

THE NORTH LONDON COLLEGIATE SCHOOL
(Charity Number 1115843)
(Company Number 02818422)

ANNUAL REPORT & ACCOUNTS

YEAR ENDED 31 JULY 2021

**THE NORTH LONDON COLLEGIATE SCHOOL
ANNUAL REPORT & ACCOUNTS
FOR THE YEAR ENDED 31 JULY 2021**

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THE NORTH LONDON COLLEGIATE SCHOOL
REPORT OF THE CHARITY TRUSTEES (INCORPORATING THE GOVERNORS' REPORT AND THE STRATEGIC REPORT)

The Governors submit their report and the audited financial statements for the year ended 31 July 2021.

STRUCTURE, GOVERNANCE AND MANAGEMENT

THE CHARITY AND ITS STRUCTURE

The School is vested in a company limited by guarantee, incorporated in England (The North London Collegiate School company number 02818422) ("the Company"), which is a registered charity (charity number 1115843). The Company is constituted by its Memorandum and Articles of Association. The Memorandum sets out the objects and powers of the Company and its constitution and the Articles regulate the governance of the Company and its internal procedures.

The objects ("the objects") for which the Charity is established are to advance the education of pupils by the provision of a day and/or boarding school ("the School") in or near the London Borough of Harrow and by ancillary or incidental educational activities and other associated activities for the benefit of the community.

GOVERNORS

Recruitment and succession planning

The School's Constitution provides for between 11 and 21 Governors who are eligible to serve for a maximum of ten years. There are currently 15 Governors. The Governors are the trustees of the charity and Directors of the company.

The Nominations Committee of Governors considers impending retirements, identifies the skills needed on the Governing Body, seeks suggestions for new candidates, conducts interviews, and makes recommendations to the Governing Body for the election of new Governors.

Elected Governors serve for 5 years before standing for re-election. There is normally a limit of 10 years' service for all Governors except officers (Chairman, Vice-Chairman, Treasurer and Chairman of Finance & Estates). Officers are elected for terms of 5 years.

Induction

An induction programme is followed for newly appointed Governors during which they will be invited to visit the school and be provided with key information.

The induction will include sufficient information so they can make a reasonable contribution to the school from the start. It should reduce the time spent in the initial learning curve and informs new Governors on what they need to know about in general and also specifically. This includes:

- the role of a Governor;
- the constitution and charitable status;
- the School's Strategic Plan, Annual Priorities and budget;
- a tour of the School;
- the School's prospectus;
- an overview of the School's operation.

A Governors' handbook is issued to each new Governor documenting the above.

Training

The ISC produces an excellent guide outlining the good practice for the Governors of Independent Schools, 'Guidelines for Governors', which is issued to each new Governor as part of the induction process. Training on Safeguarding and Safer Recruitment is made available to all Governors.

Further support and training is encouraged by:

- briefing presentations before meetings or at other convenient times;
- input from senior team members;
- specific events such as presentations by local experts to respond to needs;
- attending away-day sessions every year for strategic reviews;
- the Clerk to Governors keeping all Governors up to date on their duties and offering support and advice on procedural matters where it is required.

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Governance

NLCS is governed by its Articles of Association. The strategic objectives of the School are reviewed annually with the Executive team, and there is an annual full day Governors' Conference which reviews in depth specific elements of the strategy. The performance of the School against its annual objectives is reviewed at termly Governing Body meetings and Governors' sub-committees. Additionally, our subsidiary companies also have strong Boards with clear objectives, and clear reporting frameworks into the Governing Body. The School keeps its mix of Governors under constant review to ensure that we have the right skill sets to contribute to the Charity's identified goals, to provide challenge to the Executive team and to hold them to account.

The incoming Chairman of Governors commissioned a strategic review of Governance in February 2021. A revised committee structure has been implemented, with effect from September 2021, and all Committees have reviewed and updated their terms of reference, with a view to ensuring that the School fully adheres to governance best practice in the light of recommended practice as set out in the Charity Commissioners Governance Code dated 13 July 2017.

SUBSIDIARIES

The School has a number of wholly owned trading subsidiaries which are incorporated in the UK. The companies donate their taxable profits to the School. Summaries of the results of the trading companies are shown in Note 13

Canons Enterprises Limited operates the Sports Centre and Swimming Pool, and generates external income from gym memberships and swimming lessons.

Canons Transport Limited operates the School minibuses on behalf of the School, and was set up to improve the recovery of VAT incurred in the operation of the minibuses.

NLCS Enterprises Limited operates the franchise relationship with the company that operates the NLCS franchise in Jeju, Korea.

NLCS International Limited was set up to act as a holding company for the franchise companies. It owns the shares of NLCSE Dubai, NLCSE Singapore, NLCSE Thailand, NLCS Pearl and Canons Park Consulting.

- NLCS Enterprises Dubai Limited operates the franchise relationship with the company that operates the NLCS franchise in Dubai.
- NLCS Enterprises Singapore Limited operates the franchise relationship with the company that operates the NLCS franchise in Singapore.
- Canons Park Consulting Limited offers consultancy services to overseas schools which do not use the NLCS name.

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GOVERNORS

Chairman	Mr R C A Hingley	(1) (4) (6)
Vice Chairman	Mrs S Carter	(1) (4) (5)
	Mr P D Needleman	(1) (5) (Appointed 15 th September 2020)
Chairman Finance & Estates	Mr P Linthwaite	(1) (5) (Resigned 22 nd March 2021)
	Mrs S Dar	(2) (7)
	Mrs E Davis	(2) (4) (5)
	Prof A Emmanuel	(3) (Resigned 22 nd March 2021)
	Ms V Godfrey	(2) (6)
	Ms R Herdman-Smith	(2) (7)
	Mr J Herlihy	(6) (Resigned 22 nd March 2021)
	Mr S Jaffe	(1) (6) (Resigned 22 nd March 2021)
	Ms C Marten	(3) (7)
	Dr T Maruthappu	(2) (Appointed 22 nd March 2021)
	Miss V Savage	(3) (Appointed 6 th July 2021)
	Dr D Toh	(1) (3)
	Mrs L Tyler	(3) (Appointed 6 th July 2021)
	Mrs E Watford	(1) (Appointed 22 nd March 2021)
	Dr A Weller	(3) (6 As observer)
	Professor B Young	(3) (7)

1. Members of the Finance and Estates Committee
2. Members of the Personnel Committee
3. Members of the Academic Committee
4. Members of the Nominations Committee
5. Members of the Buildings Committee
6. Members of the NLCS Enterprises & International Boards
7. Members of the Equality, Diversity and Inclusivity Committee

The Governors, who were also Trustees of the Charity and Directors of the Company, who served during the year 2020 - 2021, and up to the date the accounts were signed, are shown above.

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SENIOR TEAM

(Key management personnel currently and throughout the year, except where shown)

Headmistress	Mrs E S Clark
Chief Operating Officer	Mr I A Callender
Deputy Head (Academic)	Mrs C A Hitchen
Deputy Head (Pastoral)	Dr H Bagworth-Mann
Head of Junior School	Mrs J M Newman
Director of Studies and Administration	Mr M Burke
Director of Human Resources	Mrs H Kuczerska

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Registered Office and Principal Office: Canons, Canons Drive, Edgware, Middlesex HA8 7RJ

ADVISORS

Bankers:

Barclays Bank Plc
Barnet & Hampstead Business Banking
PO Box 12820
1250 High Road
Whetstone
London
N20 0WE

Solicitors:

Farrer & Co
66 Lincoln's Inn Fields
London
WC2A 3LH

Veale Wasborough
Orchard Court
Orchard Lane
Bristol
BS1 5DS

Auditor:

Crowe U.K. LLP
55 Ludgate Hill
London
EC4M 7JW

Investment Advisers:

BlackRock
Drapers' Gardens
12 Throgmorton Avenue
London
EC2N 2DL

CCLA Investment Management Ltd
Senator House
85 Queen Victoria Street
London
EC4V 4ET

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OBJECTIVES AND ACTIVITIES

AIMS AND VALUES OF THE SCHOOL

North London Collegiate School has an extraordinary and pioneering history in women's education. The first academic girls' day school in the country to offer the same educational opportunities as those offered to boys, welcoming students from all religions and backgrounds. For over 170 years, NLCS has produced generation after generation of positive, articulate, confident and inspirational leaders in the arts, sciences, politics and business; with many alumnae making an important mark on the world.

NLCS has an outward looking, internationalist perspective that is unique in comparison to many other schools; indeed, we were the first leading girls' day school in the UK to establish an international sister school. Our global family of schools includes branches in Jeju, Dubai and Singapore, (providing outstanding opportunities for staff and students to share ideas and make connections).

Students from NLCS achieve remarkable academic results. We are consistently ranked among the top schools in the country in the UK league tables, and we are among the world's most successful International Baccalaureate Diploma schools, with an average score of 41 points [over the last 7 years]. Our students gain entry to many of the world's top universities, with a growing number choosing to continue their studies at Ivy League and equivalent institutions in the USA.

Our strategic mission is to *'provide a pioneering and ambitious academic education to enable every individual student to thrive in a dynamic and rapidly changing world'*.

The fundamental aims and values of the School inform and guide everything the School does. They are made explicit for parents in the prospectus and are elaborated in the staff handbook. A review of the School in 1997, 2002, 2008, 2013, 2017 and 2019 inspections, as well as parent and pupil surveys, have confirmed that these values are widely appreciated and shared by all sections of the School community. Strategies to deliver our aims and values are included in the School's 5 Year Strategic Plan and Annual Priorities which are updated annually and approved by the Governors. Our values are timeless and enduring, and they define well the broad and balanced approach to education that is the hallmark of North London Collegiate School. They are as follows:

Our values reflect the principles with which we approach our work:

- To provide an ambitious academic education to enable every student to make the most of her intellect and abilities;
- To nurture a team of professional teachers who inspire their students with a love of their subjects and a spirit of scholarship;
- To enable all students to recognise excellence and realise that it is attainable ;
- To ensure that every member of the School community feels valued, supported and encouraged;
- To foster a community based on positive relationships between staff and students and between students themselves;
- To encourage students to embrace new challenges confidently, and respond to setbacks in a resilient and determined manner;
- To develop an outward looking, internationally-minded community that promotes respect and compassion, service to others and active positive participation in society and the wider world.

PRINCIPAL ACTIVITY

The principal activity of the Charity is the provision of an academic education to pupils between the ages of 4 and 18, who come from a range of social backgrounds and for whom entry at the age of 4, 7, 11 and 16 is by competitive examination.

The largest proportion of the fee income is expended on the salaries of well-qualified staff; allocation is also made for the upkeep of premises and the provision of the equipment to maintain an environment that promotes good teaching and learning. The Governing Body is responsible for determining the aims and overall conduct of the School. Governors approve strategic plans, set overall objectives (including financial), review their implementation, and are kept informed of other associated planning issues.

The Headmistress, with the support of her Senior Team (ST), is responsible for the implementation of the strategic plan and the operational management of the School.

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PUBLIC BENEFIT

The Governors, in the course of administering the Charity, have paid due regard to the published Charity Commission guidance on the operation of the Public Benefit requirement. "The School is a Public Benefit Entity as defined by FRS102" This is demonstrated by the following activities of the Charity.

Bursaries

The total value of bursaries in the year was £1,428,398 (2020: £1,337,525), representing a total of 9% (2020: 8.5%) of the Senior School's tuition fees, and 6.7% (2020: 6.4%) of the School's total tuition fee income. 78 pupils (2020: 74) in the Senior School received assistance with fees through means-tested bursaries. 64 of these pupils (2020: 58) benefitted from a full remission of fees. The level of awards from the Bursary Fund was assessed on the basis of the parents' financial circumstances. These numbers exclude awards made via our COVID Hardship fund, noted below.

