

# **ANNUAL REPORT FOR THE YEAR ENDING AUGUST 2021**

The Royal Grammar School Worcester  
A private company, limited by guarantee  
Registered No. 6251081  
Charity No. 1120644



**THE ROYAL GRAMMAR SCHOOL  
WORCESTER**

**A private company, limited by guarantee**

**Registered No. 6251081**

**Charity No. 1120644**

**ANNUAL REPORT  
FOR THE YEAR ENDED  
31 AUGUST 2021**

<b>Index</b>	<b>Page</b>
Governors' Report	1-4
Strategic Report	5-18
Auditor's Report	19-21
Statement of Financial Activities	22-23
Balance Sheet	24
Cash Flow Statement	25
Notes to the Accounts	26-43





**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**GOVERNORS' REPORT YEAR ENDED 31 August 2021**

1. The **Name of the Company** is The Royal Grammar School Worcester ("the School").
2. The **Address** of the Company is The Royal Grammar School Worcester, Upper Tything, Worcester, WR1 1HP.
3. The School was incorporated on 17 May 2007, but continued to operate as an unincorporated charity until 31 August 2007. It began active operations as a limited company on merging with The Alice Ottley School on 1 September 2007. There were no trading activities prior to this date.
4. The School operates on four sites; RGS Worcester offering co-education for pupils aged 11 – 18, located in The Tything, Worcester; RGS Springfield offering co-education for pupils aged 2 – 11, located in Britannia Square, Worcester; RGS The Grange offering co-education for pupils aged 2 – 11, located in Claines, Worcester; and RGS Dodderhill, located in Droitwich, offering girls only education for pupils aged 4 – 16, with a co-educational Nursery from aged 2.
5. **Status.** The Company is registered at Companies House, Cardiff, as a private company, limited by guarantee, registered number 6251081. The Company is also registered as a charity, number 1120644. The Company is the trustee of Charity 527527 which holds in trust the Permanent Endowments of the School under a Charity Commission Scheme sealed on 2 July 2007 and altered by a further scheme sealed on 15 January 2008. The Scheme contains a Uniting Direction that the Charity and associated funds shall be treated as forming part of the Company for the purposes of Part 6 (accounting) of the Charities Act 2011. On 30 April 2019 Dodderhill School, company number 00576888 and registered charity number 527599, donated all of its assets and liabilities to The Royal Grammar School Worcester. RGS Holdings Limited Company number 12364724 was incorporated in December 2019 to facilitate the establishment and operation of Worcester International Hockey Club Limited, a limited liability company, number 12366802 which was also incorporated in December 2019.
6. **Directors of the Company.** The Directors of the Company are also the Governors of the School and the Trustees of the Charity. Those who have served during the year as Directors are listed below:-

Mr J Q S Poole	Chair of Governors
Mrs R F Ham	Vice Chair of Governors
Mrs L Cook	EC, Staff Liaison at RGS Worcester and Governor with special interest for Learning Development
Mrs M J Cross	F&GP
Mr N Fairlie	F&GP
Sir R Fry	NC (Retired 25 March 2021)
Mr A Greenway	EC and Governor with special interest for GDPR
Mr H Kimberley	Chair of F&GP
Ms K Meredith	Chair of EC and member of the NC
Mrs S Mills	EC and Governor with special interest for Safeguarding
Mr J G Peters	EC, NC, CCF and Staff Liaison at RGS The Grange
Mr B W Radford	F&GP and Governor with special interest for Health and Safety
Dr E Robinson	EC
Mrs K M Wormington	Staff Liaison at RGS Dodderhill
Mrs R Wyatt	Governor with special interest for the Foundation Stage

Finance and General Purposes Committee (F&GP), Education Committee (EC), Nominations Committee (NC)

**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**GOVERNORS' REPORT YEAR ENDED 31 August 2021**

7. The **Principal Officers** of the Charity during the year were:-

Mr J D Pitt	Headmaster, RGS Worcester
Mr G W Hughes	Headmaster, RGS The Grange
Mrs L Brown	Headmistress, RGS Springfield
Mrs S E Atkinson	Headmistress, RGS Dodderhill
Mrs J L Monro	Director of Finance and Operations, Clerk to the Governors and Company Secretary (appointed 13 July 2021)
Mr I T Roberts	Director of Finance and Operations, Clerk to the Governors and Company Secretary (retired 7 July 2021)

