS Level, 85% of grades were A.

These results are well above the national average for all schools and significantly above the average performance of independent schools, demonstrating both the effectiveness of our educational offering during the pandemic and the excellent way in which we prepared students for their first ever public examinations, particularly the A level cohort, who had not sat GCSEs.

We continue to improve facilities through constant investment in the fabric of the buildings and assets. This year, the external aspects of original school building, School House, were completely re-furbished from the school side. Major repair work was also carried out to prevent subsidence in the school chapel and new cricket nets were opened on Bishop's Field, for use by both our girls' and our boys' teams.

The Cathedral School celebrated the first year in which the girl and the boy choristers were under the musical management of the Cathedral's Music Department. Both girls and boys performed at significant festivals throughout the year, including the first Llandaff Festival in July, a community event which was attended by local schools as well as by other well known performers, for example, from the Royal Welsh College of Music and Drama.

We have a particular strength in music and the performing arts and the school prides itself on the quality of our choirs and orchestras and the progress made by our pupils in national ensembles. 8 pupils between Year 7 and Year 13 were members of the National Youth Choir / National Youth Orchestra and a significant number play for the various Cardiff / Glamorgan ensembles. In our tradition of music for all, the Primary Choirs concert, in the Lent Term, featured over 100 pupils singing in various choirs and 140 pupils performed at the Senior Lent Term concert, which welcomed back a number of Old Llandavians both performing and to a specially held reception event. Our half termly lunchtime concerts are held in the cathedral and are open to the public, being particularly popular to the local Llandaff residents. We also support the local community with events they hold each year, including providing both the bugler and the brass band for the Remembrance service held on the cathedral green.

Musical and theatre productions this year have been well attended. The fast paced and highly amusing "Complete Works of William Shakespeare" featured a cast of 46 from across Years 7-13. 37 students took part in the Summer Production of "Guys and Dolls", which, for the first time, was supported by a student band. Also, for the first time, we entered the Independent Schools Bar Mock Trials competition run by the Young Citizens Foundation, with students from Years 11-13 playing the parts of both lawyers and witnesses. Competing against independent schools across the UK, our team achieved third place and were commended for their professionalism and knowledge.

The range of sports offered at The Cathedral School reflects the importance given to sporting activity and physical education. 96% of Year 7-9 represented the school in at least one fixture, 64% of Year 10, 80% of Year 11 (including 96% of girls) and 54% of the Sixth Form. This has enabled us to extend our provision and offer a 2nd XV in rugby, a 3rd XI in football and an U-18 B team in hockey. A number of pupils are outstanding in their field and have represented their country in running, badminton, baseball, cricket, football, gymnastics, hockey, squash and swimming. The appointment of an Athletic Development Coordinator in September 2021 has strengthened our development of physical literacy in our pupils from Year 3 to Year 13.

Our very high participation rates in the Duke of Edinburgh Award (93% in Year 9; 96% in Year 10, 80% in Year 11 and 80% in the Sixth Form) outstrip the national target of 50% of young people across the country and we remained committed to enable pupils to participate in the Award, despite the restrictions placed on it. Expeditions and residential trips returned after the moratorium imposed by the pandemic and volunteering continued in the local community in churches and charity shops, litter picking and dog walking for the Dogs Trust, among many others. In all, students at CSL last year, volunteered for a collective 1,599 hours, which amounts to a social value of £7,387.

Through development of, and provision of access to facilities, the school remains an important community resource.

Facilities made open to the public include:

The Chapel – The Chaplain regularly carries out Baptism and Christenings

Our music and performance facilities are made available to a wide range of local music societies, including:

· Cardiff and Vale Youth Jazz Orchestra

· Orchestra Rehearsals

· Stage School

Our sports pitches are recognised as being of particular quality and are regularly used by:

· Cardiff Cavaliers Cricket Club

· Chorister parents cricket team

· Glamorgan County Cricket Fixtures (2nd Team)

· Mitres Cricket Club

· Salem Chapel Cricket Club

· St Fagans Cricket Club

· UMCC Cricket Fixtures

Our sports hall is also regularly used throughout the year for evening and weekend activities by the following organisations:

· Cardiff City and Met Korfball Club

· Cardiff Volleyball Club

· Celtic Dragons Netball

· Cricket Wales

· Lisvane Wales

Our Memorial Hall hosts:

· Art exhibitions – school has run two with an additional external event

· Ballet and Tap groups on weekends and during the weekday evenings

· Birthday parties – 13 this year

· Christening/baptism receptions – three to date

· Cwmni Dawns Werin Caerdydd – Folk dancing

· Dance Group

· Pilates and yoga classes – these take place on four evenings per week

· The Llandaff society monthly meetings

· Charitable activities for Organisations such as NSPCC

Other activities on school premises were:

· Staging the start and finish of the Castles and Cathedral Cycle Ride

· The High Sheriff post Cathedral Service drinks and canape event

· Cardiff Vineyard Church - weekly

Partnerships

We continued to develop our close relationship with the diocesan Church in Wales schools this year as well as strengthening our links with local charities. Once again, we supported the local *Taith Advent* initiative, raising awareness and teaching children about refugees and issues faced by refugees around the world. In Lent, we joined the diocesan Lamentations Project, reassuring children across the diocese that "it's OK not to be OK" and allowing them to express their sadness.

We supported the development of the music curriculum with Cwmbach CiW Primary School, with a member of staff going to work with them once a week throughout the year. During Christian Aid week, we once again combined our efforts with Llandaff City CiW Primary School, joining a collaborative sponsored walk to raise funds.

We worked closely with St Mary the Virgin CiW Primary School and were delighted to be the first independent school in Wales to be designated as a School of Sanctuary for our commitment to ensuring that we are a safe and welcoming place for all. Feedback from parents showed that resulting discussions at home positively impacted the children, developing their cultural understanding and instigated further discussions at home with their families.

We continued to develop our partnership with Cartref Residential Home including strengthening our pen pal project and recording a virtual Christmas message for the residents.

As members of the Rotary youth charitable body 'Interact', we continued to work with local schools (Howells, Whitchurch High, Llanishen High and Whitchurch Primary) to raise money and awareness of global issues, including running a virtual pampering evening.

Charitable Activities

As well as supporting the local community, we have undertaken specific fundraising for projects such as Save the Children, Christian Aid Week and 2 wish upon a star. The school community takes part in a wide range of sponsored events and other fundraising activities and these continued during lockdown with pupils raising money as individuals by running marathon distances either individually or in a team. Not taking into account the sums raised during lockdown, the school raised in excess of £5,200 to support local and national charities

Key Performance Indicators

The Key Performance Indicators (KPIs) used by the school are:

KPI	Target	Actual 2022	Actual 2021
Surplus	5% of net fees	6.9%	4.6%
Pupil Numbers	800	801	796
Total salaries to net fees	70% of net fees	64.7%	68%
A Level target	Average score of 55% Grade A or above	75%	85%
GCSE Level target	Average score of 65% Grade 7 or above	67%	86%

Surplus – With net income 5.8% higher than budget and costs being controlled extremely well during a difficult year at 96%, we are pleased with the outcome. Expenditure included £110k spend on renovations to existing buildings.

Pupil Numbers – This remains steady at circa 800, indicating a healthy demand for places at the

Cathedral School.

Examination Results – Whilst the actual results for both GCSE and A level appear lower than the previous year (Results awarded during the Pandemic), we are extremely pleased with this years' outcomes, some of the best results in the Country. Both results are ahead of our KPI target.

FINANCIAL REVIEW

Results for the Year

The net incoming resources for the year amounted to £601,808 of which the operating surplus on school activities was £618,778. This surplus has been achieved with a rise in fees lower than inflation and against a background of strongly rising operating costs, so that in the circumstances we consider it a highly satisfactory achievement. Gross income for the year was up by some 5.5% on last year, reflecting the increase in pupil numbers throughout the school.

The hiring out of The Cathedral School facilities during vacations and after school hours contributed £41,479 (£11,250 – 2021) to the school's operating surplus. We are now seeing letting income returning to pre-pandemic levels.

The parents of our pupils often make significant sacrifices to pay the fees. In doing so they help to relieve the state of the financial burden of educating 801 UK based children. The saving is estimated to have a value in the last year of £5,488,452. The school is also unable to recover the VAT on purchases it makes. During the past year, The Cathedral School has paid an estimated £374,273 in irrecoverable VAT on goods and services.

The Cathedral School provides a pension to some staff under the terms of the Pensions Trust Growth Plan. As a result of this pension scheme being underfunded, The Cathedral School is committed to contributing to a recovery plan. During the course of the year The Cathedral School made contributions to the recovery plan of £12,632 and the recognised liability under the plan reduced by £54,950, with this value being recognised in the Statement of Financial Activities. Further details can be found in note 23.

Reserves Level and Policy, and Financial Viability

It has been the School's policy to utilise funds to ensure that high quality up-to-date facilities are provided for the benefit of pupils. The aim is to budget so as to provide sufficient working capital to meet the present needs and future development requirements of the School without the requirement to have recourse to sales of tangible fixed assets or use of the School's readily realisable investments supporting unrestricted funds. Unrestricted funds increased by £618,778 to total £8,674,157, as shown in note 21. The Cathedral School plans to fund longer term capital expenditure and meet long term liabilities through careful management of resources and investments and through building reserves through operations and trading. The School aims to make an overall surplus of 5% to build up to the target for free reserves. This year's result indicates that our surplus was 6.9% of net fees. This is a reasonable outcome when considering the impact of Covid-19.

The Governors have invested substantial sums into new School buildings in recent years and have a continuing programme of refurbishment, development, and investment to maintain excellent teaching facilities for our pupils. In common with most independent Schools, and due to the having to fund their own capital investment plans, free reserves are at a negative balance illustrating the extent of the investment in our School. The School's total reserves of £8,802,603 at the year-end included £128,446 of restricted funds and £8,674,157 unrestricted funds. Fixed assets held for charity use totalled £9,307,996, leaving free reserves of -£505k (2021: -£1.426m) at the year-end, an improvement of £921k. The School's financial viability does not depend on income reserves but in its ability to continue to trade at a surplus on an annual basis, and on the substantial portfolio of fixed assets held for operational use. The School does not have, and cannot rely on, permanent endowments.

The company's unrestricted reserve are primarily invested in tangible fixed assets which are all used for its direct charitable activities.

Engagement with Suppliers, Customers and Others in a Business Relationship with The Cathedral School

The Cathedral School seeks to engage actively and positively with all stakeholders in the local community and in the wider educational landscape. Collaborative relationships with suppliers, parents, educational partners and community leaders are seen as key enablers to achieving success in all of the school's operations.

During the year the school has further promoted this engagement though specific initiatives including:

- Regular communication and engagement with parents and prospective parents of pupils attending The Cathedral School to enhance the understanding of the provision to each pupil and to fully coordinate support to pupils from parents and schools.
- Engagement with other educational organisations and partners at local and national levels to share best practice and to provide peer support.
- Active dialogues with local councils on matters which impact children and families in the community as well as relate to operation of each school.
- Engaging with local businesses to promote career and educational opportunities for pupils for their mutual benefit.
- Seeking all possible opportunities to engage with local and national suppliers in the area.
- Seeking regular communication with all suppliers and ensuring good commercial practices of prompt payment and clear communication to optimise arrangements for supply of goods and services to The Cathedral School.
- In particular, The Cathedral School has adopted the government's policies and guidance during the Coronavirus pandemic and sought to maximise its support to all suppliers through the crisis in order to sustain their support and services in the future.
- Promoting and encouraging pupil and staff opportunities to engage in local voluntary and other projects to support the community.
- Providing community access to The Cathedral School and, in many cases, adopting a role that puts the school at the heart of a community.

PRINCIPAL RISKS AND UNCERTAINTIES

Coronavirus Pandemic

These financial statements were compiled at a time when all restrictions relating to the Covid 19 global pandemic had been removed, and activity had mostly returned to normal. That is not to say that the virus was no longer affecting school life; cases continue in both pupils and staff, and the school continues to suffer disruption. Like most trustees, the governors keep under consideration the impact of a catastrophic event on the school's ability to continue, but that event may come about from many causes and being specific about the source is not possible. The consideration of risks in the paragraphs below is therefore reflective of a more stable environment and does not specifically look at the pandemic, or other similar events, but offers a wider view of common events plus a specific risk looking at those events that could impact the continuity of education.

Economic Outlook

The governors consider the economic turbulence of recent years and the affordability of fees by parents across the independent sector to be the principal risk faced by the school. The school is currently close to full capacity, but there is no room for complacency. The governing body, therefore, decided last year to increase the fees in September 2021 by only 3%. For September 2022 the governing body has again limited fee changes, to a 4.25% increase.

Health and Safety

Health and Safety is always a significant area for risk management. The risks range from fire and damage to infrastructure, to personal risks (most notably when away from the campus on trips and expeditions). The level and breadth of activity at the school is impressive and the risks associated with all activities are minimised by thorough planning and risk assessment.

The governing body is responsible for the identification and management of risks. The major risks to which the charity is exposed, as identified by the directors, have been reviewed and systems or

procedures have been established to manage those risks. Detailed examination of the risks and establishment of controls to mitigate them is delegated to the Head and Bursar and the process is overseen by the Risk Committee on behalf of the governing body. A formal review of the risk management processes is undertaken annually in the Lent term.

The principal risks to which the school is exposed include those affecting protection of pupils and security and preservation of charitable assets both now and in the future. Significant risk areas:

- the governors consider possible catastrophic events and ensure that the school has a plan in place to allow education to continue in a range of different scenarios
- the market in which the school operates is highly competitive and we monitor developments in education to ensure that pupils always receive a first class, holistic and varied educational experience in our school
- we strive to ensure that all staff are able to work in a safe and supportive environment and policies, procedures and training in Human Resource management and Health and Safety help to ensure that the school meets expectations
- the school operates in a highly regulated sector, including in matters of child protection, and we appoint appropriate professional advisers to ensure that we can keep up to date with all requirements; school or individual membership of bodies being the constituent associations of the Independent Schools Council also ensure that we have access to up-to-date information and support
- the school operates in an increasingly litigious environment, and we appoint appropriate professional advisers and purchase insurance using specialist brokers and advisers to ensure that we can keep up to date with all requirements and meet all challenges
- all organisations face difficult economic conditions and directors and senior managers in the school keep abreast of economic conditions locally, nationally and internationally to identify trends and develop plans to address issues

The key controls used by the school include:

- formal agendas and minutes for all meetings of the governing body and committees
- terms of reference for all committees
- comprehensive strategic planning, financial forecasting, budgeting and management accounting
- established and identifiable organisational structures and reporting lines which are regularly reviewed
- comprehensive formal written policies
- clear authorisation limits
- vetting procedures, as required by law, for protection of the vulnerable

Financial risk management objectives and policies

The school uses financial instruments, other than derivatives, comprising loans, cash and other liquid resources and various other items such as trade debtors, creditors and finance lease arrangements that arise directly from operations. The main purpose of these financial instruments is to raise finance for the group's operations.

The main issues arising from the group's financial instruments are liquidity risk and interest rate risk. The school's directors adopt policies for managing each of the risks and these are summarised below:

- Liquidity risk – the school seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable needs by negotiating adequate facilities from banks.
- Interest rate risk – the school finances operations through a mixture of retained surpluses and bank and other borrowings. The exposure to interest rate fluctuations is managed by the use of both fixed and floating facilities.

GOING CONCERN

The governing body has reviewed the impact in the aftermath of the global pandemic, together with the current economic situation, on School operations and finances. The governing body recognise that the outcome of the 2021.22 is very positive but are mindful that the following 12 months and beyond will be affected by the current economic uncertainties; they continue to rework plans for the next 12 months, to ensure the financial impact on the School continues to be mitigated in the most appropriate way.