Our medium-term target is to award bursaries equivalent to 10% of Senior School tuition fees. A key challenge for us is to attract more bursary applicants from the wider community. To raise awareness of our bursaries available, we have joined the London Fee Assistance Consortium.

COVID19 Funds

The pandemic has placed an additional burden on the School as a result of both the need to support parents who have run into financial difficulties and unbudgeted costs incurred as a result of COVID19. In addition to providing discounts and rebates of 15% off the summer term 2019 fees, the Governors decided to hold fees flat during the 2020/21 financial year.

In addition, Governors approved two COVID funds. The first is a hardship fund of £750,000, to ensure that no student had to leave the School due to their parents running into financial difficulty as a result of the pandemic. Since the fund's inception, the School has approved 37 awards, with a value of £238,000. The hardship fund will stay in place for the duration of the pandemic.

The second fund is a COVID support fund of £1.5 million. The purpose of this fund is to provide general support to parents more broadly in the form of tuition fee rebates as well as to cover unbudgeted costs the school incurs due to COVID – e.g., costs as a result of Government social distancing measures; testing & vaccination programmes; increased teaching cover; and unforeseen transportation costs. Since its inception, £1,041,000 has been incurred in additional pandemic-related costs.

Partnership Activities

NLCS is involved in a wide range of partnership activities with schools in the maintained sector and with organisations in other sectors. The key areas for such activity are outlined below, but these were significantly reduced in 2020-21 compared to previous years due to the impact of COVID19. This meant that mixing students and staff between schools was limited to online or virtual environments.

Events during 2020/21 included

- OE Boys'
TS ELIOT poetry prize sessions for Year 11.
Eco Event FOR Year 7.
- LAE, Tottenham
Sharing of Lectures and Online recordings
Attendance at the Virtual Careers Event
- Saracens Academy
Donating of Laptops
- Sacred Heart Language School
Donating of Laptops
- The British Asian Trust
Fundraising Initiative
- KSDP
Fundraising Initiative

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- The Childhood Trust
Fundraising Initiative

- The Community Heartbeat
Fundraising Initiative

Prince's Teaching Institute, Chartered College of Teaching and other activities

The Prince's Teaching Institute (PTI) is an independent educational charity created by the Prince of Wales and founded by the late Mrs McCabe (the School's Headmistress 1997-2017). It believes that all children, irrespective of background or ability, deserve a rich, subject-based experience at school - both within and beyond the examination curriculum.

Over the last few years, we have seen an increase in opportunities for staff involvement in a national education policy debate through contributions to the Government's National Curriculum Review and in discussion of the development of the Chartered College of Teaching (with a number of NLCS staff now members and fellows). Members of NLCS staff, working with counterparts from schools in the maintained sector, were involved in the planning and design of subject courses for the PTI, representing Geography, Modern Languages, Latin, English, History, Art, Music, Maths, Science and Engineering Technology. The PTI now runs a specific residential course for Primary State School Head teachers providing mentors and facilitators for specific projects to be run for an academic year in their schools, such as compiling data to analyse the effect of Read Write Inc on the reading comprehension skills of a pupil cohort. The Head of Junior School at NLCS is a course designer of the Primary Leadership course and this year a number of Zoom forums have been held to share good practice and ideas with leaders and teachers in primary schools across the country.

These courses re-emphasise best practice nationally and the importance of subject enrichment for teachers, and the involvement of NLCS staff has a direct impact on teaching nationally. In addition, NLCS's Assistant Head, Professional Development is also an Ofqual external expert (in Geography), which further underlines NLCS's position at the forefront of national education.

In response to the government's recent changes to initial teacher training and early career teaching, NLCS has linked up with a number of local independent schools to create a cluster group, offering support and additional training for our respective early career teachers (ECTs). NLCS will be hosting a cluster meeting for the group's ECTs in June 2022, and we are pleased to be spearheading such important initiatives in the South East.

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STRATEGIC REPORT: Review of 2020-2021 Academic Year

The COVID19 pandemic and the impact this has had on teaching and learning, and the way public examinations have been held, have continued to provide additional challenges to the School. Despite this, the School has continued to flourish during the lockdown, benefitting from the adaptability of our staff and students, the support of parents and Governors, and the strength of the School's deep-seated and long-standing educational values.

In December 2019, the School passed a full ISI inspection and was rated 'Excellent'.

Academic Excellence

This has been another outstanding year for IB, with students scoring an average 43.2 points, placing us amongst the most successful IB schools in the world. Four students gained a maximum 45 points score, something only 200 pupils out of 160,000 worldwide achieve. At Pre-U and A level our students achieved an excellent 100% A* or A, which is above our 5 year average. 91% of entries were graded at A* (or equivalent).

These results enabled students to gain places at leading universities. Recent studies have found North London to be one of the most successful schools in the UK at placing students at highly selective institutions; this year, this included 22 students gaining places at Oxford, Cambridge and Ivy League universities.

At GCSE, there was an outstanding set of results. 95% of entries were at Grade 9, 99% achieved grades 8/9, and all entries were graded 7-9.

Since September 2017, all subjects in the Sixth Form are studied in a linear fashion, culminating in final exams for students after two years. The lack of external exams in Year 12 allows for a renewed focus on the development of scholarship that will serve students well at university.

In the Lower School, teaching by subject specialists has increased in order to encourage the girls to develop a passion for, and deeper understanding of, their subjects, and to prepare them well for the Senior School. Techniques to develop self-assurance as well as perseverance in their learning have been well-received by girls across the Junior School.

Inspiring a love of academic subjects

The School is guided by the desire to inspire pupils with a love of academic subjects in a strong culture of scholarship and high expectations of the potential of every individual. A scholarly and vibrant atmosphere has been created, so that pupils and staff can give their best and flourish, through subject teaching that inspires and stretches, as well as a rich programme of activities outside the classroom to encourage pupils to try themselves out in a variety of ways, and in doing so developing a belief in themselves and their ability to achieve their dreams.

The School has a strong commitment to building each girl's confidence so she feels happy, self-confident and valued as a person. One of the strengths of the environment at North London Collegiate is that it empowers young women to take charge of their destiny and, in the words of a recent educational inspection report, to "run their own race".

The range of subjects offered within the curriculum is broad and challenging, and students have the opportunity to study International Baccalaureate Diploma as an alternative to A levels in the sixth form. All our students are expected to develop independent research skills during their school career, as well as to engage with confidence in academic debate and scholarly discussions among each other and with students from a range of partner schools.

A new Engineering & Technology department was launched at the start of the academic year, allowing us to continue to build the curriculum in this area. We have continued with initiatives to develop cross-curricula STEAM courses to prepare students for careers that need individuals who are excellent at problem solving and confident in operating in a multi-disciplinary world.

A particular emphasis has been placed on effective pupil tracking and monitoring to raise attainment and improve outcomes for students. This has been backed up by training for middle leaders in assessment and reporting.

Outstanding Pastoral Care and Well-being

We have invested in ensuring that we are at the forefront of the well-being and mental health agenda, as well as continuing to maintain a diverse community, reflective of the London population. Our focus has been on ensuring that every student is well known and cared for, that 'everyone matters'; promoting a sense of community where kindness and consideration for others is central to our ethos; and nurturing our students, so they develop resilience and self-confidence and are ready to take on challenges and take risks with assurance and maturity. We have placed a particular emphasis during the year on embedding the CPOMS system to track wellbeing/areas of pupil concern; on improving the representation of black/BAME role models in forums such as assemblies and by introducing activities that enable students to discuss issues

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of race and bias; on the importance of physical activity; and, lastly, on providing a wide variety of parental engagement programmes.

Extracurricular, Enrichment and Student Experience

Developing students' oral confidence and critical reasoning skills remains an important focus: girls are encouraged to learn to speak succinctly with the minimum of note and to use technical vocabulary without embarrassment. Our enrichment programme has a scholarly focus, encouraging students to challenge received thinking, explore concepts and theories beyond the formal curriculum, and to develop skills and attributes that will enhance their understanding or interpretation of intellectual ideas. In addition, our students benefit from an individualised careers programme, offering advice and support in a range of areas; from preparation for UK and US university entrance, to careers fairs and advice on other, more specialised, career pathways. A particular emphasis has been placed on promoting entrepreneurialism and a self-starting mentality, although inevitably the pandemic has curtailed the number and variety of activities due to lockdowns and social distancing restrictions.

Attracting and retaining the best teachers

The School is committed to attracting and retaining the most able teachers. The School aims for teaching that inspires a scholarly approach in students and develops their academic confidence and resilience. Teachers have been working to ensure girls are stretched and inspired to excel in knowledge, analysis and argument, offering an education that extends far beyond the functionality inherent in any system of public examinations.

Our teachers utilise their passionate commitment to subject knowledge and academic scholarship to inspire and engage our students and to help them in turn to develop their own interests and curiosity. Students are encouraged to challenge preconceived ideas, confront assumptions and fallacious arguments and to test orthodox reasoning in order to develop fresh ideas and new perspectives.

Preparing for a changing world

The School has weathered the pandemic well, which is a testament to the strength of the London market and to the support we have received from our community. The School's investment in IT architecture has also enabled us to continue to providing a full educational experience for our students despite periodic lockdowns. Demand for places at all entry points has remained strong. We have also seen no adverse trends in debtors.

We are continuing to develop our international franchising business and are in the process of renewing our fundraising strategy in order to ensure that the School has the resources to meet our bursary targets and to invest in the future of the School.

The impact of required increases in employer's pension contributions, the pandemic and BREXIT continue to provide an uncertain outlook, which requires a prudent approach to managing our finances.

2020-2021 Priorities

1. Academic Excellence

Objectives: To enhance NLCS's position as one of the country's premier academic schools, renowned for the quality of its teaching and learning.

Actions

Although this year brought much disruption to normal teaching, the students had very little lost learning due to the use of Teams and the internet to facilitate face-to-face teaching and learning.

Our focus this year has been on making systemic changes to our pupil tracking, monitoring and reporting systems in order to raise attainment and improve outcomes for students. This has been backed up by changes in our assessment and reporting processes, including training for middle leaders in these areas. We have continued with a strong programme of curriculum and departmental reviews to improve accountability amongst our Heads of Departments. We have additionally conducted a thorough review on diversity in the curriculum, in addition to providing specific guidance on the use of specific racial slur words.

The Junior School has improved the diversity of its curriculum and gained further external accreditation for its work, for example achieving the Historical Association's Gold Quality Mark. It also welcomed the opening of its Learning Hub this year and further enhanced its provision of IT facilities, including more 1-1 iPad devices for teaching and learning.

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2. Outstanding Pastoral Care and Well-Being

Objectives: To improve our support and care for all students as individuals.

Actions

The introduction of CPOMS has led to better record keeping and improved supervision at a strategic level of pastoral demand across both elements of the School. Pastoral needs were met through a wide range of support from parental and student lectures, to enhanced tutor time, the PSHE programme and individual interventions. Specific crisis points such as the Everyone's Invited movement and hostilities in Israel were addressed directly and successfully.

Our Equality, Diversity and Inclusivity agenda has been furthered through a number of initiatives in both elements of the School, including parent talks, full reviews of the curriculum, enhancement of the Assembly provision, the celebration of Black History Month, International Women's Week and a focus on neurodiversity and celebrating LGBTQIA+ Pride, Anti-Bullying and Kindness.

The School also invested in additional staff on the Medical Centre and in Counselling to support our initiatives,

3. Staff Development

Objectives: To recruit and retain the best staff; to ensure staff are committed to extending their academic expertise, and for communicating this in a manner that engages students and ensures achievement at the highest levels.

Actions

Staff Development has been dominated by the extraordinary changes that have been made to the IT provision in the School accelerated by COVID-19. We have continued to develop our STEAM initiatives in the School and welcomed a new Head of Engineering & Design to re-shape our traditional Design Technology curriculum in the Middle School. A new Senior School Office was developed to provide an improved level of support to teachers.