8. **Advisers to the School:-**

Bankers & Investment Managers	Lloyds Bank plc 4, The Cross, Worcester, WR1 3PY
Auditors	Crowe U.K. LLP Black Country House, Rounds Green Road, Oldbury, B69 2DG
Solicitors	Stallard March and Edwards (SME Solicitors) 8, Sansome Walk, Worcester, WR1 1LW
Insurance Brokers	Hettle Andrews & Associates Limited Eleven Brindley Place 2 Brunswick Square Birmingham B1 2LP

9. **Governing Document.** Memorandum and Articles of Association adopted on incorporation on 17 May 2007 as amended by Special Resolution dated 27 June 2013.

10. **Governing Body.** The Governors are listed on page 1 of this Report.

11. **Recruitment and Training of Governors.** New Governors are normally appointed at termly meetings on the basis of nominations from a committee of Governors. All nominations are made on the basis of eligibility, personal competence, specialist skills and availability. New Governors undertake a formal induction process under the guidance of a fellow Governor which covers the workings of the Charity, including Policies, Procedures, Finances, the Clerk to the Governors and Governance.

12. **Liability Insurance.** Governor and Individual Liability insurance is provided with a cover of £5m.

13. **Organisational Management.** The School Charity is organised and managed in accordance with Articles of Governance, produced by the Governors, to control the general educational character of the School. The Governing Body meets at least once per term. The Board's policies are generally implemented by two main committees; the Finance and General Purposes Committee (F&GP) and the Education Committee (EC), both of which meet termly. Individual Governors are nominated to take a special interest in Safeguarding, Health and Safety, the Foundation Stage at each of the Prep Schools, CCF, Learning Development, GDPR and for staff liaison in each school. The Governors directly appoint the Heads and the Director of Finance and Operations. The Heads are each responsible to the Governors for the overall management of their school and the direction of teaching within the general policy and the delegated financial limits approved from time to time by the Governors. The Director of Finance and Operations is responsible directly to the Governors for the management of the grounds, buildings, plant, computing and IT, administration and finances of the School, and to support the Heads in the day to day running of their schools.

**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**GOVERNORS' REPORT YEAR ENDED 31 August 2021**

14. **Employee Involvement and Equal Opportunities.** Employees have been consulted on issues of concern to them by means of regular consultative committee and staff meetings and have been kept informed on specific matters directly by management. The School carries out exit interviews for all staff leaving the organisation and has adopted a procedure of upward feedback for senior management and the Trustees. The Trust has implemented a number of detailed policies in relation to all aspects of personnel matters including:

- a. Equal Opportunities Policy
- b. Health & Safety Policy

In accordance with the School's Equal Opportunities Policy, the School has long established fair employment practices in the recruitment, selection, retention and training of disabled staff. Full details of these policies are available from the School's offices.

15. **Availability of Assets to Fulfil Obligations** It is the opinion of the Governors that the School is well placed to meet in full its current obligations.

**Statement of Governors' Responsibilities**

16. The Companies Act 2006 requires the Governors, as Trustees of the Charity, to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the surplus or deficit of income over expenditure for that period.
17. In preparing these financial statements, the Governors should follow best practice and are required to:
- a. select suitable accounting policies and apply them consistently;
  - b. observe the methods and principles in the Charities SORP;
  - c. make judgements and estimates that are reasonable and prudent;
  - d. state whether applicable UK accounting standards have been followed subject to any material departures disclosed and explained in the financial statements; and
  - e. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.
18. The Governors are responsible for keeping accounting records which are such as to disclose, with reasonable accuracy, the financial position of the Charity at any time, and to enable them as Trustees, to ensure that the accounts comply with charity law. The Governors are also responsible for safeguarding the Charity's assets and ensuring their proper application and hence for taking reasonable steps for the prevention and detection of error, fraud and other irregularities.
19. The Trustees delegated authority to the Nominations Committee (NC) to assess the Board's adherence to the charity governance code issued in July 2017. Following a review of the seven principles underpinning the code the NC concluded that the RGSW Board is adhering to all of the principles. The Board unanimously endorsed this assessment at their December 2020 Board meeting.
20. The Charity had no fundraising activities requiring disclosure under S162A of the Charities Act 2011.