The accounts show that we are currently cash positive, this is the case even without recognising that over 25% of our parents regularly pay fees in advance of the due date. We also have £1.5m bank overdraft facility, in case of need, which has never been called upon.

The School has a financial plan up until the end of 2024/25, conservatively indicating an annual EBITDA of £345k to £552k – the latter being the equivalent to 40 senior pupil fees. Our cash forecast of circa £3.3m in 2024/25, gives the governors confidence that the School will be able to restart the capital project of a new Sixth Form Building in the next few years.

Having considered all factors and reviewing the available evidence, including demand v capacity, exam results and the handling of the lock down which has given rise to potential additional funding opportunities, the governors have a reasonable expectation that the School will be able to continue operating for the foreseeable future. Therefore, the financial statements have been prepared on a going concern basis.

FUTURE PLANS

The governing body's current five-year strategic plan was approved in June 2022 and is reviewed on an annual basis. The key objectives of the current plan are:

1. To establish a new curriculum for the Year 6 and Year 7 groups, focusing on the development of the Humanities programme and greater provision for teaching rhetoric and public speaking.
2. To establish new markets for the school by undertaking specific research, so that pupil numbers can be increased to be consistently above 800 year on year, with a particular focus on increasing numbers in the Reception forms.
3. To commence a formal fundraising programme with appropriate resources, with the initial aim of achieving 10% of all parental deposits given to the school bursary fund.
4. To strengthen the school's response to the climate crisis by increasing the number of pupils using the school bus by 50%, reviewing the school's existing energy consumption and increasing bio-diversity on the school site.
5. To establish the next 10 Year Plan for the development of the school site, with a focus on improving the facilities for the Sixth Form, improving the dining facilities for the whole school, providing an additional teaching space for Juniors and performance area for the Music department.

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2022

DIRECTORS

The directors who served during the year, and the committees of which they are members, are:

G C Lloyd (Chairman) Resigned 31 December 2021	Estates, Finance, Nominations, Remuneration, Risk Management
Mrs K Bates	Education, Remuneration, Risk Management
P R Dewey Appointed 16 March 2022	Finance, Risk Management
M R Havard (Vice Chair) Appointed Chairman 1 January 2022	Estates, Nominations, Remuneration, Risk Management
J F Holmes Resigned 31 December 2021	Finance, Nominations, Remuneration, Risk Management
Mrs P Jones Appointed 16 March 2022	Risk Management
P R Lacey	Education, Nominations, Remuneration, Risk Management
P J Knowles	Education, Remuneration, Risk Management
Mrs J E Newley	Education, Estates, Risk Management
J C Rawlins	Estates, Finance, Nominations, Risk Management
P A Smith	Eductaion, Risk Management
Mrs C F Wood Resigned 31 December 2021	Estates, Finance, Risk Management

None of the directors has any beneficial interest in the company. The Cathedral School buys trustees and officers insurance on behalf of the directors.

Exemptions from disclosure

The Cathedral School has not taken advantage of any exemption from disclosure in relation to trustee details.

AUDITOR

RSM UK LLP, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006 unless the company receives notice under section 488(1) of the Companies Act 2006.

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2022

DIRECTORS RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the director's report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law) including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland. Under company law the directors 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements 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 directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors confirm that:

- so far as each director is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Board of Directors of The Cathedral School on 25th November 2022 including, in their capacity as company directors, approving the Directors' and Strategic Reports contained therein, and signed on its behalf by:

M Robin Havard
CHAIRMAN

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

YEAR ENDED 31ST AUGUST 2022

Opinion

We have audited the financial statements of The Cathedral School (Llandaff) Limited for the year ended 31 August 2022 which comprise the Charity Statement of Financial Activities, the Charity Balance Sheet, the Cash Flow Statement and the 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 FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

We have been appointed auditors under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

Conclusions relating to going concern

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

Other information

The Directors are responsible for the other information. The other information comprises the information included in the Annual Report other than the financial statements and our 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

YEAR ENDED 31ST AUGUST 2022

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Directors' Report and the incorporated Strategic Report prepared for the purpose of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the incorporated Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the Statement of Directors' responsibilities set out on page 16, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the

assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the charitable company operate in and how the charitable company are complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the parent charitable company's governing document, and tax legislation. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Directors' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents, inspecting correspondence with local tax authorities and evaluating advice received from internal/external advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are The Education (Independent School Standards) Regulations 2014, Keeping Children Safe in Education under section 175 of the Education Act 2002, and the UK General Data Protection Regulation (UK GDPR). We performed audit procedures to inquire of management and those charged with governance whether the charitable company is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

The group audit engagement team identified the risk of management override of controls and income recognition as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates and substantive test of details over donation and grant income.

A further description of our responsibilities for the audit of the financial statements is provided on the Financial Reporting Council's website at http://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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

YEAR ENDED 31ST AUGUST 2022

RSM UK Audit LLP

ZOE LONGSTAFF-TYRRELL (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
Portland,
25 High Street,
Crawley,
West Sussex,
RH10 1BG

Date *28 November 2022*

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

CHARITY STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)

YEAR ENDED 31ST AUGUST 2022

	Notes	Unrestricted Funds £	Restricted Funds £	**Total 2022 £**	Total 2021 £
Income and endowments from:					
Charitable Activities					
School fees receivable	2	9,279,907	-	**9,279,907**	8,787,227
Ancillary trading income	3	284,774	-	**284,774**	264,406
Other trading activities					
Non-ancillary trading income	4	41,479	-	**41,479**	12,557
Investments					
Investment income	5	-	550	**550**	545
Bank and other interest		2,425	-	**2,425**	244
Other – Grants and donations					
Grants and donations		200	-	**200**	50,663
Other incoming resources					
TOTAL INCOMING RESOURCES	22	9,608,785	550	**9,609,335**	9,115,642
Expenditure on:					
Raising funds					
Financing costs	8	(73,561)	-	**(73,561)**	(61,321)
TOTAL DEDUCTIBLE COSTS		(73,561)	-	**(73,561)**	(61,321)
Charitable Activities					
Education and grant making	7a	(8,916,446)	(18,720)	**(8,935,166)**	(8,648,425)
TOTAL EXPENDITURE		(8,990,007)	(18,720)	**(9,008,727)**	(8,709,746)
Net gains/(losses) on investment assets	13	-	1,200	**1,200**	1,950
Net income/(expenditure)		618,778	(16,970)	**601,808**	407,846
Net Movement in funds for the year		618,778	(16,970)	**601,808**	407,846
Fund balances at 1st September		8,055,379	145,416	8,200,795	7,792,949
FUND BALANCES AS AT 31ST AUGUST		8,674,157	128,446	**8,802,603**	8,200,795

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

CHARITY BALANCE SHEETS
AS AT 31ST AUGUST 2022

	Note	2022 £	2021 £
FIXED ASSETS			
Tangible assets	12	**9,295,336**	9,469,617
Investments	13	**12,660**	11,460
		9,307,996	9,481,077
CURRENT ASSETS			
Stock		**4,486**	3,058
Debtors	14	**247,008**	298,648
Cash at bank and in hand		**2,568,570**	2,003,846
		2,820,064	2,305,552
CURRENT LIABILITIES			
Creditors payable within one year	15	**(1,493,751)**	(1,501,792)
NET CURRENT ASSETS		**1,326,313**	803,760
TOTAL ASSETS LESS CURRENT LIABILITIES		**10,634,309**	10,284,837
LONG TERM LIABILITIES			
Creditors payable after one year	16	**(1,821,211)**	(2,018,597)
TOTAL NET ASSETS EXCLUDING PENSION LIABILITY		**8,813,098**	8,266,240
Net pension liability	23	**(10,395)**	(65,345)
NET ASSETS		**8,802,703**	8,200,895
REPRESENTED BY:			
CALLED UP SHARE CAPITAL	19	**100**	100
RESTRICTED FUNDS	21	**128,446**	145,416
UNRESTRICTED FUNDS			
General reserve	21	**8,674,157**	8,055,379
		8,802,703	8,200,895

The financial statements were approved and authorised for issue by the Board on 25th November 2022 and signed on its behalf by

M Robin Havard
CHAIRMAN
Company registration number 05091977

The notes on pages 24 to 43 form part of these financial statements.

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

CASH FLOW STATEMENT
AS AT 31ST AUGUST 2022

	Notes	2022 £	2021 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	25	**929,306**	894,127
Cash flows from investing activities:			
Dividends, interest and rents from investments		**550**	789
Purchase of property, plant and equipment		**(102,414)**	(30,556)
Net cash provided by (used in) investing activities		**(101,864)**	(29,767)
Cash flows from financing activities:			
Repayments of borrowing		**(189,157)**	(141,045)
Financing costs		**(73,561)**	(57,621)
Receipt of endowment			
Net cash provided by (used in) financing activities		**(262,718)**	(198,666)
Change in cash and cash equivalents in the year		**564,724**	665,694
Cash and cash equivalents at the beginning of the year		**2,003,846**	1,338,152
Cash and cash equivalents at the end of the year	**25**	**2,568,570**	2,003,846

NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31ST AUGUST 2022

1. ACCOUNTING POLICIES

The principal accounting policies, all of which have been applied consistently throughout the year and in the preceding year are:

a) **Basis of Accounting**

The accounts have been prepared under the Companies Act 2006 and in accordance with the Statement of Recommended Practice for Charities ('SORP (FRS102)') and with applicable UK Accounting Standards. They are drawn up on the historical cost accounting basis except that property and share investments held as fixed assets are carried at fair value.

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

The preparation of financial statements in conformity with FRS 102 requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. Further details are provided in note 30, and in the accounting policies for depreciation of fixed assets, for pensions and for bad debts. The financial statements are presented in sterling (£) and the functional currency is sterling (£).

b) **Going Concern**

The governing body has reviewed the impact in the aftermath of the global pandemic, together with the current economic situation, on School operations and finances. The governing body recognise that the outcome of the 2021.22 is very positive but are mindful that the following 12 months and beyond will be affected by the current economic uncertainties; they continue to rework plans for the next 12 months, to ensure the financial impact on the School continues to be mitigated in the most appropriate way.

The accounts show that we are currently cash positive, this is the case even without recognising that over 25% of our parents regularly pay fees in advance of the due date. We also have £1.5m bank overdraft facility, in case of need, which has never been called upon.

The School has a financial plan up until the end of 2024/25, conservatively indicating an annual EBITDA of £345k to £552k – the latter being the equivalent to 40 senior pupil fees. Our cash forecast of circa £3.3m in 2024/25, gives the governors confidence that the School will be able to restart the capital project of a new Sixth Form Building in the next few years.

Having considered all factors and reviewing the available evidence, including demand v capacity, exam results and the handling of the lock down which has given rise to potential additional funding opportunities, the governors have a reasonable expectation that the School will be able to continue operating for the foreseeable future. Therefore, the financial statements have been prepared on a going concern basis.

c) **School Fees Receivable and Similar Income**

Fees receivable and other educational income are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions by the school, but include contributions received from restricted funds for scholarships, bursaries and other grants. Fees in Advance Scheme Contracts are those fees received in advance of education to be provided in future years under a specific contract. The fees are either held as investments in interest bearing assets until taken to income to match liabilities in the term when used, or refunded, or they are held within the unrestricted reserves of the school. Any surplus of assets over liabilities is held within the fund as a buffer. Debts are provided for if not recovered within one term. Estimating amounts to provide against recovery of debts is a matter of judgement.

d) **Ancillary and Non-Ancillary Trading Income**

Ancillary trading income represents amounts from activities to generate funds within the charitable objects, for example school shop sales, coaches to and from school and school trips. Non-ancillary

trading income represents amounts from activities not directly related to the charitable objects, for example lettings of school facilities out of term time and rental from spare school buildings. Income from these activities is recognised in the Statement of Financial Activities when the goods are sold or services provided.

e) **Voluntary sources, Grants and Donations**

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

Voluntary income for 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 case of donated services or facilities.

f) **Coronavirus Job Retention Scheme (CJRS) Income**

The CJRS grant is receivable as compensation for staff costs incurred and for the purpose of giving immediate financial support to the organisation with no future related costs. It is recognised as income in the period in which it becomes receivable within 'Other – Grants and Donations" (note 6).

g) **Expenditure**

Expenditure is accrued as soon as there is a contractual obligation or a liability is considered probable, discounted to present value for longer term liabilities. Expenditure is allocated to expense headings either on a direct cost basis or apportioned according to time spent. The irrecoverable element of VAT is included with the item of expense to which it relates. Bad debts are provided for in accordance with the group bad debt policy. The cost of refurbishing and converting existing buildings is written-off in the year in which it is incurred except where the useful life has been extended.

h) **Finance and Other Costs**

Other costs include amounts accrued in accordance with the terms of Fees in Advance Scheme Contracts.

i) **Pension Costs**

The school company participates in the Teachers' Pensions scheme, which is an unfunded government scheme, and The Pensions Trust, both of which provide benefits based on final pensionable pay. The funds of the schemes are separate from the company, although the company's share of the schemes cannot be identified as the schemes are multi-employer schemes, and so the pension costs are accounted for as defined contribution schemes

The company offers membership of the Pensions Trust Growth Plan to employees other than the full-time academic staff. The Pensions Trust Growth is a multi-employer pension scheme where the scheme assets are pooled for investment purposes and cannot be attributed to individual employers. Benefits are paid from the total scheme assets. It is in most respects a money purchase arrangement, but has some guarantees. As a result it is not possible or appropriate to identify the assets and liabilities of the scheme which are attributable to the company, though, due to the guarantees inherent in the scheme, the companies remain potentially liable for a debt on withdrawal from the scheme. In accordance with Financial Reporting Standard (FRS) 102 (section 28) therefore, the scheme is accounted for in a fashion which is similar to a defined contribution scheme.

The company must recognise a liability measured as the present value of the contributions payable that arise from the deficit recovery agreement and the resulting expense in the income and expenditure account i.e. the unwinding of the discount rate as a finance cost in the period in which it arises. More detail is given in notes 23.

j) **Tangible Fixed Assets and Depreciation**

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

Tangible fixed assets are stated at cost less depreciation. Individual capital items, or projects, with a value greater than £10,000 are capitalised. Assets in the course of construction are stated at cost less any provision for impairment. They are transferred to completed assets when substantially all of the activities necessary to get the asset ready for use are complete. Where appropriate cost includes our own labour costs in relation to construction, and directly attributable overheads.

Where tangible fixed assets have been acquired with the aid of specific grants they are included in the balance sheet at cost and depreciated over their expected useful economic life. The related grants are credited to a restricted fixed asset fund (in the statement of financial activities and carried forward in the balance sheet). The depreciation on such assets is charged in the statement of financial activities over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

Depreciation is provided at rates calculated to write off the cost, less estimated residual value of each asset based on current market prices, over its expected useful life, as follows:

Freehold land is not depreciated	
Freehold Buildings:	- Variable according to the building and written off over the expected useful life (see paragraph below)
Freehold improvements	- Over the useful economic life of the improvement
Leasehold land	- Over the shorter of the economic life of the asset or the life of the lease
Leasehold enhancement	- Over the economic life of the asset
Computer equipment	- 25% on cost
Telephone system	- 10% on cost
Fixtures and fittings	- 25% on cost
Motor vehicles	- 25% on cost

The company has reviewed its tangible assets, which comprise land, buildings and initial fixtures and fittings. The company undertakes an annual review of all buildings assessing their useful economic life. In some cases the useful economic life of a building is anticipated to be of considerable length, often in excess of 100 years. The buildings are capitalised in the financial statements at historic cost. Where the calculated depreciation charge is a material figure, it is charged in these financial statements but, where the carrying value is not more than the estimated recoverable amount and the depreciation on the building is not material to these financial statements, it has been assessed, but not charged on the basis that it is not material. The directors will continue to carry out annual assessments of the recoverable amount and the estimated useful life of all buildings and where the depreciation is a material value, it will be charged. The review is based on the directors' assessments of the market value and the future economic benefit derived from an asset versus its carrying value in the financial statements.