Our middle leaders training programme has been reviewed and revised for greater clarity and impact, and now has a much greater focus on leadership and accountability. Junior staff have attended the PTI Primary Leadership Conference and several subject days. Members of the School community continue their leadership of aspects of the Prince's Teaching Institute provision. We have signed up again for whole School membership in order to maintain the opportunity for staff to develop their subject knowledge.

4. Key future developments

Objectives: Maintain the School's diversity and accessibility to the brightest pupils. Provide the best resources for the School and the changing demands of the curriculum by investing in our IT architecture, our Site Masterplan and to minimize our carbon footprint and improve our sustainability.

Actions

Planning permission for our new IDEAS Hub was received at the end of the financial year. This will enable us to provide world class STEAM, Art, Engineering and Design curricula when it is completed in late 2023. We have also secured debt financing to fund the works programme.

In addition, we have continued to improve site security and completed the Junior School Learning hub project, which includes improved IT suites, library and science spaces.

Applications for places at all levels of the School remain excellent, and our independent testing arrangements at 11+ continue to be successful in attracting high numbers of able applicants. Nevertheless, the School is not complacent about attracting the brightest pupils – we are reviewing our marketing and admissions strategies and placing a greater focus on social media and developing new geographical markets.

We continue to work with students from QE Boys' School, The Michaela School, London Academy of Excellence in Tottenham and The Sacred Heart School, in addition to our partner schools in the independent sector.

NLCS International continues to provide invaluable benefits to the London school financially, culturally and pedagogically. It is an important cornerstone of our strategy to increase the number of bursaries available at NLCS. All three schools, NLCS Jeju, Singapore and Dubai grew strongly despite the pandemic. NLCS Jeju students achieved an average 39 points in IBDP and the school was voted Best British International School of the Year at the Independent Schools of the Year 2021 Awards. NLCS Dubai students achieved a 40 point IBDP average. This

places both schools in the top 25 internationally for the IB.

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Unfortunately, the pandemic has resulted in us not being able to generate new international consultancy fees due to the inability to travel internationally and the impact this has had on prospective partners.

The investment in “branch” schools overseas, the culture of fundraising through the School’s development team, and a strong focus on cost competitiveness, underpin the School’s strategy to ensure it can generate the income to sustain its academic strength and the quality of facilities, whilst maintaining the social mix and ensuring accessibility for those parents who cannot pay the full fees.

5. Review of priorities

The School’s vision and strategy, priorities and action plan are regularly reviewed at Governing Body meetings. A Governors’ Conference is held annually to review specific areas of the long-term School strategy. The Headmistress provides a summary report and evaluation report at the end of each academic year, which assesses progress against our priorities and KPI’s which is reviewed by Governors. A broader evaluation report celebrating students academic and extracurricular success and progress is circulated to parents.

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FINANCIAL REVIEW OF THE YEAR

Operating Results

The total income for the year was £25.2m (2020: £25.4m) and expenditure £23.3m (2020: £23.2m) resulting in an operating surplus of £1.9m (2020: £2.2m).

Pupils

There were 317 pupils in the Junior School (2020: 319) and 779 in the Senior School (2020: 790), which included a Sixth Form of 227 (2020: 234). Entry to the School is by competitive examination at ages 4, 7, 11 and 16, and demand for places at all these ages remained high.

Fees

The fees for the year were £17,262 (2020: £17,262) in the Junior School and £20,430 (2020: £20,430) in the Senior School. Information on Bursaries is shown in the section above on Public Benefit.

Scholarships

Academic scholarships are held by 23 pupils (2020: 28) totalling 172,794 (2020: £197,490) representing 0.81% (2020: 0.92%) of the School's tuition fees. Of these, 7 (2020: 4) also qualified for bursary support. Additionally, music scholarships are held by 18 pupils.

RESERVES POLICY

Unrestricted Group Reserves total £35.3m, including the Designated Funds of £7.9m. After deducting group tangible fixed assets with a value of £21.5m, free reserves have been calculated at £5.9m. The School's target is to maintain at all times positive free reserves.

The School's investments and cash total £25.2m. A significant part is held to match the longer term liabilities of the Bursary Fund (£6.8m), the Pension Deficit (£4.9m) and Fees in Advance Scheme (£1.2m). The Governors are comfortable with the remaining balance held which is to cover any future COVID 19 risks and to support future capital plans. The School aims at all times to hold minimum cash of £3m, the equivalent of 1.5 months' operating expenditure.

The School's Designated Bursary Fund of £6.8m is maintained at a level equivalent to the cost of supporting 10% of senior pupils on 100% bursaries over the rest of their time at the School. The Governors review policies on the levels of reserves and realisable assets at least annually, with the Finance & Estates Committee reporting to the main Governing Body.

INVESTMENTS

The School's funds are currently invested by BlackRock and CCLA in companies or collective funds which satisfy the investment manager's suitability and ethical screening criteria with no restrictions imposed by the School. During the year, the School sold its funds with HSBC and re-invested them with BlackRock.

The investment policy remains one of providing long-term growth. In particular, the aim is to invest the School's assets prudently to ensure adequate returns are generated to contribute to the funding of bursaries and at least to maintain the capital value of the investment portfolio in real terms. The portfolio continues to hold more equities than bonds and generated a total return of 18.2 % (2020: 3.2%) during the year.

The performance of the funds is monitored by the Investment Committee.

SUBSIDIARIES

Full details of the trading performance of the subsidiaries is shown in Note 13.

REMUNERATION POLICY

The School conducts pay surveys on a rolling three year basis for staff, including key management personnel (Page 6). Our desired market pay position, salary structures and annual salary awards are agreed by the Governing Body. Our benchmark group is Greater London independent schools, with a pupil roll in excess of 600 but less than 20% boarders.

FUNDRAISING

Fundraising at NLCS makes an important contribution to the operation of the school, comprising up to 5% of the total budget in a normal year. There is a continuing campaign to raise funds for bursaries, as well as a specific capital campaign planned for launch in the near future. The costs of the fundraising department are met by the School rather than taken from the money donated. There are no professional fundraising organisations used and thus no monitoring processes are required. The School has subscribed to the Fundraising Regulator and adheres to the Code of Fundraising Practice when undertaking fundraising activity. Each year, parents whose daughters are leaving are invited to donate their deposits to the Bursary Fund.

There were no complaints received by the School in relation to fundraising activity. The School takes its responsibility to anyone who might be vulnerable very seriously and this will continue to be considered in the School's approach to fundraising activity.

THE NORTH LONDON COLLEGIATE SCHOOL
REPORT OF THE CHARITY TRUSTEES (INCORPORATING THE GOVERNORS' REPORT AND THE STRATEGIC REPORT)

GOING CONCERN

The Governors are of the opinion that the charity has adequate resources to continue to operate for the foreseeable future, being not less than one year from the date of approval of these financial statements. For this reason, the Governors believe it is appropriate to prepare the financial statements on a going concern basis.

The School has so far weathered the COVID19 pandemic well and has been able to provide an effective online education environment during the periods that the School has been closed due to National Lockdowns.

The biggest risk to our income is pupil numbers - to date our pupil role has held up, indeed we have seen increased demand for places for the latest academic year 2021/22. This has meant that we did not need to use the £5m overdraft facility we put in place at the start of the pandemic to mitigate this risk. We have also seen no adverse trends in debtors.

Fees were kept flat during 2020/21, which necessitated us renegotiating contracts, and also to defer or reduce expenditure across the board, but most notably in estates. This provided savings of £610k during the year, which were important in helping us offset the £1,041k we have incurred in additional COVID costs since the pandemic started in March 2020. We were also able to take advantage of the Government's furlough scheme to support 35 staff who were not required at work during the January to March 2021 lockdown.

In 2019/20, at the start of the pandemic, the Governors set up two funds, one to support parents who ran into financial difficulty (the COVID Hardship Fund) and the other to ensure the School set aside funds to pay for the additional costs of COVID (the COVID Support Fund). To date, we have made 37 awards to a value of £238k against the total available £750k in the Hardship Fund. We have spent £1,041k in additional COVID costs against the Support Fund of £1.5m.

In addition to the Group's cash holding, the School's investments total £21m, sufficient to meet the obligations of the Bursary Fund, Pensions deficit and Fees in Advance totalling £12.8 million, with the balance available to contribute to future capital needs, if required. Our investments have in addition provided satisfactory returns during the pandemic.

The International Schools have all grown their rolls throughout the pandemic, which is a testament to their academic results and the work being put into grow admissions. This has enabled us to maintain income for bursaries during the pandemic. The continued strength of the International Schools will be significantly influenced by how well economies weather the pandemic in the longer term.

PRINCIPAL RISKS AND UNCERTAINTIES: RISK ASSESSMENT FOR THE CHARITY AND ITS SUBSIDIARIES

The Board of Governors is responsible for the management of the risks faced by the School. Detailed considerations of risk are delegated to appropriate Governing Body committees and a formal review of the charity's risk management processes is undertaken on an annual basis.

The Headmistress and her Senior Team are responsible to the Governors for the running of the School and provide regular reports to the Governing Body and Committees. This ensures that Governors are well informed on all financial, operational and strategic matters appertaining to the School. This also enables Committees to evaluate the areas of risk for which they are responsible.

The key controls used by the charity include:

- formal agendas for all Committee and Governing Body activity;
- terms of reference for all Committees;
- comprehensive strategic planning, budgeting and management accounting;
- established organisational structure and lines of reporting;
- clear authorisation and approval levels;
- criminal record checks as required by law for the protection of the vulnerable.

The principal risks facing the School are noted in the table below.

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

THE NORTH LONDON COLLEGIATE SCHOOL
REPORT OF THE CHARITY TRUSTEES (INCORPORATING THE GOVERNORS' REPORT AND THE STRATEGIC REPORT)

Specific Risk	Consequence	In-place controls and actions
Salaries and benefit costs rise faster than fee targets, due to increases in pension contributions or other unforeseen costs	<ul style="list-style-type: none"> Reduced surpluses available to fund new projects Insufficient monies to provide salary rises Confusion over spending priorities 	<ul style="list-style-type: none"> LGPS closed to new support staff Improved staff committee remit and focus Review of teaching salary and benefits Impact of changes in Teachers Pension Scheme ("TPS") under review (see below)
Costs of the Site Masterplan rise due to construction cost inflation and supply chain disruption	<ul style="list-style-type: none"> Costs exceed debt financing Impact on donors' willingness to support Projects become unaffordable 	<ul style="list-style-type: none"> Long-term debt financing secured at favourable rates Contract risk substantially with contractors Investment portfolio and fund-raising strategy
Failure to recruit suitable teachers due to supply	<ul style="list-style-type: none"> Deteriorating academic results Increased pupil:staff ratios impacting individual attention Loss of reputation due to inability to deliver the curriculum effectively 	<ul style="list-style-type: none"> Teacher training Salary and benefits package Recruiting high quality graduates Broader recruitment methods
University access requirements change	<ul style="list-style-type: none"> More resources needed to support students in re-applying and assessing application support processes. Loss of reputation 	<ul style="list-style-type: none"> Strong contacts with admission tutors in order to respond to changes and discuss offers Thorough review of students' offers annually
Deteriorating performance in academic league and Value Added tables	<ul style="list-style-type: none"> School roll impacted More resources needed to support students Loss of reputation 	<ul style="list-style-type: none"> High-quality teaching and support staff Rigorous review procedures in place Students interviewed and examined to ensure offers match their needs
Withdrawal of TPS membership impacts teacher attraction and retention	<ul style="list-style-type: none"> Educational quality compromised Parental dissatisfaction Reputational damage 	<ul style="list-style-type: none"> Stress testing of finances Tight budget controls Review of TPS options
A recession due to BREXIT, COVID19 or other related factors	<ul style="list-style-type: none"> Parents unable to afford fees Increased debtors Falling student numbers 	<ul style="list-style-type: none"> Monitor debtors consistently Hardship and COVID support funds in place Admissions marketing Overdraft in place Review of costs and procurement policies
VAT exemption and business rate relief are abolished	<ul style="list-style-type: none"> Increase in costs and therefore fees of up to 20% Impact on admissions and accessibility of the School 	<ul style="list-style-type: none"> Manage costs effectively to minimize impact Build endowment fund
Revenue from our International Schools is reduced due to partner financial difficulties or declines in school roll as a result of the pandemic (or otherwise)	<ul style="list-style-type: none"> Impact on funding for bursaries in the UK School 	<ul style="list-style-type: none"> Investment funds in place Governance of overseas schools Partnership forums Commercial agreements with partners Admissions and marketing teams in each school
Inadequate safeguarding resulting in reputational damage	<ul style="list-style-type: none"> Harm to pupils Reputational damage 	<ul style="list-style-type: none"> All staff DBS vetted Annual safeguarding etc training Mental health training Clear policies and procedures
Failure of key IT systems or hardware; ransomware or other equivalent attacks	<ul style="list-style-type: none"> Disruption to school activities Inability to respond to disaster quickly Legal action Loss of sensitive data Parents withdraw pupils 	<ul style="list-style-type: none"> Investment in architecture Network firewalls and filters kept up to date Emergency backup systems in place Estates risk plans for essential service in place