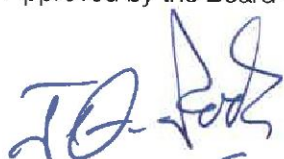
**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**GOVERNORS' REPORT YEAR ENDED 31 August 2021**

21. **Statement as to Disclosure of Information to Auditors.** The Governors who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditors are unaware. Each of the Directors have confirmed that they have taken all the steps that they ought to have taken as Directors in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

**Auditors**

22. Crowe U.K. LLP has indicated its willingness to be reappointed as statutory auditor

Approved by the Board on 9 December 2021, and signed on its behalf by:-



J Q S Poole  
Chair of Governors

## THE ROYAL GRAMMAR SCHOOL WORCESTER

### STRATEGIC REPORT YEAR ENDED 31 August 2021

#### STRATEGIC REPORT

##### Objectives and Activities

1. **Charitable Objects.** The objects of the School are the provision and conduct, in or near the City of Worcester, of a day or day and boarding school for boys and girls.
2. **Aim and Intended Impact.** It is the General Policy of the Governors to provide for the pupils of the School a challenging intellectual atmosphere while making full provision for physical, cultural and moral development.
3. **Objectives for the Year.** The primary objectives of the year have been:
  - To provide continuity of learning for all pupils during the Global Pandemic, including during the period of 'lockdown'; supporting pupils throughout this challenging period by providing pastoral care, continuity of learning and co-curricular provision
  - To provide a safe and secure environment at each of the RGSW Schools during the Global Pandemic
  - To provide Teacher Assessed Grades for pupils in place of Public Exams which were cancelled
  - To support pupil welfare and staff welfare during the Global Pandemic
4. **Strategies to achieve the Objectives.** Continuity of learning has been provided through the School's award-winning Digital Learning Programme which has given pupils a full programme even during the period of 'lockdown'. The Schools have taken on extensive measures to ensure safety for pupils, staff and visitors during this period. Teacher Assessed Grades proved highly successful following rigorous procedures adopted by the Academic teams. Pupil welfare has been supported through increased pastoral provision and staff welfare has been a focus at all four Schools
5. **Principal Activities of the Year.** The Charity principally provides education in or near the City of Worcester and Droitwich at its four sites to boys and girls aged 2-18. There were, on average, 1,472 (2020: 1,408), pupils attending the School during the year, which provides Governors with confidence that the School is continuing to fulfil its objective of providing value for money in the provision of a first-class independent education.
6. **RGS Dodderhill.** The main objective for the past two years has been to improve recruitment, especially in the lower year groups. We now have a thriving Nursery, and improved numbers throughout the school. We have recruited well during the Global Pandemic, largely because of our excellent Remote Learning Provision that has been available to all our pupils. Our reputation is growing and as part of the RGSW family of schools we are recognised as an Apple Distinguished School.

#### Grant Making Policy

7. **Bursary Policy.** The Governors wish to ensure that the opportunity for children to benefit from the education offered by the School is not unreasonably restricted by parents' ability to pay fees. Means-tested bursaries are made available in the form of a remission of up to 100% of the tuition fees payable, depending on the financial, compassionate or other pertinent circumstances of applicants. To ensure that people in genuine poverty are not excluded, as well as covering tuition fees, bursaries may be extended to cover or contribute towards the costs of such additional items as school lunches, uniform, travel costs, examination fees, equipment required for educational, sports or co-curricular activities and foreign exchange and other educationally important trips.