When the company undertakes a significant refurbishment project that will have an economic benefit, the cost of the refurbishment is capitalised, recorded separately under 'Freehold Improvements', its useful life is estimated and it is depreciated over that useful life.

No depreciation is provided for in respect of investment properties in accordance with Section 16 of FRS102. Such properties are held for their investment potential and not for consumption within the business. Investment properties are stated at their fair value at the balance sheet date.

The Cathedral School exercises judgement in selection of appropriate rates for depreciation of fixed assets, and for matters of impairment.

k) **Financial Instruments**

The Cathedral School only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

l) **Investments and Fees in Advance Investments**

Investments and Fees in Advance investments are carried at fair value, which is deemed to be market value as at the balance sheet date.

Realised and unrealised investment gains and losses are recognised as 'net gains/(losses) on

investment assets' in the Statement of Financial Activities and are allocated to the appropriate fund according to the 'ownership' of the underlying assets.

m) **Stocks**

Stocks comprise raw materials, consumable stores and goods held for resale: they are valued at the lower of cost and net realisable value.

n) **Leasing Commitments**

Assets held under finance leases and hire purchase contracts are capitalised in the balance sheet and are depreciated over their useful lives or the period of the lease whichever is the shorter. The interest element of the obligations is charged to the Statement of Financial Activities over the period of the lease. Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities on a straight line basis over the lease term. Lease incentives are accounted for over the lease term on a straight-line basis.

o) **Fee Deposits**

Refundable fee deposits are currently classified between long term and short term in the financial statements. These deposits are refundable in the event that the pupils leave a school on one term's notice and as such the deposit would be refunded to the parents at that point. However, the financial statements are prepared on a going concern basis and it is assumed that the majority of children will remain in school for their full years of education and therefore the deposit will be refunded to them when they leave school.

Short term deposits reflect those pupils that will be leaving a school within one year, and the longer-term element reflects those pupils that will be leaving a school after 12 months from the balance sheet date.

p) **Fund Accounts**

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity. Endowment funds are further sub-divided into permanent and expendable, where required by the terms of the trust.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Designated funds comprise funds which have been set aside at the discretion of the directors for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

q) **Taxation**

The Cathedral School is a registered charity and as such are exempt from income tax and corporation tax under the provisions of Section 478 of the Corporation Tax Act 2010. There is no similar exemption for VAT, which is included in expenditure or in the cost of assets as appropriate.

The school has a subsidiary company that is subject to taxes including corporation tax and VAT in the same way as any commercial organisation. The tax charged to the profit and loss account is based on the subsidiary company's profit for the year and takes into account tax arising because of timing differences between the treatment of certain items for tax and accounting purposes.

The subsidiary company distributes the majority of its profits to The Cathedral School under Gift Aid and tax liabilities are kept to a minimum.

2. CHARITABLE ACTIVITIES - SCHOOL FEES RECEIVABLE

	2022 £	2021 £
The school fees income comprises		
Gross fees	**10,134,056**	9,749,437
Less: Total scholarships, bursaries, etc	**(854,149)**	(804,374)
Less: Discount for COVID-19	**-**	(157,836)
	9,279,907	8,787,227

3. CHARITABLE ACTIVITIES – ANCILLARY TRADING INCOME

	2022 £	2021 £
Extras		
Entrance fees and registration fees	**15,400**	16,115
Fees in Lieu of Notice	**18,700**	6,376
Extra Subjects	**158,892**	150,227
Sundry Income Other	**80,513**	73,646
School Shop Commission	**11,269**	18,042
	284,774	264,406

4. OTHER TRADING ACTIVITIES

	2022 £	2021 £
Non-ancillary trading income		
Lettings income	**41,479**	11,250
Interest receivable – pupil bills	**-**	1,307
	41,479	12,557

5. INVESTMENTS - BANK AND OTHER INTEREST RECEIVABLE

	Unrestricted	Restricted	Total 2022 £	Total 2021 £
Bank interest	2,425	-	**2,425**	244
Other interest	-	550	**550**	545
	2,425	550	**2,975**	789

6. OTHER - GRANTS AND DONATIONS

	Unrestricted	Restricted	**Total 2022 £**	Total 2021 £
Government grants - CJRS	-	-	**-**	50,663
	-	-	**-**	50,663

7. ANALYSIS OF EXPENDITURE

a) Total expenditure

	Staff costs (note 9) £	Support costs £	Depreciation (Note 12) £	**Total 2022 £**	Total 2021 £
Costs of raising funds					
Financing cost (note 8)	-	73,561	-	**73,561**	61,321
Total cost of generating funds	-	73,561	-	**73,561**	61,321
Charitable expenditure					
Teaching	5,285,217	413,696	14,169	**5,713,082**	5,552,065
Welfare	37,586	597,194	-	**634,780**	619,360
Premises	252,335	972,433	262,526	**1,487,294**	1,495,939
School administration and Governance	534,691	620,269	-	**1,154,960**	978,309
Donations	-	-	-	**-**	-
Grants awards and prizes (note 22)	-	-	-	**-**	20,547
Movement in Pension recovery plan	-	(54,950)	-	**(54,950)**	(17,795)
Education and grant making	6,109,829	2,548,642	276,695	**8,935,166**	8,648,425
Total Expenditure	6,109,829	2,622,203	276,695	**9,008,727**	8,709,746

b) Grants, awards and prizes

The Cathedral School makes awards to individual families to support schooling.

	2022 £	2021 £
From Restricted Funds:		
Scholarships	**18,720**	20,547
From Unrestricted Funds:		
Bursaries (Hardship)	**235,266**	210,025
Bursaries (Scholarships)	**201,430**	205,170
Bursaries (Siblings)	**18,517**	33,450
Scholarships	**178,585**	178,015
	652,518	647,207

7. ANALYSIS OF EXPENDITURE (Continued)

c) **Total resources expended include:**

The Cathedral School reimburses governors for out of pocket expenses including travel subsistence and accommodation, where a claim is made. 5 governors were reimbursed during the year (2021: nil).

	2022	2021
	£	£
Remuneration paid to auditor for audit services	**21,600**	19,560
Remuneration paid to auditor for non-audit services		-
Depreciation of tangible fixed assets:		
- owned by the Charitable Company	**276,685**	305,192
- held under finance leases and hire purchase contracts		-
(Profit)/loss on disposal of fixed assets		
Operating lease rentals:		
- land and buildings	**93,294**	67,400
- other assets	**71,793**	101,198
Reimbursement of personal expenses to governors	**125**	-
Other Governance Costs – Legal Fees	**12,608**	11,520
	476,105	504,870

8. **FINANCING COSTS**

	2022	2021
	£	£
Bank interest payable	**47,862**	47,053
Bank charges	**10,968**	10,568
Provision for bad and doubtful debts	**14,731**	3,700
	73,561	61,321

9. **STAFF COSTS**

	2022	2021
	£	£
The aggregate payroll costs for the year were:		
Wages and salaries	**4,705,460**	4,600,123
Social security costs	**486,402**	455,282
Other pension costs	**908,102**	900,290
Private medical insurance	**9,865**	6,445
	6,109,829	5,962,140

None of the governors received remuneration or other benefits from The Cathedral School or from any connected body.

The Head and Bursar are classed by the school as being the Key Management Personnel.

	2022	2021
	£	£
Aggregate employee benefits of key management personnel	**245,201**	235,997

The number of higher paid employees whose annual emoluments were £60,000 or more was:

	2022	2021
	No	No
£60,001 - £70,000	**5**	3
£70,001 - £80,000	**-**	-
£80,001 - £90,000	**1**	1
£90,001 - £100,000	**-**	1
£100,001 - £110,000	**1**	
£110,001 - £120,000	**-**	
The number with retirement benefits accruing:		
- in Defined Contribution schemes was	**1**	1
Of which the contributions amounted to	**£16,715**	£16,150

For 2022 there are nil (2021: nil) employees earning over £60,000 per year that have chosen not to participate in a pension scheme.

10. **STAFF COSTS** (Continued)

The average number of employees during the year calculated on a head count basis, was 152(2021: 157)

	2022	2021
	No	No
Teaching	**80**	82
Welfare	**12**	13
Premises	**12**	17
Support	**40**	35
Other activities	**8**	10
	152	157

10. **DIRECTORS**

None of the directors (or any persons connected with them) received any remuneration during the year.

11. **TAXATION**

The company is a registered charity and therefore no liability to taxation arises on its charitable activities.

12. **TANGIBLE FIXED ASSETS**

Group and company	Freehold Land & Buildings £	Leasehold Land & Buildings £	Fixtures, Fittings & Equipment £	Computer Equipment £	Motor Vehicles £	Total £
Cost						
At 1st September 2021	4,465,688	8,546,423	440,146	30,556	94,806	13,577,619
Additions	-	-	40,740	12,199	49,530	102,469
At 31st August 2022	**4,465,688**	**8,546,423**	**480,886**	**42,755**	**144,336**	**13,680,088**
Depreciation						
At 1st September 2021	241,783	3,375,885	387,889	7,639	94,806	4,108,002
Charge for the year	44,942	198,257	24,895	8,656	0	276,750
At 31st August 2022	**286,725**	**3,574,142**	**412,784**	**16,295**	**94,806**	**4,384,752**
Net book value at 31st August 2022	**4,178,963**	**4,972,281**	**68,102**	**26,460**	**49,530**	**9,295,336**
Net book value at 31st August 2021	4,223,905	5,170,530	52,257	22,917	-	9,469,617

All assets are used for charitable purposes.

13. INVESTMENTS

	2022 £	2021 £
Investments		
At 1 September	**11,460**	9,510
Unrealised gains/(losses) on investments	**1,200**	1,950
Investments at 31 August	**12,660**	11,460
Investments comprise:		
Listed investments		
Equities – Murray International	**12,660**	11,460
Investments at 31 August	**12,660**	11,460

14. DEBTORS

	2022 £	2021 £
School fees receivable	**51,137**	62,181
Other Debtors	**2,810**	-
Prepayments and accrued income	**191,712**	235,841
Amounts due from parent company	**1,349**	626
	247,008	298,648

15. **CREDITORS: amounts falling due within one year**

	2022 £	2021 £
Bank loans and overdrafts	**200,292**	191,945
Deposits from parents	**22,900**	18,000
Fees received from parents in advance of term	**663,481**	797,804
Trade creditors	**307,158**	124,610
Taxation and social security	**115,581**	117,070
Other creditors	**62,197**	170,828
Accruals	**122,142**	81,535
	1,493,751	1,501,792

The Cathedral School has a bank loan from Barclays Plc. The loan is secured by charges on the school's assets and by a debenture at a rate of interest of 2.320% over base rate, and is repayable over a term of 5 years, with effect from April 2020, following renegotiation.

Summary of movements in deferred income

	2022 £	2021 £
Balance at 1 September 2021	**797,804**	834,674
Amounts arising in the year	**663,481**	797,804
Amounts transferred to SOFA	**(797,804)**	(834,674)
Balance at 31 August 2022	**663,481**	797,804

Deferred income arises due to parents paying the Michaelmas Term's fee prior to the end of the Financial Year.

16. **CREDITORS: amounts falling due after one year**

	2022 £	2021 £
Bank loans and overdrafts	**1,458,311**	1,655,815
Deposits from parents	**362,900**	362,782
	1,821,211	2,018,597

17. **BANK LOAN**

	2022 £	2021 £
The bank loan is repayable in instalments		
Due within 1 to 2 years	**205,498**	398,011
Due within 2 to 5 years	**1,252,813**	1,257,804
Due after 5 years	**-**	-
Due after more than one year	**1,458,311**	1,655,815
Due within 1 year	**200,292**	191,945
	1,658,603	1,847,760

18. COMMITMENTS UNDER OPERATING LEASES

The future minimum commitments under non-cancellable operating leases are:

	Land and buildings		Other	
	2022	2021	**2022**	2021
	£	£	**£**	£
Within 1 year	**98,350**	67,400	**97,920**	101,198
Within 1 to 5 years	**384,400**	260,600	**122,700**	174,336
After 5 years	**8,099,216**	2,303,200	**-**	-
	8,581,966	2,631,200	**220,620**	275,534

19. SHARE CAPITAL

	2022	2021
	£	£
Authorised		
100 Ordinary Shares of £1 each	**100**	100
Allotted, called up and fully paid		
100 Ordinary Shares of £1 each	**100**	100

20. FUNDS

The Cathedral School's funds are analysed under the following headings:

a) RESTRICTED FUNDS

The income funds of the Company include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

The Chorister Special Fund assist parents of Choristers who have fallen into financial difficulty and are unable to meet the total cost of fees less the Chorister Scholarship.

The Special Fund Support Funding is a fund that helps families who have lost their main income earner. The fund helps to pay the fees of the child until the next natural break in their education.

b) UNRESTRICTED FUNDS

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

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted	Restricted	Share Capital	**Total 2022**	Total 2021
	£	£	£	**£**	£
Tangible fixed assets	9,295,336	-	-	**9,295,336**	9,469,617
Investments	-	12,660	-	**12,660**	11,460
Net current assets	1,210,427	115,786	100	**1,326,313**	803,760
Long term liabilities	(1,831,606)	-	-	**(1,831,606)**	(2,083,942)
	8,674,157	128,446	100	**8,802,703**	8,200,895

	Unrestricted	Restricted	Share Capital	**Total 2021**	Total 2020
	£	£	£	**£**	£
Tangible fixed assets	9,469,617	-	-	**9,469,617**	9,744,253
Investments		11,460	-	**11,460**	9,510
Net current (liabilities)/assets	669,704	133,956	100	**803,760**	182,027
Long term liabilities	(2,083,942)	-	-	**(2,083,942)**	(2,142,741)
	8,055,379	145,416	100	**8,200,895**	7,793,049

22. SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	At 1 Sept 2021 £	Incoming resources £	Resources expended £	Gains/ (losses) £	At 31 August 2022 £
Restricted Funds					
Revaluation Reserve	7,361	-	-	1,200	8,561
Chorister Special Fund	76,821	550	-	-	77,371
Special Fund - Support	61,234	-	(18,720)	-	42,514
	145,416	**550**	**(18,720)**	**1,200**	**128,446**
Unrestricted Funds					
General Reserve	8,055,379	9,608,785	(8,990,007)	-	8,674,157
	8,055,379	**9,608,785**	**(8,990,007)**	**-**	**8,674,157**
Total Funds	**8,200,795**	**9,609,335**	**(9,008,727)**	**1,200**	**8,802,603**

	At 1 Sept 2020 £	Incoming resources £	Resources expended £	Gains/ (losses) £	At 31 August 2021 £
Restricted Funds					
Revaluation Reserve	5,411	-	-	1,950	7,361
Chorister Special Fund	76,276	545	-	-	76,821
Special Fund - Support	81,781	-	(20,547)	-	61,234
	163,468	**545**	**(20,547)**	**1,950**	**145,416**
Unrestricted Funds					
General Reserve	7,629,481	9,115,097	(8,689,199)	-	8,055,379
	7,629,481	**9,115,097**	**(8,689,199)**	**-**	**8,055,379**
Total Funds	**7,792,949**	**9,115,642**	**(8,709,746)**	**1,950**	**8,200,795**

Chorister Special Fund is a restricted fund available to support Choristers where their parents have fallen into difficulty covering school fees, in excess of the Chorister Scholarship

Special Fund – Support. A restricted Fund to assist pupils to continue at the school until the next natural break in their education following a major change to family financial circumstances, such as the loss of the main Income earner.