SECTION 172 STATEMENT

The Directors confirm that in accordance with Section 172 (1) of the Companies Act they act in a way they consider would be most likely to achieve the purposes of the School. In making this assessment the Directors have considered the following:

(a) The likely consequences of any decision in the long term

The long-term sustainability of the operating model is considered by the Directors as set out in the going concern section of the Directors' Report. Specifically, the Directors consider both short- and longer-term financial projections and the key risks that could negatively impact the sustainability of NLCS. The Directors review management information, budgets, forecasts and cashflow projections on a termly basis.

(b) The interests of the School's employees

Frequent communication with staff has been essential, especially during the lockdown when most staff were working remotely. This has been conducted regularly by teams briefings and staff surveys to gauge wellbeing. Staff who have been furloughed have been contacted by their own line managers. Staff have been kept informed about staffing, financial and strategic issues affecting them and the school.

The Governors receive regular reports on staff matters through the Headmistress' termly report and personnel committee. All Governors conduct visits to school where opportunity is made for direct staff engagement.

The School has a Support Staff and Teaching Staff Committee where employee issues are discussed. This committee makes recommendations to the senior leadership team and is charged with communicating to employees at large to canvas opinion. A staff survey in 2021 reported high levels of satisfaction. A diverse programme of well-being activities is available to all staff.

The School has complied with the UK's Equality Act 2010 Regulations 2017 that require the publication of information on the gender pay gap for UK employees annually. The 2020 report is available on the website.

(c) The need to foster the School's business relationships with suppliers, customers and others

The charity's beneficiaries (students and parents) are the focus of all the School's operations.

A robust and consistent selection policy ensures a diverse and thriving student body that is fully supported throughout their education from reception to external examinations results, enabling admission to all universities and preparing pupils for later life beyond NLCS.

Recruitment of the best teachers and valuing of staff supports the stability and high standard of education.

A clear bursary policy consistently applied to support families who may not otherwise be able to access education at the school. Further details can be found on page 9.

The parent contract forms the basis of the relationship with fee payers. This is reviewed regularly to ensure best practice and then applied fairly and consistently. Parental engagement is maintained through weekly correspondence and termly publications.

All suppliers are treated fairly and promptly with business terms adhered to.

(d) The impact of the School's operations on the community and the environment

Full details are found in pages 9 -10.

The School has completed the Energy Savings Opportunity Scheme (ESOS) reporting requirements and has reported under the Streamlined Energy and Carbon Reporting (SECR), details on page 19.

(e) The desirability of the School maintaining a reputation for high standards of business conduct

The School's Bribery Policy, which has been approved by the Governing Body, sets out the responsibilities of staff to report any incidents or suspicion of fraud, bribery or corruption arising in the course of their work and to cooperate fully with related investigations. The School takes a zero tolerance approach towards fraud, bribery and corruption. The Whistle-blowing policy supports staff in this approach.

THE NORTH LONDON COLLEGIATE SCHOOL
REPORT OF THE CHARITY TRUSTEES (INCORPORATING THE GOVERNORS' REPORT AND THE STRATEGIC REPORT)

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

All governors and senior staff complete an annual Conflict of Interest declaration. There have been no reported incidents of unacceptable relationships.

STREAMLINED ENERGY AND CARBON REPORT

NLCS has made a commitment to become carbon neutral by 2030 and in 2019 undertook a baseline assessment to quantify the School's carbon footprint, and is registered with the UN's Carbon Neutral Now accreditation scheme.

The total energy use by the School during FY 2020-21 for Scope 1 - Direct emissions and Scope 2 - Indirect emissions was 4,801,945 kWh - equivalent to 912 tonnes of CO₂e. This represents a 3.5% reduction against the 2019 baseline but is principally due to the School's closure during January-February 2021.

The School's principal activities to reduce its energy consumption during the period were to replace single-glazed windows in the Art School (£110k), boilers in the Art School, ITS, Library and Medical Centre (£40k) and to continue the transition to LED lighting (£29k).

The School is in the process of developing a Net Zero financial plan to clarify the resources that will be required for us to meet our 2030 targets.

TOTAL UK ENERGY USE	2021	2020	2019 (Baseline)	Latest Year Variance to Baseline
UK Energy Use (1)(2) kWh	4,801,945	4,240,229	4,632,948	168,997
Associated Greenhouse gas emissions (3) Tonnes CO ₂ e	912	839	945	-34
Intensity Ratio (4) Emissions per pupil	0.829	0.762	0.859	-0.031

(1) Energy use covers the School's use of Natural Gas, Electricity and the Diesel Fuel consumed by the School's minibuses.

(2) The fall in energy consumption reflects the partial closure of the school due to the pandemic

(3) Associated greenhouse gases have been calculated using the UK Government GHG Conversion Factors for Company Reporting.

(4) Based on an average of 1,100 pupils - note no allowance has been made for the School's closure during lockdown.

THE NORTH LONDON COLLEGIATE SCHOOL
REPORT OF THE CHARITY TRUSTEES (INCORPORATING THE GOVERNORS' REPORT AND THE STRATEGIC REPORT)

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors are responsible for preparing the Strategic Report, the Report of the Charity Governors and the financial statements in accordance with applicable law and regulations.

Company law requires the Governors to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charity and of the incoming resources and application of resources, including the income and expenditure, of the group for that year.

In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- 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;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

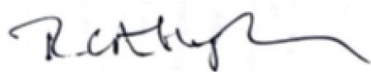
GOVERNORS' STATEMENT

Each of the Governors has confirmed that so far as they are aware, there is no relevant audit information of which the charitable company's auditor is unaware, and that they have taken all the steps that they ought to have taken as a Governor 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.

AUDITOR

A resolution for the reappointment of Crowe U.K. LLP will be proposed at the annual meeting for the ensuing year.

The report of the Governors incorporating the Strategic Report is approved by the Board of Governors and signed on behalf of the Governors



.....Mr R Hingley

17 December 2021

THE NORTH LONDON COLLEGIATE SCHOOL
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NORTH LONDON COLLEGIATE SCHOOL
Opinion

We have audited the financial statements of North London Collegiate School 'the charitable company' and its subsidiary 'the group' for the year ended 31 July 2021 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets, Consolidated Statement of Cash Flow 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 Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group'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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate and proper accounting records have not been kept; or

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NORTH LONDON COLLEGIATE SCHOOL

- 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 trustees' responsibilities statement set out on page 4, 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.

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

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, taxation legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

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

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of royalty income, donations income and other ancillary income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Standing Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate, Ofsted and reading minutes of meetings of those charged with governance.

THE NORTH LONDON COLLEGIATE SCHOOL
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NORTH LONDON COLLEGIATE SCHOOL

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

Use of our report

This report is made solely to the 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.



Nicola May
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor

London

Date: 17th December 2021

THE NORTH LONDON COLLEGIATE SCHOOL
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 JULY 2021

		2021					2020
	Note	General Funds	Designated Funds	Restricted Funds	Restricted Building Funds	Endowment Funds	Prior Year Total Funds
		£	£	£	£	£	£
Income from:							
<u>Charitable activities</u>							
School Fee Income		21,485,631				21,485,631	20,984,276
Scholarships		(197,535)		(41,000)		(238,535)	(263,204)
COVID Support						0	(329,891)
COVID Hardship			(178,670)			(178,670)	(49,994)
Bursaries		-	(1,140,877)	(307,893)		(1,448,770)	(1,328,531)
Net Fee Income		21,288,096	(1,319,547)	(348,893)		19,619,656	19,012,656
Ancillary Trading Income (catering and coaches)		1,434,878				1,434,878	1,424,087
Other Income from operation of School		463,971				463,971	879,498
		23,186,945	(1,319,547)	(348,893)		21,518,505	21,316,241
<u>Other activities</u>							
Trading Income from Subsidiaries	14	2,563,796				2,563,796	2,905,301
Donations and Grants: Bursaries and Scholarships	9	-		313,249		313,249	401,281
Donations and Grants: Other	9	16,459		155,499	59,368	231,326	212,819
Investment Income		269,320	239,445		12,978	19,553	574,585
Total Income		26,036,520	(1,080,102)	119,855	72,346	19,553	25,168,172
Expenditure on:							
Charitable activities		21,047,109	359,756	168,654	60	21,575,579	21,325,123
Trading by Subsidiaries		1,355,732				1,355,732	1,603,560
Raising funds		261,090				261,090	234,886
Financing Costs		59,121				59,121	48,387
Total Expenditure	3	22,723,052	359,756	168,654	60	-	23,211,956
Operating Surplus		3,313,468	(1,439,858)	(48,799)	72,286	19,553	2,198,271
Net gains on investments	6	2,773,003					2,773,003
Net income		6,086,471	(1,439,858)	(48,799)	72,286	19,553	4,689,653
Transfers between funds:		(732,964)	732,795	19,722	-	(19,553)	-
Net movement after transfers		5,353,507	(707,063)	(29,077)	72,286	0	4,689,653
Actuarial gains/(losses) on defined benefit pension schemes	10	468,000					468,000
Net movement in funds		5,821,507	(707,063)	(29,077)	72,286	0	5,157,653
<u>Reconciliation of funds:</u>							
Total funds brought forward		21,544,914	8,672,458	221,760	370,792	588,665	31,292,543
Total funds carried forward		27,366,421	7,965,395	192,683	443,078	588,665	31,398,589

All amounts relate to continuing operations, and all gains and losses recognised in the year are included above.
The notes on pages 27 to 44 form part of these financial statements.