**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**STRATEGIC REPORT YEAR ENDED 31 August 2021**

- 8. Priorities.** A number of factors will be considered when making the judgement as to the justification for support, and the extent of such support. In the main, a child's suitability for the School is the first consideration in granting a bursary. In assessing a child's suitability, attention will be given to their academic assessment, but potential will also be considered as well as actual achievement. Each applicant must meet the School's normal academic requirements and any pupil to whom support is offered must, in the opinion of the Head, be likely to make sound academic progress following admission and possess the potential to develop the quality of his or her work. A considerable degree of commitment and effort will be required and a good record of effort and behaviour in previous schools will be essential. Since the RGS Worcester family of Schools are of high academic standards it will normally follow that those achieving the highest results in the entrance examination will be deemed most suitable. Consideration will also be given to how a pupil might benefit from participation in the wider, co-curricular activities on offer at the School.
- 9. Assessment.** Although the priority in making an award will be suitability, the amount will be based on financial need. Each case will be assessed on its own merits and awards are made accordingly, subject to available funding and the level of demand. It is recognised that judgements about what sacrifices a family should make to pay school fees will be personal and the scale of awards is therefore not rigid. However, the School has a duty to ensure that all bursary grants are well-focussed and so, as well as current earnings, other assets and lifestyle factors will be considered in determining the appropriate level of grant.
- 10. Grants.** The Governors' grant-making policy is tempered by there being no significant endowment funds available to provide additional financial support; bursaries therefore must be provided out of fee income. The grant-making policy has been subject to ongoing review in recent years with a view to increasing the number and value of means-tested awards. The Governors feel a certain dilemma in this respect since they have attempted over the years to keep fees as low as possible, whilst at the same time ensuring the School has the means to provide an excellent education. This is manifest in the School's fees continuing to be lower than similar independent schools in or around Worcester, and below the national average for comparable schools. The Governors consider increases in fees to fund further bursaries to be unreasonable in that they would place further hardship on the many parents who already make significant sacrifices to pay for the advantages of an independent school education for their children. With this in mind, the Governors established a Foundation with the long-term aim of raising School funds to support the allocation of more bursaries and for capital projects.
- 11. Awards.** Scholarships, bursaries and other concessions totalling £1,989,243 (2020: £1,785,409) have been awarded during the year to a total of 475 (2020: 489) pupils. These awards included means-tested bursary awards to the value of £648,802 (2020: £524,644) distributed among 85 (2020: 72) pupils, 2 (2020: 2) of whom received 100% remission. The Governors authorised a further Covid-19 discount of £137,227 (2020: £670,517) and hardship support of £40,802 (2020: £38,842) was awarded to 20 (2020: 19 families) significantly affected by the Covid-19 lockdown; this was supported entirely from the RGSW and AOS Foundation's hardship fund.
- 12. Prizes.** The School has a Prize Fund, invested in the COIF Charities Investment Fund with a value at 31 August 2021 of £34,872 (2020: £29,625) which provides prizes under the Mytton and Blasson Legacies. All other prizes are funded from the School's unrestricted funds.
- 13. Public Benefit.** In setting objectives and planning activities the Governors have given careful consideration to the Charity Commission's general guidance on Public Benefit. The Governors achieve this through providing use of the School's facilities for a wide range of community events and activities and through outreach provision for pupils from local state schools.

## THE ROYAL GRAMMAR SCHOOL WORCESTER

### STRATEGIC REPORT YEAR ENDED 31 August 2021

We continue to grow the number of local organisations who have used the facilities for activities as diverse as yoga, dance and archery. These include those listed below:

AOOE Annual Dinner	Under 10 Girls Football
Coppertops FC Football	Walking Football
Droitwich Fencing	Warndon Super Vets Football
Droitwich Table Tennis	Worcester City Football Club
Peopleton Cricket Club	Worcester Hockey
Perdiswell Colts	Worcester Netball Club
Phil Chew Football	Worcester University Student Hockey
Pauline Quirk Academy	Wyre Forest Ladies Hockey
Super Vets Football	

The School hosts lectures, dinners and awards events for the community and for our own alumni; as well as providing facilities for a number of local sports teams and activities involving members of the public and children from across Worcestershire. The School has continued to provide its facilities when Covid-19 restrictions permitted it to do so.

The School normally provides a number of Careers events for the locality including the annual Careers Expo held in the Trinity Term which had to be cancelled due to Covid-19.

**14. Outreach and Partnerships** activities include assistance to local schools by sending RGS staff and pupils to support specific subjects and inviting pupils into RGS Worcester and its Prep Schools for academic and co-curricular events and activities.