23. PENSION SCHEMES

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £788,296 (*2021: £762,170*) and at the year-end £92,146 (*2021 - £88,758*) 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, 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.

23. **PENSION SCHEMES** (Continued)

Pensions Trust Growth Plan

The School participates in the scheme, a multi-employer scheme which provides benefits to some 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions 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 UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company 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.

A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. 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 April 2022 to 31 January 2025:	£3,312,000 per annum	(payable monthly)

Unless a concession has been agreed with the Trustee the term to 31 January 2025 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, the Trustee asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions		
From 1 April 2019 to 30 September 2025:	£11,243,000 per annum	(payable monthly and increasing by 3% each on 1st April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

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

23. **PENSION SCHEMES** (Continued)

Present Values of Provision	**2022**	2021
	£	£
Present value of provision	**10,395**	65,345

Reconciliation of opening and closing provisions	**2022**	2021
	£	£
Provision at 1 September	**65,345**	83,140
Unwinding of the discount factor	**372**	403
Deficit contribution paid	**(12,632)**	(18,110)
Remeasurements - impact of any change in assumptions	**(458)**	(88)
Remeasurements - amendments to the contribution schedule	**(42,232)**	
Provision at 31 August	**10,395**	65,345

Income and expenditure impact	**2022**	2021
	£	£
Interest expense	**372**	403
Unwinding of the discount factor		
Remeasurements - impact of any change in assumptions	**(458)**	(88)
Remeasurements - amendments to the contribution schedule	**(42,232)**	

Assumptions	**2022**	2021
	% per annum	% per annum
Rate of discount	**4.46**	0.63

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.

Deficit Contributions Schedule

The following schedule shows the deficit contributions agreed between the company and the scheme at each year end period:

	2022	2021
	£	£
Year 1	**5**	19
Year 2	**5**	19
Year 3	**2**	20
Year 4	**-**	8
	11	66

23. **PENSION SCHEMES** (Continued)

The company must recognise a liability measured as the present value of the contributions payable that arise from the deficit recovery agreement and the resulting expense in the income and expenditure account i.e. the unwinding of the discount rate as a finance cost in the period in which it arises.

It is these contributions that have been used to derive the company's balance sheet liability.

The current valuation does not reflect the expected increase in benefits and therefore liability as a result of Guaranteed Minimum Pension ('GMP') equalisation between men and women which is required as a result of the removal of the Additional State Pension. Methodologies for a long-term solution are still being investigated by the Government as set out in the published (January 2018) outcome of the Government Consultation 'Indexation and Equalisation of GMP in Public Sector Pensions Schemes' and therefore the expected impact cannot be reliably estimated and consequently no provision/liability has been recognised.

24. **RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATIONS**

	2022	2021
	£	£
Net income for the period (as per the Statement of Financial Activities)	**601,808**	407,845
Adjustments for		
Depreciation charges	**276,695**	305,192
Interest Receivable	**-**	(789)
Interest Payable	**73,561**	57,621
Dividends, interest and rents from investments	**(550)**	(17,795)
(Gains)/losses on investments	**(1,200)**	(1,950)
(Increase)/decrease in stocks	**(1,428)**	1,725
Decrease/(Increase) in debtors	**51,640**	91,361
(Decrease)/increase in creditors	**(71,220)**	50,917
Net cash provided by (used in) operating activities	**929,306**	894,127

25. **ANALYSIS OF CASH AND CASH EQUIVALENTS**

	2022	2021
	£	£
Cash in hand and at bank	**2,568,570**	2,003,846
Total cash and cash equivalents	**2,568,570**	2,003,846

26. ANALYSIS OF CHANGES IN NET DEBT

	At 1st Sept 2021	Cash flows	Other non-cash changes	At 31st Aug 2022
	£	£	£	£
Cash and cash equivalents				
Cash	2,003,846	564,724	-	**2,568,570**
	2,003,846	564,724	-	**2,568,570**
Borrowings				
Loans falling due within one year	(191,945)	(8,347)	-	**(200,292)**
Loans falling due after more than one year	(1,655,815)	245,366	(47,862)	**(1,458,311)**
	(1,847,760)	237,019	(47,862)	**(1,658,603)**
Total	156,086	801,743	(47,862)	**909,967**

27. CONTINGENT LIABILITIES

The Company has been notified by The Pensions Trust of the estimated employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2021. As of this date the estimated employer debt for the Company was £135,972, including Series 3 liabilities.

28. ULTIMATE CONTROLLING PARTY

The Woodard Corporation Limited is the ultimate controlling party, a registered charity number 1096270, which is incorporated in England and Wales. Copies of the financial statements of the Woodard Corporation can be obtained from High Street, Abbots Bromley, Rugeley, Staffordshire, WS15 3BW. The accounts of The Cathedral School Limited are included within the consolidated financial statements of the Woodard Corporation Limited.

29. RELATED PARTIES

As stated in note 29, The Cathedral School Limited is a wholly owned subsidiary of The Woodard Corporation. An amount of £56,719 (2021: £44,965) was paid during the year to Woodard Corporation by way of a levy to meet running costs. Also, £57,578 (2021: £19,059) was received in relation to School Fees paid by Woodard Corporation as part of the Fees in Advance Scheme contract. At 31st August 2022 £1,349 (2021: £626) was due from the Woodard Corporation.

30. ACCOUNTING ESTIMATES AND JUDGEMENTS

In preparing the financial statements, the directors are required to make estimates and judgements. The matters detailed below are considered to be the most important in understanding the judgements that are involved in preparing the financial statements and the uncertainties that could impact the amounts reported in the results of operations, financial position and cashflows. Accounting policies are shown at note 1 to the financial statements.

Pension scheme deficit reduction payments

As explained at note 23, there is a deficit reduction plan in place in respect of The Cathedral School's membership of the Pension Trust's Growth Plan. FRS 102 requires a liability to be recognised in respect of the present value of future contributions payable under the terms of the deficit recovery plan. The incorporation of this liability in the financial statements involves the exercise of judgement in a number of areas, including the selection of an appropriate discount rate.

Pension scheme contingent liability

As explained at note 24, there is a contingent liability in the event that The Cathedral School were to withdraw its membership of the Pension Trust's Growth Plan. The independent qualified actuaries advising the Pensions Trust in respect of the contingent withdrawal liability exercise significant judgement in determining the amount of that liability. Judgement is exercised in a number of areas, including future changes in salaries and inflation, mortality rates and the selection of appropriate discount rates.

Provision for bad debts

Debts are provided for if not recovered within one term. Estimating amounts to provide against recovery of debts is a matter of judgement.

Depreciation, impairment and residual values of fixed assets

Judgement is exercised in estimating the residual values of fixed assets, the selection of appropriate rates for depreciation, and for matters of impairment.

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

England & Wales - Charity number 1103522

Accounts

Charity Registration No. 1103522

Company Registration No. 05091977 (England and Wales)

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST AUGUST 2021

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

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THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

COMPANY INFORMATION

DIRECTORS AND ADVISORS

Directors	Mr G C Lloyd, FCA, CPFA (Chairman) Mrs K Bates, LPQH, Cert. Ed Mr M R Havard, BSc, Econ (Hons) (Vice Chair) Mr J F Holmes, BSc (Hons), FCA Professor P J Knowles, BA, PhD Mr P R Lacey, MA Mrs J E Newley, MA, Cert. Ed Mr J C Rawlins, FRICS, MRAC Mrs C F Wood, BSc (Hons)
Provost	The Revd Canon B D Clover, MA, FRSA, LTCL
Secretary	Mr R A Leek
Charity No.	1103522
Company No.	05091977
Principal Address and Registered Office	The Cathedral School, Cardiff Road, Llandaff, Cardiff, CF5 2YH
Key Management Personnel	
Head	Mrs C V Sherwood, MA (Hons Cantab)
Bursar	Mr R A Leek
Auditors	RSM UK Audit LLP Hartwell House, 55-61 Victoria Street, Bristol, BS1 6AD
Bankers	Barclays PLC, 6th Floor, 5 Callaghan Square, Cardiff, CF10 5BT
Solicitors	Veale Wasbrough Vizards, Narrow Quay House, Narrow Quay, Bristol, BS1 4QA Geldards LLP, 4 Capital Quarter, Tyndall Street, Cardiff, CF10 4BZ
Insurance Brokers	Marsh, 1 Tower Place West, Tower Place, London, EC3R 5BU

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2021

The Directors present their report and financial statements for the year ended 31st August 2021 and confirm they comply with the requirements of the Charities Act 2011, including the Directors' and Strategic Reports, under the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE INFORMATION

The charity was formed in 2004 and is registered with the Charity Commission as charity number 1103522. The charity is a limited liability company and wholly owned subsidiary of The Woodard Corporation (charity number 1096270). The charitable company is incorporated in the United Kingdom. Directors of the Company are also Fellows (members) of the Woodard Corporation and participate in the election of its board of management and are committed to its charitable objects.

Note 28 provides details of connected charities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Company is governed by Articles of Association as adopted by Special Resolution dated 20 March 2013, replacing those dated 29 March 2004 amended by Special Resolution(s) dated 25 January 2006, 28 April 2009 and 23 June 2009. They permit funds to be managed in such a manner as the directors see fit, provided that such powers are only exercised for the purposes of attaining the objects and in a manner which is legally charitable. The Articles of Association forbid the distribution of any property or funds, which are to be applied solely towards the promotion of the objects of the company.

Governing Body

The Governors are the directors and charitable trustees of the company and comprise the governing body of The Cathedral School and are elected to hold office for five years. The governing body met three times during the year. Reference to directors, governors and trustees are interchangeable throughout these accounts.

Recruitment and Training of Governors

All Governors are Fellows of the Woodard Corporation. Fellows are responsible for electing the Woodard Corporation Board. Governors are recruited on the basis of nominations from School contacts and from selection when a post becomes available. The governing body look to ensure a mix of skills and select new Governors on the basis of background, competence, specialist skills and, Christian commitment. Governors are provided with induction training by the Head, Bursar and staff and a wider programme of training events is organised by the Woodard Corporation.

Where possible the Governors consider that the skills and experience of the governing body should comprise the following:

- A Governor with a legal background.
- A Governor with a financial/accounting background.
- A Governor with education experience.
- A Governor with estates management experience.
- A Governor with senior managerial or business experience.
- A Governor with experience of equal opportunities or disability needs.
- At least one female Governor and at least one male Governor.
- An Anglican Ordained Minister.

One Governor may have one or more of these skills.

Volunteers

Governors are volunteers providing their time for free to support the governance of the School. The School also relies on a number of others to undertake volunteer roles including fundraising events via 'The Friends of the Cathedral School' group. Parents of infant aged children also assist with School trips and visits.

Organisational Management

The School is governed by the Governing body which delegates work to a number of committees. Membership of each committee is outlined on page 15. The Governors determine the general policy of the company.

Finance Committee – the Finance Committee has a remit to consider budgets, both revenue and capital, cash flow information and financial reports, including the financial statements. It also considers financial policies and the financial regulations. It makes recommendations to the governing body for approval. The Finance Committee met three times during the year.

Estates Committee – the Estates Committee develops the School's estates strategy, including capital developments and maintenance of the buildings and it makes recommendations to the governing body. It met three times during the year.

Education Committee – the Education Committee is responsible for oversight of the academic performance of the School and educational policy, making recommendations to the governing body. It met four times during the year.

Remuneration Committee - the Remuneration Committee makes recommendations to the governing body regarding the remuneration of the Head and the Bursar. It also considers the overall staff salary increases and makes recommendations to the Finance Committee. It met twice during the year.

Risk Management Committee – the Risk Management Committee sets and reviews the Risk Management Register on an annual basis. The committee consists of the full board and meets once a year.

The day to day management of the company is delegated to the Head and the Bursar as the Key Management personnel, overseeing educational, pastoral and administrative functions in consultation with the senior staff. The day to day administration is undertaken within the policies and procedures approved by the Governors which provide for only significant expenditure decisions and major capital projects to be referred to the Governors for prior approval.

The Head oversees the recruitment of all educational staff, whilst under delegated authority the Bursar oversees the recruitment of administrative and non-teaching support staff. The Head and Bursar are invited to attend Governors' meetings.

The remuneration of key management personnel is set by the governing body, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the School's success.

The appropriateness and relevance of the remuneration policy is reviewed annually, including reference to comparisons with other independent Schools to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere.

The School aims to recruit, subject to experience, at the lower to medium point within a band, providing scope for rewarding excellence. Delivery of the School's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

School Structure and Relationships

The School has developed links with a wide range of organisations to ensure the widest possible access to our facilities and Schooling. Through membership of the family of Woodard Schools, Headmasters' and Headmistresses' Conference (HMC), Independent Association of Preparatory Schools (IAPS), the Choir Schools Association (CSA), Society of Heads and through networking with peer groups we ensure

that we are able to attain the highest standards of quality and performance. We encourage pupils to develop awareness of the social context of the all-round education they receive at the School and they are encouraged in a number of activities to enhance their understanding. We have a growing alumni group, the Old Llandavians. A committee of parents and staff form 'The Friends of the Cathedral School' and are generous in supporting the work of the School, which is greatly appreciated. We also cooperate with charities and local Primary Schools in our ongoing endeavours to widen public access to the Schooling we can provide, to optimise the educational use of our culture and sporting facilities and to awaken in our pupils, in the public interest, an awareness of the social context of the all-round education they receive.

CHARITABLE OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

The charity's objects, as set out in the Articles of Association, are to promote and extend education (including spiritual, moral, social, cultural and physical education) in accordance with the doctrines and principles of the Church. The Church is defined as being the Church of England and churches in full communion with the See of Canterbury.

Intended impact

Woodard Schools strive for the best all round education of every aspect of each individual; they ensure high standards of religious education; and they see themselves as communities working together for the benefit of all members, and of the Church and the nation. They are strong Christian foundations which adhere to catholic belief as found in the Church, to Christian worship focused in the Eucharist, and to the care of each individual and the whole School community particularised in the ministry of the Chaplain.

Aims

The Cathedral School is a day School for pupils from the ages of 3 to 18. It aims to support children in reaching their potential in all areas of their activity at the School, and in the wider community. This may be in academic subjects but could just as easily be reflected in success in art, drama, sport, music or dance. The School produces 'well rounded' individuals who are able to make a positive contribution to society. All Woodard Schools aim to provide a rounded education to help the pupils to make their way in adult life.

Primary objectives

The primary objectives of The Cathedral School to fulfil these aims focus around the following 5 ethos statements:

· Achievement – recognizing that all young people have a unique set of skills and enabling all pupils to fulfil their potential

· Care – to enable an inclusive community in our Christian environment supporting spiritual growth, understanding, respect and empathy for all

· Opportunity – Every teaching & learning opportunity to enable the child to flourish

· Ambition – Aiming high in all aspects of School life – with no-one left behind

· Leadership – Planning effectively & working together to inspire others and achieve a shared purpose

Strategies to achieve the primary objectives

The strategies this year were principally focused on mitigating the impact of Covid-19 on our pupils.

In terms of academic achievement, we fully embraced MS Teams as our virtual learning environment. From Years 5-13, all lessons were taught live on Teams when pupils were absent through Schools closures or self isolation with younger pupils having a mixture of live and recorded lessons. As a result, very little academic content was missed, leading to outstanding public examination results.