**THE NORTH LONDON COLLEGIATE SCHOOL
CONSOLIDATED BALANCE SHEET
AS AT 31 JULY 2021**

	Note	Group 2021 £	Charity 2021 £	Group 2020 £	Charity 2020
FIXED ASSETS					
Fixed Assets	5	21,541,286	21,487,327	19,982,788	19,905,854
Investments	6	<u>21,023,544</u>	<u>21,023,747</u>	<u>18,233,472</u>	<u>18,233,674</u>
		42,564,830	42,511,074	38,216,260	38,139,528
CURRENT ASSETS					
Debtors	7	822,126	2,553,461	1,421,212	2,743,926
Cash at Bank and in hand		<u>5,906,352</u>	<u>4,184,758</u>	<u>4,912,572</u>	<u>3,369,025</u>
Current Assets		6,728,478	6,738,219	6,333,784	6,112,951
Creditors					
Creditors: Amounts falling due within one year	8	(7,254,603)	(7,211,388)	(6,957,770)	(6,661,007)
NET CURRENT ASSETS		<u>(526,125)</u>	<u>(473,169)</u>	<u>(623,986)</u>	<u>(548,056)</u>
Total Assets less current liabilities		42,038,705	42,037,905	37,592,274	37,591,472
Creditors					
Amounts falling due after more than one year	8	<u>(571,463)</u>	<u>(571,463)</u>	<u>(887,685)</u>	<u>(887,685)</u>
NET ASSETS excluding Pension Liability		41,467,243	41,466,442	36,704,589	36,703,787
Defined Benefit Pension Scheme liability	10	(4,911,000)	(4,911,000)	(5,306,000)	(5,306,000)
NET ASSETS		<u>36,556,242</u>	<u>36,555,442</u>	<u>31,398,589</u>	<u>31,397,787</u>
FUNDS					
	9				
Unrestricted General Funds		32,277,421	32,276,621	26,850,914	26,850,112
Unrestricted Pension Funds		(4,911,000)	(4,911,000)	(5,306,000)	(5,306,000)
Unrestricted Designated Funds		<u>7,965,395</u>	<u>7,965,395</u>	<u>8,672,458</u>	<u>8,672,458</u>
		35,331,816	35,331,016	30,217,372	30,216,570
Endowment Funds		588,665	588,665	588,665	588,665
Restricted Building Funds		443,078	443,078	370,792	370,792
Other Restricted Funds		192,683	192,683	221,760	221,760
TOTAL FUNDS		<u>36,556,242</u>	<u>36,555,442</u>	<u>31,398,589</u>	<u>31,397,787</u>

The notes on pages 27 to 44 form part of these financial statements.

The parent charity result for the year ended 31 July 2021 was a surplus of £1,864,240 (2020: £2,202,387) (before gains on investments and actuarial gain/loss).

Approved by the Governors and authorised for issue on 17 December 2021 and signed on their behalf

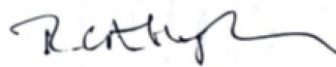
Director

P Needleman



Director

R Hingley



THE NORTH LONDON COLLEGIATE SCHOOL
STATEMENT OF CASH FLOWS
FOR YEAR ENDED 31 JULY 2021

	2021	2020
	£	£
Cash flows from operating activities:		
Net income for the reporting period (as per the Statement of Financial Activities)	4,689,653	2,203,046
<u>Adjustments for:</u>		
Depreciation charges	1,324,613	1,209,083
(Gains)/losses on fixed assets	(2,773,003)	(4,775)
Income from investments	(541,293)	(570,872)
Movement in Defined Benefit Pension Liability	73,000	(6,000)
(Increase)/decrease in debtors	599,087	(398,656)
(Increase)/decrease in Intercompany	-	-
Increase/(decrease) in creditors	<u>296,833</u>	<u>(490,875)</u>
Net cash provided by operating activities	3,668,890	1,940,951
<u>Cash flows from investing activities:</u>		
Income from investments	541,293	570,872
Purchase of property, plant and equipment	(2,883,111)	(3,811,123)
Proceeds from sale of plant and equipment	-	-
Proceeds from sale of investments	-	-
Purchase of investments	<u>(17,069)</u>	<u>-</u>
Net cash provided by (used in) investing activities	(2,358,887)	(3,240,251)
<u>Cash flows from financing activities:</u>		
Movement in Fees in Advance	(316,223)	(481,947)
Net cash provided by (used in) financing activities	(316,223)	(481,947)
 Change in cash and cash equivalents in the reporting period	 <u>993,780</u>	 <u>(1,781,247)</u>
Cash and cash equivalents		
Cash in hand at the start of the reporting period	4,912,572	6,693,819
Cash in hand at the end of the reporting period	<u>5,906,352</u>	<u>4,912,572</u>
Change in cash and cash equivalents in the reporting period	<u>993,780</u>	<u>(1,781,247)</u>

**THE NORTH LONDON COLLEGIATE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 JULY 2021**

The School is vested in a company limited by guarantee (The North London Collegiate School company number 2818422), which is a registered charity (charity number 1115843). The company is constituted by its Memorandum and Articles of Association. The Memorandum sets out the objects and powers of the Company and its constitution and the Articles regulate the governance of the Company and its internal procedures.

1 ACCOUNTING POLICIES

The following accounting policies have been used consistently in dealing with items which are considered material to the Group's affairs.

(a) Basis of preparation

The financial statements have been prepared under the historical cost convention, as modified by the inclusion of listed investments at market value, and in accordance with applicable accounting standards.

The School meets the definition of a public benefit entity under the guidance issued by the Charity Commission. The financial statements have been prepared to comply with FRS102 and conform with the requirements of the Statement of Recommended Practice, "Accounting and Reporting by Charities" issued by the Charity Commissioners for England and Wales in 2015 (Charities SORP – FRS102) and the Companies Act 2006.

The consolidated financial statements include the results of the School and all its subsidiaries. All activities are consolidated on a line by line basis in the Statement of Financial Activities and the Balance Sheet. Accordingly, the Consolidated Statement of Financial Activities reflects the incoming resources and resources expended of the Group and not the School as an individual entity. The results of the subsidiaries are shown in Note 13.

(b) Going concern

The COVID-19 pandemic has been felt globally. The impact of the pandemic on the School and all its subsidiaries has been assessed. The Governors review actual financial results on a termly basis and compare the performance against budgets and forecasts. Following the announcement of the closure of schools, immediate steps were taken to realise in year cost savings and the deferral of routine estates expenditure where appropriate.

The savings and deferment of expenditure were used to support the parents by providing an immediate 10% fee discount against the summer term fee bill and a further 5% fee rebate at the end of the summer term.

The largest risk to our income is pupil roll numbers, the role has not been impacted by the pandemic and we continue to maintain our income levels. In addition the International Schools have all maintained or grown their rolls throughout the pandemic.

Long range forecasts have been prepared for the School and all its subsidiaries and the impact of a drop in roll has been modelled. To mitigate this risk we have a £5m overdraft facility in place.

The company has adequate resources to continue its future activities through its cash and investment holdings.

Accordingly the Governors have continued to prepare the financial statement on the going concern basis.

(c) Income

All income is included on an accruals basis with the exception of donations and gifts which are included when received. Grants are recognised in the year of the agreement to the extent that there is a contractual commitment from the donor, there is evidence of entitlement, receipt is probable and the amount can be measured reliably. Donations which are provided in kind are not recognised in the accounts unless they are material.

Legacies are included within the Statement of Financial Activities when the School has been notified of its entitlements to income and the value and timing of receipt of the probable legacy can be measured with sufficient reliability.

School fees are credited to income in the period for which they are receivable. Net fees receivable are stated after deducting bursaries and scholarships. Fees that are receivable in advance of the academic year to which they relate are treated as creditors and released in the year to which they relate.

Government grants are recognised on the performance model, when the School has complied with any conditions attaching to the grant and the grant will be received. The grant in connection to the job retention scheme has been recognised in the period to which the underlying furloughed staff costs relate to.

Income received in respect of set-up costs from franchising partners is recognised in line with activity of work completed. Income from royalties and charges for additional services to our franchising partners is recognised in respect of fee income for the academic year.

**THE NORTH LONDON COLLEGIATE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 JULY 2021**

(d) Resources expended

Expenditure is recognised when there is a legal and constructive obligation. In accordance with the Charities SORP expenditure has been analysed between charitable activities, financing costs and the cost of raising funds. The principal activity of the organisation is the operation of the North London Collegiate School. Governance costs reflect the costs of administration and other costs necessary for the operation of the charity. Support costs comprise general management, governance, accounting and financing.

(e) Pension contributions

In accordance with FRS 102 the amounts charged in resources expended are the costs of providing pension benefits earned by employees in the period. The expected return on pension scheme assets less the interest on pension scheme liabilities is included as part of this charge. Actuarial gains and losses arising in the period from the difference between actual and expected returns on pension scheme assets, experience gains and losses on pension scheme liabilities and the effects of changes in demographics and actuarial assumptions are included in the statement of financial activities within other recognised gains and losses. The accumulated pension scheme deficit is recognised in full and included within the balance sheet.

Costs in respect of the Teachers Superannuation Scheme, which is a multi-employer scheme where the assets and liabilities attributable to the School cannot be identified, are charged to the Statement of Financial Activities based on the employers' contributions payable.

(f) Value Added Tax

The School is registered for Value Added Tax. Expenditure shown in the Statement of Financial Activities is inclusive of irrecoverable Value Added Tax as the School is unable to reclaim VAT on the majority of its expenses.

(g) Taxation

The company is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly the company is potentially exempt from taxation in respect of income or capital gains tax within categories covered by Chapter 3 of Part 11 of the Corporation Tax 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. No tax charge arose in the period.

The subsidiary companies make qualifying donations of all taxable profit to The North London Collegiate School. No corporation tax liability on the subsidiaries arises in the accounts.

(h) Fixed Assets

Land and buildings existing at the date of the scheme setting up the charity as a separate entity in 1993 are included at their original cost less accumulated depreciation. Additions to land and buildings since that date and fixed plant are capitalised in the balance sheet. All furniture items are treated as expense items. Items bought individually which are less than £5,000 are not capitalised.

• Buildings & Associated Plant:

- New Buildings — depreciated over 50 years.
- Extensions to buildings — depreciated over 50 years.
- Refurbishment are not capitalized.
- Improvements are only capitalized for major projects over £100,000 and depreciated over 15 years.
- Plant room — depreciated over 15 years.
- Plant & Machinery: Depreciated over an appropriate period from 5 to 15 years
- Office equipment: Computers, Photocopiers & Other equipment — depreciated over 3 years.
- Vehicles: Minibus — depreciated over 5 years from new

(i) Investments

Investments are included at market value at bid-price. Realised gains or losses on disposals of investments and unrealised gains and losses on revaluation of investments at the year end are reflected in the Statement of Financial Activities. The investment in the subsidiaries, which is included in the Charity's balance sheet, is included at cost.

(j) Operating leases

Instalments under operating lease agreements are charged to the Statement of Financial Activities in the year in which they are incurred.

**THE NORTH LONDON COLLEGIATE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 JULY 2021**

(k) Funds

General Funds are the accumulated surplus on the School income and expenditure account which is available for use at the discretion of the Governors in furtherance of the general objectives of the charity.

Designated Funds comprise funds which have been set aside at the discretion of the Governors for specific purposes.

Restricted Funds may only be spent on the charitable purpose specified by the donor and fall into three categories:

1. Endowment Funds, where only the income from the fund may be spent on the charitable purpose.
2. Building Funds comprise donations which are intended for the purchase of capital assets. A release is made to the General Fund when the expenditure is incurred where there is no ongoing restriction on the asset, or, if the expenditure has already been incurred, in the year that the donation is received.
3. Other Restricted Funds, where the whole fund is available for expenditure on the charitable purpose.

Further details are shown in Note 9.

(l) Judgements and Estimates

The provision for bad debts is based on a case-by-case review of amounts outstanding in respect of pupils. All other judgements or estimates which materially affect the amounts recognised in the accounts have been disclosed in these accounts. These include the treatment and calculation of depreciation, multi-year grants, the allocation of support costs, and the calculation of pension liabilities. The Charity recognises its liability to its defined benefit scheme which involves a number of estimations as disclosed in Note 10.

(m) Financial Instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial Assets held at amortised cost comprise cash at bank and in hand, together with debtors except prepayments. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in bank accounts (with less than six months notice) and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes, provisions and deferred income. Investments are held at fair value at the balance sheet date, with gains and losses being recognised within income and expenditure. Investments in subsidiary undertakings are held at cost less impairment.

THE NORTH LONDON COLLEGIATE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 JULY 2021

2 COMPARATIVE SOFA

School Fee Income is shown on the Statement of Financial Activities. Details of Scholarships and Bursaries are shown in the Trustees Report. Other income includes Registration fees, trip income and rental income from staff accommodation.