Pastoral care became even more significant as a result of lockdown and our strategies focused on providing individual care for those who needed it as well as identifying opportunities for older pupils to take on peer mentoring roles. A role was created in the Senior section creating additional time for supporting vulnerable pupils and staff well-being was also supported with regular drop-in sessions. Two more members of staff were trained in mental first aid with 14 students trained as well-being ambassadors. Additionally, we set up a student led anti-discrimination group which focused on peer to peer education on issues such as racial justice and LGBTQ+ support.

Plans were put in place to ensure that both pupils and staff had access to "down-time" by re-writing the Schools' co-curricular programme.

Care for the environment was also an important part of our overall strategy with a new "climate change" committee in place with a clear remit to identify ambitious targets for the School.

In terms of opportunity, we are determined to ensure that Covid-19 has as minimal an impact as possible on co-curricular opportunities. We set up two new "music marquees" to allow instrumental groups to rehearse in the fresh air and extended the cricket season into September and starting again the following March to allow all pupils, male and female to have sporting opportunities. We also played regular intra School fixtures to support pupil health and well-being. New Inter-House competitions such as virtual Eisteddfod and House chess strengthened the sense of community.

Boy and Girl Choristers were also put on an equal footing when plans were realised to enable the Cathedral to take musical responsibility for the girl choristers at the end of the summer term.

In addition to providing new leadership opportunities to younger pupils by widening the Primary prefect team, we continued to strengthen our training programme by providing training in unconscious bias to all senior teachers and enabling a wider group of teachers to become appraisers.

Principal Activities of the Year

The principal activity of the School is the delivery of education to pupils ranging from 3 to 18 years of age. We also run a number of summer School activities and the School is open at other times for use by the local community. Pupil numbers at the School during the year were as follows:

	2020/2021	2019/2020
Senior School	460	467
Preparatory School	179	178
Pre-Preparatory School	157	155
Total	796	800

	2020/2021		2019/2020	
	Boys	Girls	Boys	Girls
Senior School	289	171	296	171
Preparatory School	114	65	115	63
Pre-Preparatory School	103	54	98	57
Total	506	290	509	291

Public Benefit

As part of our primary objectives, the School aims to create an environment to nurture children, to get the best from them and to allow them to develop and fulfil their potential. We provide them with a first class independent education and a wide range of sporting and artistic opportunities. Our public benefit aim is that all pupils will be self-confident and desire to contribute to the wider community.

In terms of public benefit, we also recognise the benefit to the community of the School educating circa 800 pupils at no cost to the public purse. The Cathedral School provides boy and girl Choristers to sing

services in Llandaff Cathedral, greatly enhancing the spiritual, musical and cultural lives of the City of Cardiff and the Diocese of Llandaff. In the past academic year, even given the restrictions due to the Covid-19 pandemic, the Choristers sang at the Christmas services and re-started again in the Summer term, providing a vital support to community well-being.

In the furtherance of these aims, The Cathedral School Governors, as the charity trustees, have complied with the duty in s.17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the public benefit requirement under that Act.

Our School welcomes pupils from all backgrounds. To admit a prospective pupil we need to be satisfied that our School will be able to educate and develop a prospective pupil to the best of their potential and in line with the general standards achieved by their peers. Entrance interviews and assessments are undertaken to satisfy ourselves and parents that potential pupils can cope with the pace of learning and benefit from the education we provide. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of our assessment processes.

Our School is part of a wider community and we are keen that our links with the community remain strong. Even given the constraints of the pandemic, we supported Llandaff Diocese in their partnership work on *Taith Advent* and in our work towards becoming a School of sanctuary. The activities undertaken and the success of our programme are explained in the 'review of achievements and performance for the year' section of this report

Woodard and its Schools provide a significant benefit to the public. The School strives to ensure that measures of public benefit are appropriate, and that significant sections of the public are not excluded from the opportunity to benefit from the education and facilities offered due to the need to pay a fee. In addition to significant provision of bursaries and other forms of financial support, the School provides a wide range of opportunities for community benefit and facilities and events are often open to all.

Concessions Including Bursaries & Scholarships

Our School does not have an endowment and in funding our concessions we have to be mindful that we must ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their child's education, and those benefiting from the awards. Further details of our concessions policies and how to apply are available on our website at www.cathedral-School.co.uk.

All criteria and policies relating to concessions are kept under review and are updated when necessary.

Bursaries

Bursary awards are important in helping to ensure children from families who would otherwise not be able to afford the fees can access the education we offer. Our bursary awards are available to all who meet our general entry requirements and are made solely on the basis of parental means or to relieve hardship where a pupil's education and future prospects would otherwise be at risk for example in the case of redundancy. In most cases the budget for bursaries is allocated using a "needs blind" approach as far as possible, whilst giving priority to the continuity of education of those pupils already at the School.

This year the value of means tested bursaries totalled £210,025 (£192,747 – 2020) and represented 2.2% of our gross fees. They provided assistance to 31 of our pupils of whom 2 pupils benefited from a full remission of fees.

Scholarships

The purpose of our scholarship awards is to recognise high academic potential or the ability to excel in our co-curricular activities. Our scholarships are awarded on the basis of the individual's academic potential or evidence of exceptional abilities which will contribute to our co-curricular activities. In addition, awards may be subject to conditions imposed by the original donor.

The School awarded scholarships to 138 pupils, based on their educational merit and potential, totalling £178,015 (£195,562 – 2020) and representing 1.8% of our gross fees. Of this number, 16 also qualified for means-tested bursary support and are included in the figures relating to bursary awards.

The Cathedral School provides the Choristers to Llandaff Cathedral and in so doing subsidises their fees via Chorister scholarships. The Scholarships ranges from 20% to 66% remission of fees. This year the value of Chorister Scholarships totalled £205,170 (£199,222 – 2019) and represented 2.1% of our gross fees. We supported 40 Choristers during the year.

The progress of pupils receiving scholarships is reviewed at least annually to ensure their progress is in line with their abilities. No scholarships were withdrawn in the year as a result of reviews.

Employment Policy

We are an equal opportunity organisation and are committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. We will make reasonable adjustments to meet the needs of staff or pupils who are or become disabled.

STRATEGIC REPORT

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

Impact of Coronavirus Pandemic

These accounts relate to the year to 31st August 2021, and therefore reflect the heavy financial and operational impact on the education sector, and all of society, of the Coronavirus pandemic. Schools were ordered to close to all except the children of 'Key Workers' in March 2020 and much of the education was moved online. The Cathedral School adapted well to provision of online learning and the responses from parents were positive. Pupil numbers returning to The Cathedral School in September 2020 were extremely positive, at least in part due to the success with which the School had moved to online provision. To ensure that physical activity was not overlooked The Cathedral School continued to run before and after School gym sessions for specific year groups and worked with national bodies including Hockey Wales and the Cricket Wales to develop safety standards in which our pupils could play. We set up an online running club in which regular challenges were set (such as running the distance from Cardiff to Canberra) which were enormously successful.

The financial impact on The Cathedral School has been challenging and the School used all of the tools provided by government to make sure that education provision could continue, including accessing the Coronavirus Job Retention Scheme (Furlough), whilst ensuring that fees reflected the work being undertaken and education provided. The Cathedral School cut fees for the summer term by 5%. This was done to take account of the often severe disruption in teaching provision, and in recognition of financial pressures on parents. We also took the decision not to raise the level of fees for 2020-21.

School Performance and Achievements

Schools were ordered to close at regular intervals throughout 2020-21, significantly with the October "fire-breaker" and for the vast majority of the Lent Term. We continued to offer in School places to children of key workers aged 3 to 14, as well as older pupils who have needed the additional support of being in School. In terms of online learning, all lessons were taught live for Years 5-13. In addition all pupils had daily check ins with their tutors and work was marked and returned through our virtual learning environment. We provided laptops for pupils and staff who needed them and made sure that everything that made our School special – assemblies, cathedral services, sports practices and musical opportunities were included as well. We also had to manage the impact of increasing pupil numbers on site (all nursery pupils and then increasing number of primary pupils throughout the Lent Term) with continuing to support education at home for other pupils.

Schools fees were maintained at 2019-20 levels for the academic year 2020-21. Despite some concerns, parents were enormously supportive of the School with 97% of parents stating that they were satisfied with the School's overall performance, with 75% of those being very or completely satisfied, following our survey in May 2021.

The impact of the pandemic has been to raise the level of uncertainty and risk for the whole education sector. The impact on the financial results for the year to 31st August 2021 has been significant but

this has been mitigated as much as possible through restriction on spend, where this has not had an impact on the day to day running of the School, together with delaying large scale capital projects.

Our School continues to be highly regarded and we still have waiting lists for all year groups between Year 4 and Year 9. Since our return in the summer term 2021, we have followed the Welsh government's "business as usual" approach whilst remaining key risk mitigation measures such as masks in classrooms and reduced numbers in co-curricular activities. It remains to be seen how much this will impact financial results for forthcoming years.

The Promotion of Education

During the year we educated an average of 796 children between the ages of 3 and 18. The School provides a very high standard of education and this is validated in review of the academic results, our measurements of added value and through external inspection. The School offers a broad curriculum and, to enter our Primary section, no academic test is required. External pupils must pass a test to enter at Year 7. We can demonstrate particular excellence in our academic results but also in our commitment to the whole person, seen in music, drama, art, sport and our very high participation rates in the Duke of Edinburgh Award Scheme.

Academic Results

The School is incredibly proud of the outstanding results achieved by this year's A Level cohort despite both having dealt with a term of lockdown during both Year 12 and Year 13. Continuing its track record for excellence, the School's Year 13 students achieved 47.49% of all grades at A* and 85% at A*-A, securing places at the most competitive universities. The overall pass rate was 100%. Students progressed to the most selective and sought after universities, including Oxford, Imperial College London, Bristol, Cardiff, Bath, Exeter and Nottingham.

At GCSE, our Year 11 students sat their assessments and achieved 68% of all grades at 9/8 and 95% of all grades at 9-6. The most common grade was 9. A record number of students entered our Sixth Form in Year 12 following such strong results.

Although, due to Covid-19, our Primary pupils were not able to sit their end of stage tests, our projections indicated that nearly all pupils were on target to meet or exceed their predictions by the time lockdown took place.

Improving Facilities

Despite the pressures of Covid-19, we continue to improve facilities through constant investment in the fabric of the buildings and assets, and ambitious programmes to provide the best facilities to support teaching and learning. Over the summer break, we have seen the following maintenance projects being completed:

- School House (External - Corral Side and roof) – stonework cleaned, windows repainted, broken roof tiles being repaired and new guttering installed.
- School House (Internal) – Kitchen equipment replaced and modernised.
- Science Labs – replacement floors in two labs
- Playing Fields – development of a new full sized football pitch and a new long jump pit
- Forest School – summer house erected.

Arts, Music and Drama

One of the important elements of any Woodard School is the concentration on arts, music and drama. We have a gifted music department, and many parents choose our School because of the exceptionally high standard of our music.

Whilst we were not able to hold many of our flagship events live, they continued via video-links. Therefore, our Michaelmas Senior production was devised by the students themselves and recorded

using a professional filming company, who also filmed our Primary pupils Christmas concerts. The opportunity to record themselves at home for our termly soloist concerts led to the highest number of performers ever at both Primary and Senior level. Our summer concerts were recorded live in Llandaff Cathedral and ensembles played live at Speech Day.

In the summer term, our emphasis on participation, saw 'CSL's Got Talent' take place outside with acts from all age groups across a variety of genres. Similarly, the Summer Showcase also took place outside enabling small groups of parents to come onsite for the first time in 18 months.

In Art and Design Technology, our pupils continue to perform at a very high level. Students were invited to participate in the "Monumental Welsh Women" workshop run by renowned sculptor Eve Shepherd and a significant number entered the Royal Academy of Art Young Artists' Exhibition 2021, with one student exhibiting in the final.

Sport

Our aim in School sport is to enable participation and we have again successfully encouraged large numbers of pupils to represent the School either in intra-School matches or in some inter-School matches where they could take place safely. Thus pupils were able to participate in modified hockey, football and cricket. We are unique in Cardiff in offering such a large number of weekend fixtures.

Significant Events

In November 2020, the School led the outdoor Act of Remembrance for Llandaff, providing the trumpeter and brass band. The following January, the School was once again invited to take part in the Welsh National act of remembrance for Holocaust Memorial Day, albeit via zoom. Following this, our Head Boy and Head Girl, as well as two students who had participated in the *Lessons from Auschwitz* project presented a virtual assembly to the School, reflecting on what they had learned and experienced.

Wider Education

Our very high participation rates in the Duke of Edinburgh Award (90% in Year 9; 80% in Year 10, 60% in Year 11 and 25% in Year 12) outstrip the national target of 50% of young people across the country and we remained committed to enable pupils to participate in the Award, despite the restrictions placed on it. Volunteering also had to take place in a more creative fashion, but our young people continued to find opportunities to support their local community through running virtual coffee mornings, supporting foodbanks and baking cakes for their local community.

The Woodard Corporation is involved in the development of academies as part of the government's initiative. In support of this project all Woodard Schools have provided support, where asked, through provision of educational expertise, participation in governance, direct curriculum support etc.

Community

Through development of, and provision of access to new facilities, the School remains at the heart of the community. Unfortunately, due to the pandemic we have been unable to offer our full range of facilities for community use. We have however hosted the following throughout the year:

Our music and performance facilities are made available to a wide range of local music societies, including:

· Cardiff and Vale Youth Jazz Orchestra

· Orchestra Rehearsals

· Stage School

Our sports pitches are recognised as being of particular quality and are regularly used by:

· Cardiff Cavaliers Cricket Club

· Glamorgan County Cricket Fixtures (2nd Team)

· Mitres Cricket Club

· Salem Chapel Cricket Club

· St Fagans Cricket Club

· UMCC Cricket Fixtures

Our sports hall is also regularly used throughout the year for evening and weekend activities by the following organisations:

· Cardiff City and Met Korfball Club

· Cardiff Volleyball Club

· Heath Angels and Junior Angels Netball Clubs

Our Memorial Hall hosts:

· Ballet and Tap groups on weekends and during the weekday evenings

· Fitness classes – these take place every Saturday morning

· Pilates and yoga classes – these take place on four evenings per week

· The Llandaff society monthly meetings

When restrictions are fully lifted, we look forward to welcoming all past clubs and society back on site.

Partnerships

The Cathedral School this year saw the close relationship with our diocesan Church in Wales Schools continue to develop, despite the challenges of lockdown. As part of Black History Month, we developed shared resources on Martin Luther King Jr. Rosa Parks and Harriet Tubman, to inspire discussions by our pupils about the important changes happening in the past and today. Feedback from parents showed that these resources and discussions positively impacted the children, developing their cultural understanding and instigated further discussions at home with their families.

In November, the Llandaff Diocese invited the School to take part in a trial where we recorded feedback about a draft scheme of work and resources provided. Fortnightly meetings took place with diocesan personnel, a survey was shared informing the diocese of the impact of the work on the pupils progress and examples of pupil work were also shared.

In December, the Diocese invited us to take part in a National Welsh Pilot study about Advent and Refuge. We took part in an online initial meeting with the Llandaff Diocesan education team and, following this, we delivered suggested tasks in a way that was suitable for the School. We recorded reflections weekly, including audio recordings, artwork, post it notes of children's ideas and reflections and emailed them to the diocesan education team. This included a documented "change" for the School suggested by the Year 5s. Following the end of the project, we took part in a plenary session in January with the Llandaff Diocese education team.

Following our successful work with the diocese on *Taith Advent* we were invited to work with our five partner primary Schools in the Urban Church network to further the diocesan mission to develop Schools of Sanctuary and support the Cardiff refugee project working with a Syrian refugee family.

We continued to develop our partnership with Cartref Residential Home including strengthening our pen pal project and recording a virtual Christmas message for the residents.

As members of the Rotary youth charitable body 'Interact', we continued to work online with local Schools (Howells, Whitchurch High, Llanishen High and Whitchurch Primary) to raise money and awareness of global issues, including running a virtual pampering evening.

In Music, we provided the brass band free of charge for the community Act of Remembrance on Llandaff Green.

Charitable Activities

As well as supporting the local community, we have undertaken specific fundraising for projects such as Save the Children, the Teenage Cancer Trust and 2 Wish upon a Star. The School community takes part in a wide range of sponsored events and other fundraising activities and these continued during lockdown with pupils raising money as individuals by running marathon distances either individually or in a team. The School raised £8,249 to support local and national charities.

Alumni Relations and Development

Significant progress has been made this year in improving our Alumni relations. Whilst we could only welcome a small number of former students on site for Old Llandavians Day, we appointed an Alumni Relations and Development Officer at the end of the summer term, whose role will be to strengthen the links between the Alumni and the School.

Key Performance Indicators

The Key Performance Indicators (KPIs) used by the School to monitor both educational targets and financial results, provide the governors with confidence that the School has a strategy for managing targets set.:

KPI	Target	Actual 2021	Actual 2020
Surplus	5% of net fees	4.6%	1%
Pupil Numbers	800	796	800
Total salaries to net fees	70% of net fees	68%	69%
A Level target	Average score of 55% Grade A or above	85%	56%
GCSE Level target	Average score of 65% Grade 7 or above	86%	78.9%

Statement on Brexit

Following the outcome of the UK referendum on European Union membership, the UK left the European Union on 31st January 2020. In preparation for this date, and in anticipation of the transition period, the School reviewed operations to understand and plan for the initial impact from Brexit. Guidance was also available from a number of sources including the Independent Schools Bursars Association. At this stage it is not possible to implement comprehensive policies for all possible changes as the future trade, visa and travel agreements are not yet in place. The School will continue to work with relevant authorities, staff, parents and suppliers to fully understand the impact in all areas including particularly visa requirements, the supply chain and data handling and protection, in order to minimise risk and

potential disruption.

Funds held as custodian trustee on behalf of others

The Cathedral School does not hold funds or act as custodian trustee on behalf of others.

FINANCIAL REVIEW

Results for the Year

The net incoming resources for the year amounted to £407,846 of which the operating surplus on School activities was £425,898. This surplus has been achieved with a rise in fees inflation and against a background of strongly rising operating costs which have been tightly controlled especially during the period of lockdown.

Hiring out the Cathedral School facilities during vacations and after School hours contributed £11,250 (2020: £23,678). The figure is lower due to hiring's being halted at the start of lockdown.

The parents of our pupils often make significant sacrifices to pay the fees. In doing so they help to relieve the state of the financial burden of educating 796 UK based children. The saving is estimated to have a value in the last year of £5,189,124. The school is also unable to recover the VAT on purchases it makes. During the past year The Cathedral School has paid an estimated £319,324 in irrecoverable VAT on goods and services.

The Cathedral School provides a pension to some staff under the terms of the Pensions Trust Growth Plan. As a result of this pension scheme being under funded, The Cathedral School is committed to contributing to a recovery plan. During the course of the year The Cathedral School made contributions to the recovery plan of £18,110 and the recognised liability under the plan reduced by £17,795, with this value being recognised in the Statement of Financial Activities. Further details can be found in note 27.

Reserves Level and Policy, and Financial Viability

It has been the School's policy to utilise funds to ensure that high quality up-to-date facilities are provided for the benefit of pupils. The aim is to budget so as to provide sufficient working capital to meet the present needs and future development requirements of the School without the requirement to have recourse to sales of tangible fixed assets or use of the School's readily realisable investments supporting unrestricted funds. Unrestricted funds increased by £425,898 to total £8,055,379, as shown in note 20. The Cathedral School plans to fund longer term capital expenditure and meet long term liabilities through careful management of resources and investments and through building reserves through operations and trading. The School aims to make an overall surplus of 5% to build up to the target for free reserves. This year's result indicates that our surplus was 4.6% of net fees. This is a reasonable outcome when considering the impact of Covid-19.

The Governors have invested substantial sums into new School buildings in recent years and have a continuing programme of refurbishment, development, and investment to maintain excellent teaching facilities for our pupils. In common with most independent Schools, and due to the having to fund their own capital investment plans, free reserves are at a negative balance illustrating the extent of the investment in our School. The School's total reserves of £8,200,895 at the year-end included £145,516 of restricted funds and £8,055,379 unrestricted funds. Fixed assets held for charity use totalled £9,481,077, leaving free reserves of -£1.426m (2020: -£2.125m) at the year-end, an improvement of £.699m. The School's financial viability does not depend on income reserves but in its ability to continue to trade at a surplus on an annual basis, and on the substantial portfolio of fixed assets held for operational use. The School does not have, and cannot rely on, permanent endowments.

The company's unrestricted reserve are primarily invested in tangible fixed assets which are all used for its direct charitable activities.

PRINCIPAL RISKS AND UNCERTAINTIES

Coronavirus Pandemic

These financial statements were compiled during the Covid-19 global pandemic, shortly after the majority of the restrictions on daily living had been relaxed, and after a vaccine was identified and delivered to the majority of the adult population. Like most trustees, the Governors keep under consideration the impact of a catastrophic event on the School's ability to continue, but that event may come about from many causes and being specific about the source is not possible. The consideration of risks in the paragraphs below is therefore reflective of a more stable environment and does not specifically look at the pandemic, or other similar events, but offers a wider view of common events plus a specific risk looking at those events that could impact the continuity of education.

The Governors consider the economic turbulence of recent years and the affordability of fees by parents across the independent sector to be the principal risk faced by the School. The School is currently full, but there is no room for complacency. The governing body, therefore, decided to hold the fees static for September 2020. For September 2021 the governing body took the decision to increase fees by 3%.

Health and Safety is always a significant area for risk management. The risks range from fire and infrastructure to personal risks (most notably when away from the campus on trips and expeditions). The level and breadth of activity at the School is impressive and the risks associated with all activities are minimised by thorough planning and risk assessment.

The governing body is responsible for the identification and management of risks. The major risks to which the charity is exposed, as identified by the governors, have been reviewed and systems or procedures have been established to manage those risks. Detailed examination of the risks and establishment of controls to mitigate them is delegated to the Head and Bursar and the process is overseen by the Risk Committee on behalf of the governing body. A formal review of the risk management processes is undertaken annually.

The principal risks to which the School is exposed include those affecting protection of pupils and security and preservation of charitable assets both now and in the future. Significant risk areas:

- the Governors consider possible catastrophic events and ensure that the School has a plan in place to allow education to continue in a range of different scenarios
- the market in which the School operates is highly competitive and we monitor developments in education to ensure that pupils always receive a first class, holistic and varied educational experience in our School
- we strive to ensure that all staff are able to work in a safe and supportive environment and policies, procedures and training in Human Resource management and Health and Safety help to ensure that the School meets expectations
- the School operates in a highly regulated sector, including in matters of child protection, and we appoint appropriate professional advisers to ensure that we can keep up to date with all requirements; School or individual membership of bodies being the constituent associations of the Independent Schools Council also ensure that we have access to up-to-date information and support
- the School operates in an increasingly litigious environment, and we appoint appropriate professional advisers and purchase insurance using specialist brokers and advisers to ensure that we can keep up to date with all requirements and meet all challenges
- all organisations face difficult economic conditions and directors and senior managers in the School keep abreast of economic conditions locally, nationally and internationally to identify trends and develop plans to address issues

The key controls used by the School include:

- formal agendas and minutes for all meetings of the governing body and committees
- terms of reference for all committees
- comprehensive strategic planning, financial forecasting, budgeting and management accounting
- established and identifiable organisational structures and reporting lines which are regularly reviewed
- comprehensive formal written policies

- clear authorisation limits
- vetting procedures, as required by law, for protection of the vulnerable

Financial risk management objectives and policies

The School uses financial instruments, other than derivatives, comprising loans, cash and other liquid resources and various other items such as trade debtors and creditors that arise directly from operations. The main purpose of these financial instruments is to raise finance for the group's operations.

The main issues arising from the group's financial instruments are liquidity risk and interest rate risk. The School's governors adopt policies for managing each of the risks and these are summarised below:

- Liquidity risk – the School seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable needs by negotiating adequate facilities from banks.
- Interest rate risk – the School finances operations through a mixture of retained surpluses and bank and other borrowings. The exposure to interest rate fluctuations is managed by the use of both fixed and floating facilities.

GOING CONCERN

The governing body has reviewed the impact of the global pandemic on School operations and finances. In 2020-21 the financial impact was mitigated through use of the various elements of support provided by the Government including the furlough scheme. The governing body recognise that the financial implications in 2020-21 brought about as a result of the pandemic will continue into 2021-22, and possibly beyond, and continues to rework plans for the next 12 months, to ensure the financial impact on the School continues to be mitigated in the most appropriate way.

Pupil recruitment is consistent and following the lockdown, caused by the pandemic, we are seeing parents applying where they may not have considered Independent education in the past.

The accounts show that we are currently cash positive, this is the case even without recognising that over 25% of our parents regularly pay fees in advance of the due date. We also have £1.5m bank overdraft facility, in case of need, which has never been called upon.

The School has a financial plan up until the end of 2024/25, indicating an annual EBITDA of £670k to £703k - this is equivalent to 50 senior pupil fees. Our cash forecast of circa £4m in 2024/5, gives the governors confidence that the School will be able to restart the capital project of a new Sixth Form Building in the next few years.

Having considered all factors and reviewing the available evidence, including demand v capacity, exam results and the handling of the lock down which has given rise to potential additional funding opportunities, the governors have a reasonable expectation that the School will be able to continue operating for the foreseeable future. Therefore, the financial statements have been prepared on a going concern basis.

FUTURE PLANS

- Securing excellent academic standards

The overwhelming focus this year will be ensuring that pupils are on track and making good progress following the disruption of Covid-19 over the academic year, including a new structure for our ALN (Additional Learning Needs) department. Our new A Level curriculum programme with the re-introduction of AS Levels for Year 12 will be embedded this year.

- Ensuring the well-being and personal development of pupils and staff

The focus this year will supporting pupils' and staff mental health – particularly considering the stresses of lockdown, with the employment of an additional member of the counselling team. The restorative programme will continue, with Year 13 students taking on the role of well-being ambassadors and with Year II of the restorative approach being a focus for the Primary section.

- Ensuring the ability to invest in excellent facilities

The focus this year will be continuing our development of the new playground at the front of School

House. The plans for the new building to house the science laboratory, classroom space and extensive Sixth Form facilities will be reviewed following an assessment of the impact of Covid-19 on income.

- Reaching out: to Alumni

The work on improving alumni relations continues. This year, our new Alumni Relations Officer, together with the marketing and communication team, will ensure that our database of alumni is complete to enable us to identify a group of alumni to support the work of the School.

- Reaching out: to the community

The focus this year is on redeveloping links that were not able to move forward thanks to Covid-19, in particular our primary music programme. Our Cartref intergenerational project will continue as well as our work towards earning our School of Sanctuary certification. We will also seek to develop and improve our links with our parental community.

- Development/Fundraising

We will continue to develop a Fundraising Strategy, looking at opportunities for additional income streams and to build capital resources, in order to future proof the School and to help mitigate any external economic or political pressures. As we look to the next stage of the development of the School site, we will develop our environmental strategy to support the UK's move towards net zero carbon.

DIRECTORS

The directors who served during the year, and the committees of which they are members, are:

G C Lloyd (Chairman)	Estates, Finance, Nominations, Remuneration, Risk Management
Mrs K Bates	Education, Remuneration, Risk Management
M R Havard (Vice Chair)	Estates, Nominations, Remuneration, Risk Management
J F Holmes	Finance, Nominations, Remuneration, Risk Management
P R Lacey	Education, Nominations, Remuneration, Risk Management
P J Knowles	Education, Remuneration, Risk Management
Mrs J E Newley	Education, Estates, Risk Management
J C Rawlins	Estates, Finance, Nominations, Risk Management
Mrs C F Wood	Estates, Finance, Risk Management

None of the directors has any beneficial interest in the company. The Cathedral School buys trustees and officers insurance on behalf of the directors.

AUDITORS

RSM UK LLP, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006 unless the company receives notice under section 488(1) of the Companies Act 2006.

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2021

DIRECTORS RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law) including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland. Under company law the directors 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company

for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements 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 directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors confirm that:

- so far as each director is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Approved by the Board of Directors of The Cathedral School (Llandaff) Limited on 26 November 2021, including, in their capacity as company directors, approving the Directors' and Strategic Reports contained therein, and signed on its behalf by:

Gilbert C Lloyd
CHAIRMAN

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

YEAR ENDED 31ST AUGUST 2021

Opinion

We have audited the financial statements of The Cathedral School (Llandaff) Limited for the year ended 31 August 2021 which comprise the Charity Statement of Financial Activities, the Charity Balance Sheet, the Cash Flow Statement and the 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 FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

We have been appointed auditors under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

Conclusions relating to going concern

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

Other information

The Directors are responsible for the other information. The other information comprises the information included in the Annual Report other than the financial statements and our 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

YEAR ENDED 31ST AUGUST 2021

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Directors' Report and the incorporated Strategic Report prepared for the purpose of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the incorporated Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the Statement of Directors' responsibilities set out on page 16, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws

and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.
However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the charitable company operate in and how the charitable company are complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the parent charitable company's governing document, and tax legislation. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Directors' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents, inspecting correspondence with local tax authorities and evaluating advice received from internal/external advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are The Education (Independent School Standards) Regulations 2014, Keeping Children Safe in Education under section 175 of the Education Act 2002, and the UK General Data Protection Regulation (UK GDPR). We performed audit procedures to inquire of management and those charged with governance whether the charitable company is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

The group audit engagement team identified the risk of management override of controls and income recognition as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates and substantive test of details over donation and grant income.

A further description of our responsibilities for the audit of the financial statements is provided on the Financial Reporting Council's website at http://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.