	2020						2019
Note	General Funds	Designated Funds	Restricted Funds	Restricted Building Funds	Endowment Funds	Total Funds	Prior Year Total Funds
	£	£	£	£	£	£	£
Income from:							
<u>Charitable activities</u>							
School Fee Income	20,984,276					20,984,276	21,175,592
Scholarships	(222,204)		(41,000)			(263,204)	(293,409)
COVID Support		(329,891)				(329,891)	0
COVID Hardship		(49,994)				(49,994)	0
Bursaries	-	(980,566)	(347,965)			(1,328,531)	(1,400,535)
Net Fee Income	20,762,072	(1,360,451)	(388,965)			19,012,656	19,481,648
Ancillary Trading Income (catering and coaches)	1,424,087					1,424,087	1,889,225
Other Income from operation of School	879,498					879,498	749,835
	23,065,657	(1,360,451)	(388,965)			21,316,241	22,120,708
<u>Other activities</u>							
Trading Income from Subsidiaries	2,905,301					2,905,301	2,463,134
Donations and Grants: Bursaries and Scholarships	-		401,281			401,281	309,290
Donations and Grants: Other	67,592		68,758	76,469		212,819	324,698
Investment Income	311,172	233,957		9,903	19,553	574,585	627,713
Total Income	26,349,722	(1,126,494)	81,074	86,372	19,553	25,410,227	25,845,544
Expenditure on:							
Charitable activities	21,214,504	51,009	59,610	-		21,325,123	21,224,316
Trading by Subsidiaries	1,603,560					1,603,560	1,718,392
Raising funds	234,886					234,886	276,198
Financing Costs	48,387					48,387	119,291
Total Expenditure	23,101,337	51,009	59,610	-	-	23,211,956	23,338,197
Operating Surplus	3,248,385	(1,177,503)	21,464	86,372	19,553	2,198,271	2,507,347
Net gains on investments	4,775					4,775	1,125,988
Net income	3,253,160	(1,177,503)	21,464	86,372	19,553	2,203,046	3,633,335
Transfers between funds:	(3,166,951)	3,165,472	70,429	(49,397)	(19,553)	-	
Net movement after transfers	86,209	1,987,969	91,893	36,975	-	2,203,046	3,633,335
Actuarial gains/(losses) on defined benefit pension schemes	(2,097,000)					(2,097,000)	(712,000)
Net movement in funds	(2,010,791)	1,987,969	91,893	36,975	-	106,046	2,921,335
<u>Reconciliation of funds:</u>							
Total funds brought forward	23,555,705	6,684,489	129,867	333,817	588,665	31,292,543	28,371,208
Total funds carried forward	21,544,914	8,672,458	221,760	370,792	588,665	31,398,589	31,292,543

**THE NORTH LONDON COLLEGIATE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 JULY 2021**

3 ANALYSIS OF TOTAL EXPENDITURE

	Staff Costs	Other Costs	Depreciation	Group 2021 Total	Group 2020 Total
Teaching	12,305,087	375,814		12,680,901	13,068,355
Catering & Coaches	22,654	2,054,255		2,076,909	1,796,115
Premises	343,512	1,794,888	1,288,707	3,427,107	3,008,831
Governance Costs	151,256	48,106		199,362	181,151
Other Support Costs	2,084,415	1,106,882		3,191,297	3,270,671
Total Charitable Activities	14,906,924	5,379,945	1,288,707	21,575,576	21,325,123
Raising Funds	207,158	53,932		261,090	234,886
Financing Costs		59,121		59,121	48,387
Investment Management		-		-	-
Cost of Subsidiaries	651,517	668,309	35,906	1,355,732	1,603,560
Total Other Activities	858,675	781,362	35,906	1,675,943	1,886,833
Total Expenditure	15,765,599	6,161,307	1,324,613	23,251,519	23,211,956

THE NORTH LONDON COLLEGIATE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 JULY 2021

4a EXPENDITURE

Staff costs charged to General Fund were	<u>2021</u>	<u>2020</u>
	<u>£</u>	<u>£</u>
Wages and salaries	11,526,711	11,752,353
Social security costs	1,271,624	1,271,829
Other pension costs	2,753,848	2,645,389
Other costs of employing staff	<u>213,416</u>	<u>482,311</u>
	<u>15,765,599</u>	<u>16,151,882</u>

Termination payments, including redundancy, and ex gratia payments totalled £100,208 in the year (2020: nil). These are included in the total for staff costs above. Termination benefits are payable when employment is terminated by the School or whenever an employee accepts voluntary redundancy in exchange for these benefits. The School recognises termination benefits when a fully signed settlement agreement is in place, or when the cost has otherwise been confirmed and committed to. There were no amounts outstanding at 31st July 2021 or 2020 for any termination payments.

Remuneration and benefits for key management personnel (consisting of the Senior Team, as set out above on page 6) totalled £1,062,939 in the year (2020: £1,080,807).

The number of staff who received remuneration (including taxable benefits in kind but excluding employer pension costs) in excess of £60,000 were as follows:

	<u>2021</u>	<u>2020</u>
£60,000 - £69,999	31	27
£70,000 - £79,999	17	15
£80,000 - £89,999	1	4
£90,000 - £99,999	2	2
£100,000 - £109,999	1	2
£110,000 - £119,999	1	-
£120,000 - £129,999	1	-
£130,000 - £139,999	-	1
£150,000 - £159,999	2	-
£160,000 - £169,999	1	3
	<u>57</u>	<u>54</u>

All except two of the higher paid staff shown above were accumulating benefits under the various pension schemes. This amounted to £893k (2020: 836k).

The average number of staff employed by the group during the year was as follows. The calculation of Full-time equivalent staff for Support Staff is based on the staffing complement, calculated on 40 hours per week and 52 weeks per year.

	2021 Full-time equivalent	2021 Average Headcount	2020 Full-time equivalent	2020 Average Headcount
Teaching	127	150.6	128.6	157.7
School Support Staff	69	122	65.7	123.7
Employed by Subsidiaries (Canons Enterprises)	5.5	23.7	8.3	59.25
Total	<u>201.5</u>	<u>296.3</u>	<u>202.6</u>	<u>340.7</u>

	<u>2021</u>	<u>2020</u>
	<u>£</u>	<u>£</u>
4b Auditors' remuneration		
- for audit services	25,830	25,200
- for subsidiary audit services	22,800	28,950
- for tax advisory services	7,000	10,800

**THE NORTH LONDON COLLEGIATE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 JULY 2021**

5 TANGIBLE FIXED ASSETS

Group	Freehold Land and buildings	Assets Under Construction	Fixed plant	Equipment	Vehicles	Total
	£	£	£	£	£	£
<u>Cost</u>						
At 1 August 2020	25,479,061	1,032,195	1,561,330	1,649,200	290,217	30,012,003
Disposals	-	-	-	-	(26,400)	(26,400)
Additions	580,973	1,786,785	129,603	372,819	18,965	2,889,145
At 31 July 2021	26,060,034	2,818,980	1,690,933	2,022,019	282,782	32,874,748
<u>Depreciation</u>						
At 1 August 2020	7,792,622	-	936,005	1,110,204	190,384	10,029,215
Disposals	-	-	-	-	(20,366)	(20,366)
Charge for the period	706,005	-	103,256	474,557	40,795	1,324,613
At 31 July 2021	8,498,627	-	1,039,261	1,584,761	210,813	11,333,462
<u>Net book values</u>						
At 31 July 2021	17,561,407	2,818,980	651,672	437,258	71,969	21,541,286
At 31 July 2020	17,686,439	1,032,195	625,325	538,996	99,833	19,982,788

Charity	Freehold Land and buildings	Assets Under Construction	Fixed plant	Equipment	Vehicles	Total
	£		£	£	£	£
<u>Cost</u>						
At 1 August 2020	25,479,061	1,032,195	1,561,330	1,580,709	34,229	29,687,524
Additions	580,973	1,786,785	129,603	372,819	-	2,870,180
At 31 July 2021	26,060,034	2,818,980	1,690,933	1,953,528	34,229	32,557,704
<u>Depreciation</u>						
At 1 August 2020	7,792,622	-	936,005	1,041,713	11,330	9,781,670
Charge for the period	706,005	-	103,256	474,557	4,889	1,288,707
At 31 July 2021	8,498,627	-	1,039,261	1,516,270	16,219	11,070,377
<u>Net book values</u>						
At 31 July 2021	17,561,407	2,818,980	651,672	437,258	18,010	21,487,327
At 31 July 2020	17,686,439	1,032,195	625,325	538,996	22,899	19,905,854

At 31 July 2021 the Group had capital commitments of £10.6m (2020: £423,931 Site Masterplan, £179,592 Junior School) £423,391 relating to the Site Masterplan. Assets under construction relate to the Ideas Hub, Phase 1 of the Site Masterplan.

THE NORTH LONDON COLLEGIATE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 JULY 2021

6 INVESTMENTS

	<u>2021</u>	<u>2020</u>
Investment in Canons Enterprises Limited, at cost	2	2
Investment in Canons Transport Limited, at cost	1	1
Investment in NLCS Enterprises Limited at cost	100	100
Investment in NLCS International Limited at cost	100	100
Investment in NLCS Pearl Limited at cost	1	-

Further details of the subsidiaries are shown in Note 13.

	<u>Group & Charity</u>	
	<u>£</u>	<u>£</u>
Other investments, all of which are listed, at market value	<u>2021</u>	<u>2020</u>
At 1 August 2020	18,233,472	18,228,697
Additions (CCLA)	17,069	-
Additions (Black Rock)	-	-
Investment gains/(losses)	2,773,003	4,775
At 31 July 2021	<u>21,023,544</u>	<u>18,233,472</u>
 Cost of other investments		
At 31 July 2021	<u>15,555,397</u>	<u>15,538,328</u>

7 DEBTORS

	<u>Group</u> <u>2021</u> <u>£</u>	<u>Charity</u> <u>2021</u> <u>£</u>	<u>Group</u> <u>2020</u> <u>£</u>	<u>Charity</u> <u>2020</u> <u>£</u>
Fee debtors	29,683	29,683	54,523	54,523
Amounts owing by Franchise Partners	508,183	-	1,114,836	-
Amounts due from Subsidiaries	-	2,239,518	-	2,437,550
Prepayments and accrued income	284,260	284,260	251,853	251,853
	<u>822,126</u>	<u>2,553,461</u>	<u>1,421,212</u>	<u>2,743,926</u>

THE NORTH LONDON COLLEGIATE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 JULY 2021

8 CREDITORS

	Group <u>2021</u> £	Charity <u>2021</u> £	Group <u>2020</u> £	Charity <u>2020</u> £
Amounts falling due within one year:				
Fee deposits	3,291,132	3,291,132	3,140,769	3,140,769
Trade creditors	1,181,413	1,175,101	556,766	551,172
Tax and social security	372,855	372,333	337,284	337,001
Accrued Holiday Pay	908,716	908,716	908,716	908,716
Accruals and deferred income	640,795	604,415	1,116,388	825,502
Receipts in respect of Autumn Fees	276,062	276,062	198,973	198,973
Deferred Income: Fees in advance scheme	583,629	583,629	698,874	698,874
	<u>7,254,603</u>	<u>7,211,388</u>	<u>6,957,770</u>	<u>6,661,007</u>

Amounts falling due after more than one year:

	Group & Charity 2021	Group & Charity 2020
<u>Fees in Advance Scheme</u>		
Between 2 and 5 years	550,415	789,313
Over 5 years	<u>21,048</u>	<u>98,372</u>
	<u>571,463</u>	<u>887,685</u>
<u>Movements in Fees in Advance Scheme</u>		
At start of year	1,586,559	2,173,286
New Contracts	413,404	242,304
Repayments	(77,379)	-
Amounts used to pay fees	(784,744)	(855,349)
Debt Financing Cost	<u>17,252</u>	<u>26,318</u>
Balance at end of year	<u>1,155,092</u>	<u>1,586,559</u>