RSM UK Audit LLP

KEVIN BARWICK (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
Hartwell House
55-61 Victoria Street
Bristol
BS1 6AD

1 December 2021

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)

YEAR ENDED 31ST AUGUST 2021

	Notes	Unrestricted Funds £	Restricted Funds £	**Total 2021 £**	Total 2020 £
Income and endowments from:					
Charitable Activities					
School fees receivable	2	8,787,227	-	**8,787,227**	8,350,135
Ancillary trading income	3	264,406	-	**264,406**	288,622
Other trading activities					
Non-ancillary trading income	4	12,557	-	**12,557**	30,239
Investments					
Investment income	5	-	545	**545**	535
Bank and other interest	5	244	-	**244**	3,540
Other – Grants and donations					
Grants and donations	6	50,663	-	**50,663**	116,829
Other incoming resources					
TOTAL INCOMING RESOURCES	22	9,115,097	545	**9,115,642**	8,789,900
Expenditure on:					
Raising funds					
Financing costs	7a	(61,321)	-	**(61,321)**	(83,317)
TOTAL DEDUCTIBLE COSTS		(61,321)	-	**(61,321)**	(83,317)
Charitable Activities					
Education and grant making	7a	(8,627,878)	(20,547)	**(8,648,425)**	(8,613,772)
TOTAL EXPENDITURE		(8,689,199)	(20,547)	**(8,709,746)**	(8,697,089)
Net gains/(losses) on investment assets	13	-	1,950	**1,950**	(2,090)
Net income/(expenditure)		425,898	(18,052)	**407,846**	90,721
Net Movement in funds for the year		425,898	(18,052)	**407,846**	90,721
Fund balances at 1st September		7,629,481	163,468	**7,792,949**	7,702,228
FUND BALANCES AS AT 31ST AUGUST		8,055,379	145,416	**8,200,795**	7,792,949

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

BALANCE SHEET
AS AT 31ST AUGUST 2021

	Note	2021 £	2020 £
FIXED ASSETS			
Tangible assets	12	**9,469,617**	9,744,253
Investments	13	**11,460**	9,510
		9,481,077	9,752,763
CURRENT ASSETS			
Stock		**3,058**	4,783
Debtors	14	**298,648**	390,009
Cash at bank and in hand		**2,003,846**	1,338,152
		2,305,552	1,732,944
CURRENT LIABILITIES			
Creditors payable within one year	15	**(1,501,792)**	(1,420,775)
NET CURRENT ASSETS		**803,760**	312,169
TOTAL ASSETS LESS CURRENT LIABILITIES		**10,284,837**	10,065,932
LONG TERM LIABILITIES			
Creditors payable after one year	16	**(2,018,597)**	(2,189,743)
TOTAL NET ASSETS EXCLUDING PENSION LIABILITY		**8,266,240**	7,876,189
Net pension liability	23	**(65,345)**	(83,140)
NET ASSETS		**8,200,895**	7,793,049
REPRESENTED BY:			
CALLED UP SHARE CAPITAL	19	**100**	100
ENDOWED FUNDS	20		
RESTRICTED FUNDS	20	**145,416**	163,468
UNRESTRICTED FUNDS			
General reserve	20	**8,055,379**	7,629,481
		8,200,895	7,793,049

The financial statements were approved and authorised for issue by the Board on 26 November 2021 and signed on its behalf by

GILBERT C LLOYD
CHAIRMAN
Company registration number 05091977

The notes on pages 24 to 42 form part of these financial statements.

THE CATHEDRAL SCHOOL (LLANDAFF) LIMITED

CASH FLOW STATEMENT
AS AT 31ST AUGUST 2021

	Notes	**2021** **£'000**	2020 £'000
Cash flows from operating activities:			
Net cash provided by operating activities	24	**894,127**	441,944
Cash flows from investing activities:			
Dividends, interest and rents from investments		**789**	4,075
Purchase of property, plant and equipment		**(30,556)**	(62,678)
Net cash provided by investing activities		**(29,767)**	(58,603)
Cash flows from financing activities:			
Repayments of borrowing		**(141,045)**	(48,511)
Financing costs		**(57,621)**	(83,317)
Repayment of finance lease obligations		**-**	(10,557)
Net cash provided by financing activities		**(198,666)**	(142,385)
Change in cash and cash equivalents in the year		**665,694**	240,956
Cash and cash equivalents at the beginning of the year		**1,338,152**	1,097,196
Cash and cash equivalents at the end of the year	25	**2,003,846**	1,338,152

NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31ST AUGUST 2021

1. ACCOUNTING POLICIES

The principal accounting policies, all of which have been applied consistently throughout the year and in the preceding year are:

a) **Basis of Accounting**

The accounts of the School have been prepared under the Companies Act 2006 and in accordance with the Statement of Recommended Practice for Charities ('SORP (FRS102)') and with applicable UK Accounting Standards. They are drawn up on the historical cost accounting basis except that property and share investments held as fixed assets are carried at fair value.

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

The preparation of financial statements in conformity with FRS 102 requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. Further details are provided in note 31, and in the accounting policies for depreciation of fixed assets, for pensions and for bad debts. The financial statements are presented in sterling (£) and the functional currency is sterling (£).

b) **Going Concern**

The governing body has reviewed the impact of the global pandemic on School operations and finances. In 2020-21 the financial impact was mitigated through use of the various elements of support provided by the Government including the furlough scheme. The governing body recognise that the financial implications in 2020-21 brought about as a result of the pandemic will continue into 2021-22, and possibly beyond, and continues to rework plans for the next 12 months, to ensure the financial impact on the School continues to be mitigated in the most appropriate way.

Pupil recruitment is consistent and following the lockdown, caused by the pandemic, we are seeing parents applying where they may not have considered Independent education in the past.

The accounts show that we are currently cash positive, this is the case even without recognising that over 25% of our parents regularly pay fees in advance of the due date. We also have £1.5m bank overdraft facility, in case of need, which has never been called upon.

The School has a financial plan up until the end of 2024/25, indicating an annual EBITDA of £670k to £703k - this is equivalent to 50 senior pupil fees. Our cash forecast of circa £4m in 2024/5, gives the governors confidence that the School will be able to restart the capital project of a new Sixth Form Building in the next few years.

Having considered all factors and reviewing the available evidence, including demand v capacity, exam results and the handling of the lock down which has given rise to potential additional funding opportunities, the governors have a reasonable expectation that the School will be able to continue operating for the foreseeable future. Therefore, the financial statements have been prepared on a going concern basis.

c) **School Fees Receivable and Similar Income**

Fees receivable and other educational income are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions by the School, but include contributions received from restricted funds for scholarships, bursaries and other grants. Fees in Advance Scheme Contracts are those fees received in advance of education to be provided in future years under a specific contract. The fees are either held as investments in interest bearing assets until taken to income to match liabilities in the term when used, or refunded, or they are held within the unrestricted reserves

of the School. Any surplus of assets over liabilities is held within the fund as a buffer. Debts are provided for if not recovered within one term. Estimating amounts to provide against recovery of debts is a matter of judgement.

c) **Ancillary and Non-Ancillary Trading Income**

Ancillary trading income represents amounts from activities to generate funds within the charitable objects, for example School shop sales, coaches to and from School and School trips. Non-ancillary trading income represents amounts from activities not directly related to the charitable objects, for example lettings of School facilities out of term time and rental from spare School buildings. Income from these activities is recognised in the Statement of Financial Activities when the goods are sold or services provided.

d) **Voluntary sources, Grants and Donations**

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

Voluntary income for 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 case of donated services or facilities.

e) **Coronavirus Job Retention Scheme (CJRS) Income**

The CJRS grant is receivable as compensation for staff costs incurred and for the purpose of giving immediate financial support to the organisation with no future related costs. It is recognised as income in the period in which it becomes receivable within 'Other – Grants and Donations" (note 6).

f) **Expenditure**

Expenditure is accrued as soon as there is a contractual obligation or a liability is considered probable, discounted to present value for longer term liabilities. Expenditure is allocated to expense headings either on a direct cost basis or apportioned according to time spent. The irrecoverable element of VAT is included with the item of expense to which it relates. Bad debts are provided for in accordance with the group bad debt policy. The cost of refurbishing and converting existing buildings is written-off in the year in which it is incurred except where the useful life has been extended.

g) **Finance and Other Costs**

Other costs include amounts accrued in accordance with the terms of Fees in Advance Scheme Contracts.

h) **Pension Costs**

The School participates in the Teachers' Pensions scheme, which is an unfunded government scheme, and The Pensions Trust scheme, both of which provide benefits based on final pensionable pay. The funds of the schemes are separate from the company, although the company's share of the schemes cannot be identified as the schemes are multi-employer schemes, and so the pension costs are accounted for as defined contribution schemes.

The company offers membership of The Pensions Trust's their Growth Plan scheme to employees other than the full-time academic staff. The Pensions Trust's Growth Plan scheme is a multi-employer pension scheme where the scheme assets are pooled for investment purposes and cannot be attributed to individual employers. Benefits are paid from the total scheme assets. It is in most respects a money purchase arrangement, but has some guarantees. As a result it is not possible or appropriate to identify the assets and liabilities of the scheme which are attributable to the School, though, due to the guarantees inherent in the scheme, the companies remain potentially liable for a debt on withdrawal from the scheme. In accordance with Financial Reporting Standard (FRS) 102 (section 28) therefore, the scheme is accounted for in a fashion which is similar to a defined contribution scheme.

The School must recognise a liability measured as the present value of the contributions payable that arise from the deficit recovery agreement and the resulting expense in the income

and expenditure account i.e. the unwinding of the discount rate as a finance cost in the period in which it arises. More detail is given in note 23.

i) **Tangible Fixed Assets and Depreciation**

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

Tangible fixed assets are stated at cost less depreciation. Individual capital items, or projects, with a value greater than £10,000 are capitalised. Assets in the course of construction are stated at cost less any provision for impairment. They are transferred to completed assets when substantially all of the activities necessary to get the asset ready for use are complete. Where appropriate cost includes our own labour costs in relation to construction, and directly attributable overheads.

Where tangible fixed assets have been acquired with the aid of specific grants they are included in the balance sheet at cost and depreciated over their expected useful economic life. The related grants are credited to a restricted fixed asset fund (in the statement of financial activities and carried forward in the balance sheet). The depreciation on such assets is charged in the statement of financial activities over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

Depreciation is provided at rates calculated to write off the cost, less estimated residual value of each asset based on current market prices, over its expected useful life, as follows:

Freehold Land and Buildings:	- Variable according to the building and written off over the expected useful life (see paragraph below)
Freehold improvements	- Over the useful economic life of the improvement
Leasehold land and Buildings	- Over the shorter of the economic life of the asset or the life of the lease
Plant and Equipment	- 25% on cost
Computer equipment	- 25% on cost
Motor vehicles	- 25% on cost

The company has reviewed its tangible assets, which comprise land, buildings and initial fixtures and fittings. The company undertakes an annual review of all buildings assessing their useful economic life. In some cases the useful economic life of a building is anticipated to be of considerable length, often in excess of 100 years. The buildings are capitalised in the financial statements at historic cost. Where the calculated depreciation charge is a material figure, it is charged in these financial statements but, where the carrying value is not more than the estimated recoverable amount and the depreciation on the building is not material to these financial statements, it has been assessed, but not charged on the basis that it is not material. The directors will continue to carry out annual assessments of the recoverable amount and the estimated useful life of all buildings and where the depreciation is a material value, it will be charged. The review is based on the directors' assessments of the market value and the future economic benefit derived from an asset versus its carrying value in the financial statements.

When the company undertakes a significant refurbishment project that will have an economic benefit, the cost of the refurbishment is capitalised, recorded separately under 'Freehold Improvements', its useful life is estimated and it is depreciated over that useful life.

The Cathedral School exercises judgement in selection of appropriate rates for depreciation of fixed assets, and for matters of impairment.

j) **Financial Instruments**

The Cathedral School only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

k) **Stocks**

Stocks comprise raw materials, consumable stores and goods held for resale: they are valued

at the lower of cost and net realisable value.

l) **Leasing Commitments**

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities on a straight line basis over the lease term. Lease incentives are accounted for over the lease term on a straight-line basis.

m) **Fee Deposits**

Refundable fee deposits are currently classified between long term and short term in the financial statements. These deposits are refundable in the event that the pupils leave a School on one term's notice and as such the deposit would be refunded to the parents at that point. However, the financial statements are prepared on a going concern basis and it is assumed that the majority of children will remain in School for their full years of education and therefore the deposit will be refunded to them when they leave School.

Short term deposits reflect those pupils that will be leaving a School within one year, and the longer-term element reflects those pupils that will be leaving a School after 12 months from the balance sheet date.

n) **Fund Accounts**

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Designated funds comprise funds which have been set aside at the discretion of the directors for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

o) **Taxation**

The Cathedral School is a registered charity and as such are exempt from income tax and corporation tax under the provisions of Section 478 of the Corporation Tax Act 2010. There is no similar exemption for VAT, which is included in expenditure or in the cost of assets as appropriate.

2. CHARITABLE ACTIVITIES - SCHOOL FEES RECEIVABLE

	2021 £	2020 £
The School fees income comprises		
Gross fees	**9,749,437**	9,796,672
Less: Total scholarships, bursaries, etc	**(804,374)**	(767,675)
Less: Discount for COVID-19	**(157,836)**	(678,862)
	8,787,227	8,350,135

3. CHARITABLE ACTIVITIES – ANCILLARY TRADING INCOME

	2021 £	2020 £
Extras		
Entrance fees and registration fees	**16,115**	14,140
Fees in Lieu of Notice	**6,376**	7,273
Extra Subjects	**150,227**	107,137
Sundry Other Income	**73,646**	142,179
School Shop Commission	**18,042**	17,893
	264,406	288,622

4. OTHER TRADING ACTIVITIES

	2021	2020
	£	£
Non-ancillary trading income		
Lettings income	**11,250**	23,678
Interest receivable – pupil bills	**1,307**	6,561
	12,557	30,239

5. INVESTMENTS - INVESTMENT INCOME

	Unrestricted	Restricted	**Total 2021**	Total 2020
	£	£	**£**	£
Bank interest	244	-	**244**	3,540
Other interest	-	545	**545**	535
	244	545	**789**	4,075

6. Other – Grants and Donations

	Unrestricted	Restricted	**Total 2021**	Total 2020
	£	£	**£**	£
Government grants - CJRS	50,663	-	**50,663**	116,829
	50,663	-	**50,663**	116,829

7. ANALYSIS OF EXPENDITURE

a) Total expenditure

	Staff costs (note 9) £	Support costs £	Depreciation (Note 12) £	**Total 2021 £**	Total 2020 £
Costs of raising funds					
Financing cost (note 8)	-	61,321	-	**61,321**	83,317
Total cost of generating funds	-	61,321	-	**61,321**	83,317
Charitable expenditure					
Teaching	5,154,992	373,950	23,123	**5,552,065**	4,973,100
Welfare	117,413	501,947	-	**619,360**	558,200
Premises	235,429	978,441	282,069	**1,495,939**	1,593,711
School administration and Governance	454,306	524,003	-	**978,309**	1,496,661
Donations	-	-	-	**-**	8,053
Grants awards and prizes (note 7b)	-	20,547	-	**20,547**	-
Movement in Pension recovery plan	-	(17,795)	-	**(17,795)**	(15,953)
Education and grant making	5,962,140	2,381,093	305,192	**8,648,425**	8,613,772
Total Expenditure	5,962,140	2,442,414	305,192	**8,709,746**	8,697,089

b) Grants, awards and prizes

The Cathedral School makes awards to individual families to support Schooling.

	2021 £	2020 £
From Restricted Funds:		
Scholarships	**20,547**	8,053
From Unrestricted Funds:		
Bursaries (Hardship)	**210,025**	192,747
Bursaries (Scholarships)	**205,170**	205,365
Bursaries (Siblings)	**33,450**	24,390
Scholarships	**178,015**	187,889
	647,207	618,444

7. ANALYSIS OF EXPENDITURE (Continued)

c) Total resources expended include:

The Cathedral School reimburses Governors for out of pocket expenses including travel subsistence and accommodation, where a claim is made. No Governors were reimbursed during the year (2020: 2).

	2021 £	2020 £
Remuneration paid to auditor for audit services	**19,560**	19,145
Additional remuneration paid to auditor for prior year		
Remuneration paid to auditor for non-audit services	**-**	2,580
Depreciation of tangible fixed assets:		
- owned by the Charitable Company	**305,192**	617,873
- held under finance leases and hire purchase contracts	**-**	8,192
Operating lease rentals:		
- land and buildings	**67,400**	73,400
- other assets	**101,198**	-
Reimbursement of personal expenses to Governors	**-**	354
Other Governance Costs – Legal Fees	**11,520**	5,986
	504,870	727,530

8. FINANCING COSTS

	2021 £	2020 £
Bank interest payable	**47,053**	54,979
Lease finance costs	**-**	132
Bank charges	**10,568**	10,801
Provision for bad and doubtful debts	**3,700**	17,405
	61,321	83,317

9. STAFF COSTS

	2021 £	2020 £
The aggregate payroll costs for the year were:		
Wages and salaries	**4,600,123**	4,458,303
Social security costs	**455,282**	434,075
Other pension costs	**900,290**	868,538
Private medical insurance	**6,445**	5,197
	5,962,140	5,766,113

Included in staff costs are redundancy or termination payments totalling £16,320 (2020: Nil). The amount outstanding at the year-end was £0 (2020: £0).

None of the Governors received remuneration or other benefits from The Cathedral School or from any connected body.

The Head and Bursar are classed by the School as being the Key Management Personnel.

9. STAFF COSTS (Continued)

	2021	2020
	£	£
Aggregate employee benefits of key management personnel	**235,246**	233,997

The number of higher paid employees whose annual emoluments were £60,000 or more was:

	2021	2020
	No	No
£60,001 - £70,000	**3**	3
£70,001 - £80,000	**-**	-
£80,001 - £90,000	**1**	1
£90,001 - £100,000	**1**	1
The number with retirement benefits accruing:		
- in Defined Contribution schemes was	**1**	1
Of which the contributions amounted to	**£16,150**	£16,150

For 2021 there are Nil (2020: Nil) employees earning over £60,000 per year that have chosen not to participate in a pension scheme.

The average number of employees during the year calculated on a head count basis was 157 (2020: 157)

	2021	2020
	No	No
Teaching	**82**	83
Welfare	**13**	9
Premises	**17**	18
Support	**35**	36
Other activities	**10**	11
	157	157

10. DIRECTORS

None of the directors (or any persons connected with them) received any remuneration during the year.

11. TAXATION

The company is a registered charity and therefore no liability to taxation arises on its charitable activities.

12. TANGIBLE FIXED ASSETS

Group and company	Freehold Land & Buildings £	Leasehold Land & Buildings £	Plant & Equipment £	Computer Equipment £	Motor Vehicles £	Total £
Cost						
At 1st September 2020	4,465,688	8,546,423	440,146	-	94,806	13,547,063
Additions	-	-	-	30,556	-	30,556
Disposals	-	-	-	-	-	-
At 31st August 2021	4,465,688	8,546,423	440,146	**30,556**	**94,806**	**13,577,619**
Depreciation						
At 1st September 2020	196,841	3,163,160	352,441	-	90,368	3,802,810
Charge for the year	44,942	212,725	35,448	7,639	4,438	305,192
At 31st August 2021	241,783	3,375,885	387,889	**7,639**	**94,806**	**4,108,002**
Net book value at 31st August 2021	**4,223,905**	**5,170,538**	**52,257**	**22,917**	**-**	**9,469,617**
Net book value at 31st August 2020	4,268,847	5,383,263	87,705	-	4,438	9,744,253

All assets are used for charitable purposes.

13. INVESTMENTS

	2021 £	2020 £
Group investments		
At 1 September	**9,510**	11,600
Unrealised gains/(losses) on investments	**1,950**	(2,090)
School investments at 31 August	**11,460**	9,510
Investments comprise:		
Listed investments		
Equities – Murray Investments	**11,460**	9510
School investments at 31 August	**11,460**	9,510

14. DEBTORS

	2021 £	2020 £
School fees receivable	**62,181**	59,776
Prepayments and accrued income	**235,841**	329,530
Amounts due from parent company	**626**	703
	298,648	390,009

15. CREDITORS: amounts falling due within one year

	2021 £	2020 £
Bank loans and overdrafts	**191,945**	141,045
Deposits from parents	**18,000**	21,300
Fees received from parents in advance of term	**797,804**	834,674
Trade creditors	**124,610**	87,767
Taxation and social security	**117,070**	105,292
Other creditors	**170,828**	169,540
Accruals	**81,535**	61,157
	1,501,792	1,420,775

The Cathedral School has a bank loan from Barclays Plc. The loan is secured by charges on the School's assets and by a debenture at a rate of interest of 2.320% over base rate, and is repayable over a term of 5 years, with effect from April 2020, following renegotiation.

15. CREDITORS: amounts falling due within one year (Continued)

Summary of movements in deferred income

	2021 £	2020 £
Balance at 1 September	**834,674**	1,057,224
Amounts arising in the year	**797,804**	834,674
Amounts transferred to SOFA	**(834,674)**	(1,057,224)
Balance at 31 August	**797,804**	834,674

Deferred income arises due to parents paying the Michaelmas Term's fee prior to the end of the Financial Year.

16. CREDITORS: amounts falling due after one year

	2021 £	2020 £
Bank loans and overdrafts	**1,655,815**	1,847,761
Deposits from parents	**362,782**	341,982
	2,018,597	2,189,743

17. BANK LOAN

	2021 £	2020 £
The bank loan is repayable in instalments		
Due within 1 to 2 years	**398,011**	191,944
Due within 2 to 5 years	**1,257,804**	1,655,817
Due after 5 years	**-**	-
Due after more than one year	**1,655,815**	1,847,761
Due within 1 year	**191,945**	141,045
	1,847,760	1,988,806

18. COMMITMENTS UNDER OPERATING LEASES

The future minimum commitments under non-cancellable operating leases are:

	Land and buildings		Other	
	2021 £	2020 £	**2021 £**	2020 £
Within 1 year	**67,400**	58,400	**101,198**	89,580
Within 1 to 5 years	**260,600**	233,600	**174,336**	63,208
After 5 years	**2,303,200**	2,384,000	**-**	-
	2,631,200	2,676,000	**275,534**	152,788

19. SHARE CAPITAL

	2021 £	2020 £
Authorised		
100 Ordinary Shares of £1 each	**100**	100
Allotted, called up and fully paid		
100 Ordinary Shares of £1 each	**100**	100

20. FUNDS

The Cathedral School's funds are analysed under the following headings:

a) RESTRICTED FUNDS

The income funds of the Company include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

The Chorister Special Fund assist parents of Choristers who have fallen into financial difficulty and are unable to meet the total cost of fees less the Chorister Scholarship.

The Special Fund Support Funding is a fund that helps families who have lost their main income earner. The fund helps to pay the fees of the child until the next natural break in their education.

b) UNRESTRICTED FUNDS

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

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted	Restricted	Share Capital	**Total 2021**	Total 2020
	£	£	£	**£**	£
Tangible fixed assets	9,469,617	-	-	**9,469,617**	9,744,253
Investments		11,460		**11,460**	9,510
Net current assets	669,704	133,956	100	**803,760**	182,027
Long term liabilities	(2,083,942)	-	-	**(2,083,942)**	(2,142,741)
	8,055,379	145,416	100	**8,200,895**	7,793,049

	Unrestricted	Restricted	Share Capital	**Total 2020**	Total 2019
	£	£	£	**£**	£
Tangible fixed assets	9,744,253	-	-	**9,744,253**	10,307,640
Investments	-	9,510	-	**9,510**	11,600
Net current assets/(liabilities)	27,969	153,958	100	**182,027**	(448,933)
Long term liabilities	(2,142,741)	-	-	**(2,142,741)**	(2,167,979)
	7,629,481	163,468	100	**7,793,049**	7,702,328

22. SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	At 1 Sept 2020 £	Incoming resources £	Resources expended £	Gains/ (losses) £	At 31 August 2021 £
Restricted Funds					
Revaluation Reserve	5,411	-	-	1,950	7,361
Chorister Special Fund	76,276	545	-	-	76,821
Special Fund – Support	81,781	-	(20,547)	-	61,234
	163,468	**545**	**(20,547)**	**1,950**	**145,416**
Unrestricted Funds					
General Reserve	7,629,481	9,115,097	(8,689,199)	-	8,055,379
	7,629,481	**9,115,097**	**(8,689,199)**	**-**	**8,055,379**
Total Funds	**7,792,949**	**9,115,642**	**(8,709,746)**	**1,950**	**8,200,795**

	At 1 Sept 2019 £	Incoming resources £	Resources expended £	Gains/ (losses) £	At 31 August 2020 £
Restricted Funds					
Revaluation Reserve	7,501	-	-	(2,090)	5,411
Chorister Special Fund	75,741	535	-	-	76,276
Special Fund – Support	89,834	-	(8,053)	-	81,781
	173,076	**535**	**(8,053)**	**(2,090)**	**163,468**
Unrestricted Funds					
General Reserve	7,529,152	8,789,365	(8,689,036)	-	7,629,481
	7,529,152	**8,789,365**	**(8,689,036)**	**-**	**7,629,481**
Total Funds	**7,702,228**	**8,789,900**	**(8,697,089)**	**(2,090)**	**7,792,949**

23. PENSION SCHEMES

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £762,170 (2020: £745,225) and at the year-end £88,758 (2020 - £86,578) 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, the Government have accepted three key proposals recommended by the Government Actuary, and are aiming to implement these changes in time for the 2020 valuations.

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

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

Pensions Trust Growth Plan

The School participates in the TPT Retirement Solutions - The Growth Plan, a multi-employer scheme which provides benefits to some 950 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions 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 UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company 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.

A full actuarial valuation for the scheme was carried out at 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. 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 April 2019 to 31 January 2025:	£11,243,000 per annum (payable monthly and increasing by 3% each on 1st April)

Unless a concession has been agreed with the Trustee the term to 31 January 2025 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2014. This valuation showed assets of £793.4m, liabilities of £969.9m and a deficit of £176.5m. 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 April 2016 to 30 September 2025:	£12,945,440 per annum (payable monthly and increasing by 3% each on 1st April)
From 1 April 2016 to 30 September 2028:	£54,560 per annum (payable monthly and increasing by 3% each on 1st April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

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

23. **PENSION SCHEMES** (Continued)

Present Values of Provision	**2021**	2020
	£	£
Present value of provision	**65,345**	83,140

Reconciliation of opening and closing provisions	**2021**	2020
	£	£
Provision at 1 September	**83,140**	99,093
Unwinding of the discount factor	**403**	870
Deficit contribution paid	**(18,110)**	(17,583)
Remeasurements - impact of any change in assumptions	**(88)**	760
Remeasurements - amendments to the contribution schedule		-
Provision at 31 August	**65,345**	83,140

Income and expenditure impact	**2021**	2020
	£	£
Interest expense	**403**	870
Unwinding of the discount factor		
Remeasurements - impact of any change in assumptions	**(88)**	760
Remeasurements - amendments to the contribution schedule		

Assumptions	**2021**	2020
	% per annum	% per annum
Rate of discount	**0.63**	0.55

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.

Deficit Contributions Schedule

The following schedule shows the deficit contributions agreed between the company and the scheme at each year end period:

	2021	2020
	£	£
Year 1	**19**	18
Year 2	**19**	19
Year 3	**20**	19
Year 4	**8**	20
Year 5	**-**	8
Year 6	**-**	-
	66	84

23. **PENSION SCHEMES** (Continued)

The company must recognise a liability measured as the present value of the contributions payable that arise from the deficit recovery agreement and the resulting expense in the income and expenditure account i.e. the unwinding of the discount rate as a finance cost in the period in which it arises.

It is these contributions that have been used to derive the company's balance sheet liability.

The current valuation does not reflect the expected increase in benefits and therefore liability as a result of Guaranteed Minimum Pension ('GMP') equalisation between men and women which is required as a result of the removal of the Additional State Pension. Methodologies for a long-term solution are still being investigated by the Government as set out in the published (January 2018) outcome of the Government Consultation 'Indexation and Equalisation of GMP in Public Sector Pensions Schemes' and therefore the expected impact cannot be reliably estimated and consequently no provision/liability has been recognised.

24. RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATIONS

	2021	2020
	£	£
Net income for the period (as per the Statement of Financial Activities)	**407,845**	90,721
Adjustments for		
Depreciation charges	**305,192**	365,396
Fixed asset adjustments (Impairment 2020)	**-**	260,669
Interest Receivable	**(789)**	(4,075)
Interest Payable		83,317
	57,621	
Pension Provision Movement	**(17,795)**	(15,953)
(gains) / losses on investments	**(1,950)**	2,090
Decrease /(increase) in stocks	**1,725**	(1,742)
Decrease / (increase) in debtors	**91,361**	(64,497)
Increase / (decrease) in creditors	**50,917**	(273,982)
Net cash provided by (used in) operating activities	**894,127**	441,944

25. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021	2020
	£	£
Cash in hand and at bank	**2,003,846**	1,338,152
Overdraft facilities repayable on demand	**-**	-
Total cash and cash equivalents	**2,003,846**	1,338,152

26. ANALYSIS OF CHANGES IN NET DEBT

	At 1st Sept 2020	Cash flows	Other non-cash changes	At 31st Aug 2021
	£	£	£	£
Cash and cash equivalents				
Cash	1,338,152	665,694		**2,003,846**
Overdraft facility repayable on demand	-	-	-	**-**
	1,338,152	665,694		**2,003,846**
Borrowings				
Loans falling due within one year	(141,045)	(50,900)	-	**(191,945)**
Loans falling due after more than one year	(1,847,761)	238,999	(47,053)	**(1,655,815)**
Finance lease obligations	-	-	-	**-**
Total	(1,988,806)	188,099	(47,053)	**(1,847,760)**
Total	(650,654)	853,793	(47,053)	**156,086**

27. CONTINGENT LIABILITIES

The Company has been notified by The Pensions Trust of the estimated employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2020. As of this date the estimated employer debt for the Company was £211,371, including Series 3 liabilities.

28. ULTIMATE CONTROLLING PARTY

The Woodard Corporation Limited is the ultimate controlling party, a registered charity number 1096270, which is incorporated in England and Wales. Copies of the financial statements of the Woodard Corporation can be obtained from High Street, Abbots Bromley, Rugeley, Staffordshire, WS15 3BW. The accounts of The Cathedral School Limited are included within the consolidated financial statements of the Woodard Corporation Limited.

29. RELATED PARTIES

As stated in note 29, The Cathedral School Limited is a wholly owned subsidiary of The Woodard Corporation. An amount of £44,965 was paid during the year to Woodard Corporation by way of a levy to meet running costs. Also £19,059 was received in relation to School Fees paid by Woodard Corporation as part of Fees in Advance Scheme contracts.

30. ACCOUNTING ESTIMATES AND JUDGEMENTS

In preparing the financial statements, the directors are required to make estimates and judgements. The matters detailed below are considered to be the most important in understanding the judgements that are involved in preparing the financial statements and the uncertainties that could impact the amounts reported in the results of operations, financial position and cashflows. Accounting policies are shown at note 1 to the financial statements.

Pension scheme deficit reduction payments

As explained at note 24, there is a deficit reduction plan in place in respect of The Cathedral School membership of the Pension Trust's Growth Plan. FRS 102 requires a liability to be recognised in respect of the present value of future contributions payable under the terms of the deficit recovery plan. The incorporation of this liability in the financial statements involves the exercise of judgement in a number of areas, including the selection of an appropriate discount rate.

Pension scheme contingent liability

As explained at note 28, there is a contingent liability in the event that The Cathedral School were to withdraw its membership of the Pension Trust's Growth Plan. The independent qualified actuaries advising the Pensions Trust in respect of the contingent withdrawal liability exercise significant judgement in determining the amount of that liability. Judgement is exercised in a number of areas, including future changes in salaries and inflation, mortality rates and the selection of appropriate discount rates.

Provision for bad debts

Debts are provided for if not recovered within one term. Estimating amounts to provide against recovery of debts is a matter of judgement.

Depreciation, impairment and residual values of fixed assets

Judgement is exercised in estimating the residual values of fixed assets, the selection of appropriate rates for depreciation, and for matters of impairment.