9 FUNDS - GROUP

(a) Net assets are held for the various funds as follows:

	General Funds	Designated Funds	Restricted Funds	Restricted Building Funds	Endowment Funds	Total Funds
Tangible Fixed Assets	21,511,286				30,000	21,541,286
Investments	12,026,406	7,965,395		443,078	588,665	21,023,544
Net Current assets	(688,808)		192,683		(30,000)	(526,125)
Long Term Creditors	(571,463)					(571,463)
Pension Deficit	(4,911,000)					(4,911,000)
At 31st July 2021	27,366,421	7,965,395	192,683	443,078	588,665	36,556,242
Tangible Fixed Assets	19,952,788				30,000	19,982,788
Investments	8,631,557	8,672,458		370,792	558,665	18,233,472
Net Current assets	(845,746)		221,760		0	(623,986)
Long Term Creditors	(887,685)					(887,685)
Pension Deficit	(5,306,000)					(5,306,000)
At 31st July 2020	21,544,914	8,672,458	221,760	370,792	588,665	31,398,589

THE NORTH LONDON COLLEGIATE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 JULY 2021

9 2021 Movements in Designated and Restricted Funds

	Balance at 1st August 2020	Donations	Investment income	Charitable Expenditure	Transfers of Net Income	Transfers to/from General Funds	Balance at 31st July 2021
Restricted Endowment Funds							
Endowment Fund: Land owned by the School	30,000	-	-	-	-	-	30,000
Prize/Exhibitions & Scholarship Fund	284,369	-	9,953	-	(9,953)	-	284,369
Eleanor Lyndon Trust Fund	14,296	-	500	-	(500)	-	14,296
Sharland Sixth Form Bursary	250,000	-	8,750	-	(8,750)	-	250,000
Sharland Sixth Form Prize Fund	10,000	-	350	-	(350)	-	10,000
	588,665	-	19,553	-	(19,553)	-	588,665
Restricted Building Funds							
Masterplan Capital Fund	-	9,000	-	-	-	-	9,000
Performing Arts Centre	-	60	-	-	-	(60)	-
New Building (2014)	-	-	-	-	-	-	-
Capital Building Appeal (2016)	370,792	50,308	12,978	-	-	-	434,078
	370,792	59,368	12,978	-	-	(60)	443,078
Other Restricted Funds							
Prize/Exhibitions & Scholarship Fund Income	31,640	-	-	(2,189)	9,953	-	39,404
Eleanor Lyndon Trust Fund Income	1,648	-	-	-	500	-	2,148
Bernice McCabe Bursary Appeal Fund	-	299,143	-	(307,893)	8,750	-	-
Sharland Prizes	1,095	-	-	-	350	-	1,445
The Doris Gregory Trust	-	136,504	-	(136,504)	-	-	-
Frank Levett Memorial Prize	10,241	-	-	-	-	-	10,241
Parents Guild	-	-	-	-	-	-	-
Frances Mary Buss Scholarship Trust	15,310	-	-	-	-	-	15,310
Kay Nicholson Physics Prize	330	-	-	-	-	-	330
Kay Nicholson Economics Prize	470	-	-	-	-	-	470
Ennis Brandenburger	1,972	-	-	-	-	-	1,972
Junior School Quiet Garden	-	10,000	-	(10,000)	-	-	-
Annual Fund	(0)	16,250	-	-	-	-	16,250
Emerald Ball	8,361	-	-	-	-	-	8,361
Foxton Fund - History Speakers	326	-	-	-	-	-	326
Tomsett - STEM	46,804	-	-	(948)	-	-	45,856
STEM - Revenue Donations	103,732	-	-	(59,512)	-	-	44,220
Suzy Sharland Travel Bursary	-	500	-	(500)	-	-	-
Junior School Annual Fund	-	6,350	-	-	-	-	6,350
Nigel Wray Sports Fund	(169)	-	-	-	-	169	-
	221,760	468,747	-	(517,546)	19,553	169	192,683
Designated Funds							
Bernice McCabe Bursary Fund	6,841,280	-	239,445	(962,207)	-	540,520	6,659,038
COVID Hardship Fund	762,072	13,605	-	(178,670)	-	-	597,007
COVID Support Fund	1,069,106	-	-	(359,756)	-	-	709,350
Grand Total	9,853,675	541,720	271,976	(2,018,179)	-	540,629	9,189,821

Investment income is credited at a notional rate on the opening balance to Endowment Funds, the 2016 Capital Campaign and to the Designated Bursary Fund For 2020/21 this rate is 3.5%

THE NORTH LONDON COLLEGIATE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
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9 2020 Movements in Designated and Restricted Funds

	Balance at 1st August 2019	Donations	Investment income	Charitable Expenditure	Transfers of Net Income	Transfers to/from General Funds	Balance at 31st July 2020
Restricted Endowment Funds							
Endowment Fund: Land owned by the School	30,000						30,000
Prize/Exhibitions & Scholarship Fund	284,369		9,953		(9,953)		284,369
Eleanor Lyndon Trust Fund	14,296		500		(500)		14,296
Sharland Sixth Form Bursary	250,000		8,750		(8,750)		250,000
Sharland Sixth Form Prize Fund	10,000		350		(350)		10,000
	588,665	0	19,553	0	(19,553)	0	588,665
Restricted Building Funds							
Performing Arts Centre	0	300				(300)	0
New Building (2014)	0	1				(1)	0
Capital Building Appeal (2016)	333,817	76,168	11,684	0	(50,877)		370,792
	333,817	76,469	11,684	0	(50,877)	(301)	370,792
Other Restricted Funds							
Prize/Exhibitions & Scholarship Fund Income	22,012			(325)	9,953		31,640
Eleanor Lyndon Trust Fund Income	1,148			0	500		1,648
Bernice McCabe Bursary Appeal Fund	0	339,215		(347,965)	8,750		0
Sharland Prizes	745			0	350		1,095
The Doris Gregory Trust	(0)	72,863		(72,863)			(0)
Frank Levett Memorial Prize	10,341			(100)			10,241
Parents Guild	0	0		0			0
Frances Mary Buss Scholarship Trust	15,310			0			15,310
Kay Nicholson Physics Prize	330			0			330
Kay Nicholson Economics Prize	470			0			470
Ennis Brandenburger	1,972			0			1,972
Drama Staging	0			0			0
Annual Fund	(0)	0		0			(0)
Emerald Ball	8,361	0		0			8,361
Foxton Fund - History Speakers	326			0			326
Tomsett - STEM	52,350			(5,546)			46,804
STEM - Revenue Donations	0	52,855		0	50,877		103,732
Bursary Review Fund	0	5,106		(5,106)			0
Nigel Wray Sports Fund	16,502	0		(16,671)			(169)
	129,867	470,039	0	(448,576)	70,430	0	221,760
Designated Funds							
Bernice McCabe Bursary Fund	6,684,489		233,957	(930,572)		853,406	6,841,280
COVID Hardship Fund	0	62,066		(49,994)		750,000	762,072
COVID Support Fund	0			(430,894)		1,500,000	1,069,106
Grand Total	7,736,838	608,574	265,194	(1,860,036)	0	3,103,105	9,853,675

Investment income is credited at a notional rate on the opening balance to Endowment Funds, the 2016 Capital Campaign and to the Designated Bursary Fund For 2019/20 this rate is 3.5%

**THE NORTH LONDON COLLEGIATE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 JULY 2021**

9 Details of Restricted & Designated Funds:

Endowment Funds where only the net income is available to the School. The original capital sum is shown here and any income, expense and charitable expenditure are shown in the respective restricted fund.

- Land owned by the School. The sum of £30,000 reflects that the land occupied by the School is held as endowed property.
- Sharland Bursary Fund was set up from a legacy in 2007, the income of which will be used to fund the award of one Sixth Form Bursary per year to be named "The Sharland Bursary".
- Sharland 6th Form Geography & Economics Fund was set up in 2007 to fund the award of two named annual prizes or a travel bursary.
- Eleanor Lyndon Trust Fund is to provide a scholarship tenable at Oxford or Cambridge (preference to Oxford) for 3 years awarded annually, or a prize specifically for modern languages, to a student.
- Prize/Exhibitions & Scholarship Fund are an amalgam of funds specifically used for prizes given to pupils.

Building Funds comprise donations which are intended for the purchase of capital assets. A release is made to the General Fund when the expenditure is incurred, or, if the expenditure has already been incurred, in the year that the donation is received.

- Performing Arts Centre (completed 2008)
- New Building (completed 2014)
- Capital Building Appeal (2016 onwards)

Other Restricted Funds

- Prize/Exhibitions & Scholarship Fund Income represents the net income of the endowment fund above
- Eleanor Lyndon Trust Fund represents the net income of the endowment fund above.
- The Bernice McCabe Bursary Appeal Fund arise from appeals started in 2000 to fund bursaries, renamed in honour of Mrs McCabe who served as Headmistress of the School from 1997 to 2017.
- The Bursary Review Fund was set up to fund the costs of external reviews of our bursary applicants, to ensure that our bursary funds are directed to the most deserving applicants.
- The Doris Gregory Trust provides grants towards music scholarships and other sundry grants, including contributions to Building Appeals.
- Frank Levett Memorial Prize Fund was set up in 2003 to provide a music scholarship or prize.
- Frances Mary Buss Scholarship Trust was set up in 2009 to fund travelling scholarships to qualified teachers.
- Kay Nicholson Physics & Economics Prize Funds were set up in 2010 to award prizes in these subjects
- Ennis Brandenburger Modern Languages Prize Fund was set up in 2013 to fund a prize for a Year 13 pupil who has shown the most passion for the study of a foreign language, and is leaving School to continue to study a foreign language at university.
- The Emerald Ball Fund was set up from the funds raised by the Ball held in July 2017 to celebrate Mrs McCabe's twenty years as Headmistress of the School.
- The STEM revenue fund was set up to fund an enriched and enhanced STEM programme.
- The Tomsett fund was set up in 2017 to fund additional support for STEM subjects – Science, Technology, Engineering and Mathematics.
- The Nigel Wray Sports Fund has been set up to promote sporting excellence at the School.

Designated Funds

- The Bursary Fund has been set up to fund the cost of bursaries at the School. The cost of bursaries which are not funded from restricted donations are charged to the Fund. A transfer is made to or from the General Fund to maintain the total designated Bursary Fund at a level equivalent to the cost of funding 10% of the Senior School on full bursaries over their time at the School.
- The COVID Hardship fund has been set up to provide short term fee assistance to support parents whose income has been impacted by the COVID 19 pandemic.
- The COVID Support fund has been set up to cover any additional costs as a result of the COVID-19 pandemic.

**THE NORTH LONDON COLLEGIATE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 JULY 2021**

10 PENSION COSTS

London Borough of Harrow Superannuation Fund

The School contributes to the London Borough of Harrow Superannuation Fund which is a multi-employer defined benefit scheme, the assets and liabilities of which can be disaggregated. This scheme is now closed to new entrants. The pension cost for the London Borough of Harrow Superannuation Fund is assessed in accordance with the advice of a qualified actuary on the basis of triennial valuations. The pension charge for the scheme was £683,000 (2020: £608,000) which were the contributions due for the year. A formal valuation of the Scheme was carried out as at 31 March 2013 by a qualified independent actuary. This statement has been updated to 31 July 2021 by the actuary for the purpose of the disclosures required by Financial Reporting Standard 102 based on that valuation, using the following major assumptions:

	31 July 2021	31 July 2020	31 July 2019	31 July 2018	31 July 2017
Pension increase rate	2.85%	2.2%	2.4%	2.4%	2.5%
Salary increases	3.55%	2.9%	2.7%	2.7%	2.8%
Expected return on assets	1.60%	1.4%	2.1%	2.8%	2.7%
Discount rate	1.6%	1.6%	2.1%	2.8%	2.7%

The mortality assumptions adopted at 31 July 2021 imply the following life expectancies at age 65:

	<u>Male</u>	<u>Female</u>
Current pensioners	22.2 years	24.6 years
Future pensioners	23.5 years	26.9 years

The major categories of School's share of the plan assets are as follows:

	% at 31st July 2021	% at 31 st July 2020
Equities	73	74
Bonds	15	15
Property	8	8
Cash	4	3
Total	100	100

The approximate fair values of assets and liabilities, and the net pension liability attributable to the School at 31 July 2021 was:

	31 July 2021	31 July 2020	31 July 2019	31 July 2018
		£000's	£000's	£000's
Fair value of assets	14,066	11,394	11,563	10,045
Present value of liabilities	(18,977)	(16,700)	(14,778)	(12,480)
	(4,911)	(5,306)	(3,215)	(2,435)

THE NORTH LONDON COLLEGIATE SCHOOL
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10 PENSION COSTS (continued)

Changes in the Defined Benefit Obligation	<u>2021</u> £000's	<u>2020</u> £000's
Opening defined benefit obligation	16,700	14,778
Current service cost	678	608
Past service cost	5	
Interest cost on defined benefit obligation	237	316
Contributions by members	90	108
Changes in	206	648
Changes in financial assumptions	1,583	1,629
Losses on Curtailments	-	-
Other experience	(227)	(1,131)
Benefits Paid	(295)	(256)
	<hr/>	<hr/>
Closing Defined Benefit Obligation	18,977	16,700
	<hr/>	<hr/>
Changes in fair value of plan assets	<u>2021</u> £000's	<u>2020</u> £000's
Opening fair value of plan assets	11,394	11,563
Return on assets	2,030	(951)
Contributions by members	90	108
Contributions by the employer	684	681
Interest income	163	249
Estimated benefits paid	(295)	(256)
	<hr/>	<hr/>
Closing fair value of employer assets	14,066	11,394
	<hr/>	<hr/>

The total cost for this Scheme recognised in the Statement of Financial Activities is £757k (2020: £675k).

Amounts for the current and previous accounting periods

	<u>2021</u> £000's	<u>2020</u> £000's	<u>2019</u> £000's	<u>2018</u> £000's
Fair value of employers assets	14,066	11,394	11,563	10,045
Present value of defined benefit obligation	(18,977)	(16,700)	(14,778)	(12,480)
Surplus/(Deficit)	(4,911)	(5,306)	(3,215)	(2,435)
Experience gains/ (losses) on assets	-	-	-	-
Experience gains/ (losses) on liabilities	-	-	-	-

Contributions for the year to 31 July 2022 will be approximately £674,000 (2020: £689,000).

**THE NORTH LONDON COLLEGIATE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 JULY 2021**

10 PENSION COSTS (Continued)

Teachers' Superannuation Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,852,693 (2020: £1,857,596) and at the year-end £nil (2020: £ nil) was accrued in respect of contributions to this scheme.

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

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2020, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2020. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

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

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

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

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.

Defined Contribution Scheme

The School has offered a Defined Contribution Scheme with Standard Life for Non-Teaching Staff who joined after 1st August 2016. The total costs in the year of £113,226.91 (2020: £68,448) have been allocated to activities in unrestricted funds, on the same basis as the respective employees salaries.

**THE NORTH LONDON COLLEGIATE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 JULY 2021**

11 RELATED PARTY TRANSACTIONS

None of the Governors received remuneration or had any interest in transactions during the period other than as disclosed in this note. The School has purchased indemnity insurance for the Governors, which cost £1,512 (2020: £1,468).

No Governors were reimbursed for travel and other expenses in the period (2020: £nil).

Ms R Herdman-Smith is a Governor of NLCS, is a partner of Mishcon De Reya LLP. During the year ended 31 July 2020, the School paid a sum of £nil (2020:£ 7,326) for legal advice.

Mr J Herlihy is a Governor of NLCS, a director of NLCS Enterprises and a Governor of NLCS-Jeju School.

Mr R Hingley is Chair of Governors for NLCS and a director of NLCS Enterprises, NLCS International and NLCS Pearl.

Ms H Stone is Chair of Governors for NLCS Jeju. she received an honorarium of nil (2020:£5,000) for serving as Chair of Governors.

Trustees made donations totalling £13,972 in the year (2020: £5,200).

Details of the School's transactions with its subsidiaries are shown in Note 14.

12 FINANCIAL INSTRUMENTS

	Group 2021	Charity 2021	Group 2020	Charity 2020
Financial Assets measured at fair value	21,023,544	21,023,747	18,233,472	18,233,674

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

13 FUTURE FINANCIAL COMMITMENTS

During the year the school arranged £17m of borrowings from institutional investors through a private placement. The funds will not be drawn down until 17 December. The loan is unsecured and repayable in December 2051 at a fixed interest rate of 2.82%.

THE NORTH LONDON COLLEGIATE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 JULY 2021

14 TRADING COMPANIES

	2021									2020								
	Canons Enterprises Limited	Canons Transport Limited	NLCS International Limited	NLCS Enterprises Limited	NLCS Enterprises (Dubai) Limited	NLCS Enterprises (Thailand) Limited	NLCS Enterprises (Singapore) Limited	NLCS (Pearl) Limited	Canons Park Consulting Limited	Canons Enterprises Limited	Canons Transport Limited	NLCS International Limited	NLCS Enterprises Limited	NLCS Enterprises (Dubai) Limited	NLCS Enterprises (Thailand) Limited	NLCS Enterprises (Singapore) Limited	NLCS (Pearl) Limited	Canons Park Consulting Limited
Company Reg Numbers	2713749	10868243	09921328	6832562	09506840	11187640	9982315	13173822	11187224	2713749	10868243	09921328	6832562	09506840	11187640	9982315	11187224	
Turnover	147,189	285,831	-	1,232,878	494,805	-	233,207	-	145,710	383,189	249,833	-	1,198,455	355,441	-	222,707	495,677	
Operating expenses	(240,704)	(262,606)	-	(697,226)	(61,104)	(820)	(87,493)	-	(5,374)	(371,209)	(282,465)	-	(722,811)	(44,120)	(8,701)	(109,998)	(63,851)	
Operating profit	(93,515)	23,225	-	535,652	433,701	(820)	145,714	-	140,336	11,980	(32,632)	-	475,644	311,321	(8,701)	112,709	431,826	
Interest receivable	-	-	-	-	19,787	-	4,388	-	-	876	-	-	2,837	-	-	-	-	
Profit for the year	(93,515)	23,225	-	535,652	453,488	(820)	150,102	-	140,336	12,856	(32,632)	-	478,480	311,321	(8,701)	112,709	431,826	
Group Tax relief	93,515	(23,225)	-	(70,290)	(820)	820	-	-	-	(12,856)	32,632	-	(19,776)	(8,701)	8,701	-	-	
Gift aid	-	-	-	(465,362)	(452,668)	-	(150,102)	-	(140,336)	-	-	-	(458,704)	(302,620)	-	(112,709)	(431,826)	
Brought Forward	800	-	-	-	-	-	-	-	-	800	-	-	-	-	-	-	-	
Retained in subsidiary	800	-	-	-	-	-	-	-	-	800	-	-	-	-	-	-	-	
Fixed Assets	-	53,958	202	-	-	-	-	-	-	-	76,933	202	-	-	-	-	-	
Cash at Bank	42,935	42,418	748,572	836,169	50,645	-	-	-	852	124,001	31,482	780,646	572,138	34,430	-	-	852	
Other Assets	6,857	5,910	-	476,138	8,673	-	12,134	-	-	20,894	7,501	-	473,461	378,789	-	87,678	146,514	
Gift Aid Liability	-	-	-	(465,362)	(452,668)	-	(150,102)	-	(140,336)	-	-	-	(458,704)	(302,620)	-	(112,709)	(431,826)	
Due to Parent	(117,160)	(103,863)	(467,660)	(739,105)	396,738	-	-	1	-	(83,465)	(141,812)	(321,753)	(540,992)	(43,669)	-	-	-	
Due from Intercompany	93,515	32,632	-	(98,757)	(6,599)	9,702	142,593	-	144,010	-	32,632	-	-	-	8,701	29,681	434,721	
Due to Intercompany	(12,856)	(23,224)	(281,014)	-	8,701	(8,701)	-	-	-	(12,856)	-	(458,994)	(15,226)	(14,509)	(4,150)	-	-	
Tax and Social Security	(522)	-	-	-	-	-	-	-	-	(282)	-	-	-	-	-	-	-	
Trade Creditors	(4,535)	(3,305)	-	-	-	-	-	-	-	(3,410)	(2,185)	-	-	-	-	-	-	
Accruals & Deferred Income	(7,432)	(4,525)	-	(8,983)	(5,390)	(1,000)	(4,525)	-	(4,525)	(44,080)	(4,550)	-	(30,577)	(52,320)	(4,550)	(4,550)	(150,260)	
Net Assets	802	1	100	100	100	1	100	1	1	802	1	100	100	100	1	100	1	
Share Capital	2	1	100	100	100	1	100	1	1	2	(1)	100	100	100	1	100	1	
Retained Funds	800	-	-	-	-	-	-	-	-	800	-	-	-	-	-	(0)	-	
Shareholders Funds	802	1	100	100	100	1	100	1	1	802	(1)	100	100	100	1	100	1	

**THE NORTH LONDON COLLEGIATE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
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15 RELATED PARTY TRANSACTIONS BETWEEN SCHOOL AND SUBSIDIARIES

Canons Enterprises Ltd (CEL)

The School shares the running costs of the Sports Centre with CEL, which is used by the School for School purposes and used by CEL to generate revenue from third parties when it is not used by the School. In addition, the School makes a charge for accounting functions performed by School Staff. The Sports Centre was closed due to COVID between 21 March through to 1 September 2021, as the number of COVID cases increased the Government announced further closures which saw the Centre closed between 5th November and the 2nd December and then again from 20th December to the 1st May 2021. Due to the closure only 4 months were charged.

	2021	2020
	£	£
Recharges of running costs paid by the School	38,333	76,667
Accounting functions	5,000	5,000

International Franchising Subsidiaries

The School maintains the payroll for all staff who work for the International Franchising subsidiaries, the costs of which are fully reflected in the subsidiaries' accounts. In addition, the School makes a charge for accounting functions performed by School Staff, and for the office space occupied by these companies. As part of the service provided to overseas franchise schools, the School also charges the subsidiaries for teaching staff provided to assist with monitoring and inspection visits, the cost of which is recovered from the franchise schools.

	NLCSE 2021	Dubai 2021	Thailand 2021	Singapore 2021	CPC 2021
	£	£	£	£	£
Salaries paid by the School	373,798	52,751	-	67,335	212
Office facilities and insurance	25,748				
Accounting functions	21,000				
Teaching Staff reimbursed by overseas franchise	3,166	634	-	11,582	-
	2020	2020	2020	2020	2020
	£	£	£	£	£
Salaries paid by the School	324,579	33,939	-	95,269	55,451
Office facilities and insurance	26,370				
Accounting functions	21,000				
Teaching Staff reimbursed by overseas franchise	2,217	5,125	-	10,176	-

Canons Transport Ltd (CTL)

Canons Transport Ltd operates minibuses on behalf of the School to provide passenger transport services for the School's pupils. Charges are made by the School for accounting services and for interest on a loan to CTL.

	2021	2020
	£	£
Charges made by CTL to the School	285,831	249,832
<u>Charges made by the School to CTL</u>		
Accounting functions	5,000	5,000
Interest on loan	3,000	3,000

All related party transactions have been carried out at arm's length.