- a. **RGS Worcester** Outreach and Partnerships activities include assistance to local schools by sending RGS staff and pupils to support specific subjects and inviting pupils into RGS Worcester and its Prep Schools for academic and co-curricular events and activities. 2020-21 was a challenging year for the School's Outreach programme since we were unable to get pupils into school or to go out and visit schools due to the Covid-19 restrictions. We conducted a number of talks/interviews online using our Digital Learning Programme. As the 'lockdown' restrictions lifted, we were able to attend an outreach event at Hallfield School in Birmingham and staff gave a lunchtime presentation to Year Eleven pupils at Nunnery Wood High School. Two teachers were also able to visit Grimley and Holt CE Primary School to deliver a Science activity, setting up a practical experiment to show the effects of land ice versus sea ice melting on sea levels, and using Nearpod on the pupils' school iPads. We look forward to inviting more pupils onto site in the coming year.
- b. **RGS The Grange** had an understandably quiet first two terms, however it was wonderful to restart our Outreach programme by inviting Claines Primary School Year 3 to take part in a morning of coding with our IT Department which went down extremely well with our neighbouring school.
- c. **Holiday Club** had a challenging year as a result of the continuing uncertainties surrounding the general Covid-19 situation within the country. However we did manage to operate a Holiday Club in each school holiday period, albeit predominantly to only RGS pupils and with a much reduced provision. The easing of 'lockdown' in early summer allowed us to reopen to external pupils for the summer Holiday Club and uptake was very good. Many past attendees came back and we had many new faces join us for the first time. All sections were full on most days throughout the summer which allowed us to recoup much of the losses sustained during the earlier part of the year with the percentage of external pupils being much higher than usual. The planned relaunch which was due to begin for Summer 2021 has now been deferred to Summer 2022 with an exciting and vibrant new programme across all RGS sites and schools.

- d. **RGS Springfield** The Outreach Programme was limited by Covid-19 restrictions but we managed to provide a venue for local nursery staff forest school training and supported other nurseries to attend inset and cluster meetings on relevant issues using remote digital meetings. A Mother and Toddler group was held from April 2021 onwards once restrictions on such gatherings were lifted. Staff and children have continued to prepare food for the local street kitchens to help local homeless people, served each Tuesday evening by staff or delivered straight to the homeless centres. Links with University of Worcester have provided opportunities for local students to carry out teaching observations and gain face to face school experience from March onwards, conduct research or on placements from April onwards. The local 'Britannia Square Residents Association' community group held their annual social picnic in our grounds in August.
- e. **RGS Dodderhill** Covid-19 has reduced the opportunities to work in person with local schools. In the Autumn term 2020, we worked collaboratively with Hanbury School on a joint choral activity to raise funds for a Hanbury pupil who was seriously ill. In July 2021 we also hosted the Hanbury School Sports Day as they do not have the facilities for this. In April 2021 we were able to re-open our Toddler Group which ran on full capacity for the Summer Term. We also hosted a second year Undergraduate for the Summer term, who worked in Year Six to gain some essential 'hands on' experience in the classroom.

## **15. Review of Achievements and Performance for the Year**

- a. **Performance.** RGS Worcester, RGS Springfield and RGS The Grange were inspected by the Independent Schools Inspectorate (ISI) in March 2015 and each school was classified as 'Excellent' in all areas of performance (this is the highest grade). The Early Years Foundation Stages in each of the Prep schools (which are judged by Ofsted criteria) also received the top grade of 'Outstanding'. In March 2018, all three schools were subject to an ISI Compliance Inspection and each school passed this without further recommendation. RGS Dodderhill was inspected in March 2017 by ISI for both compliance and educational quality and met all criteria for compliance and was judged outstanding in all areas of educational quality.
- b. **RGS Worcester Academic Achievements.** In what was another turbulent year for Public Examinations, RGS pupils achieved excellent grades in both GCSE, A Level, BTEC and CTEC qualifications. With grades being determined by way of Teacher Assessed Grades (TAGS), RGS undertook a detailed and comprehensive assessment programme to determine final pupil and student grades. It is worth noting that when the RGS process and outcomes were reviewed by the relevant Examination Boards, no changes were made to the grades submitted to the Examination Boards. At A Level, students achieved 69.3% A\*-A and 91.7% A\*-B grades. Given these exceptionally strong outcomes, the majority of students (85%) were able to achieve their first-choice university places including Oxbridge. The BTEC students produced outstanding results this year with 3 pupils achieving Double Distinction Star and all students receiving at least a double Merit pass. At CTEC Level, the first student to sit the one year course did so with success, passing the course with a Distinction Star. As last year, these BTEC and now CTEC grades allowed all students to move on successfully to the next stages on their learning and employment pathways. At GCSE level 46.3% of all examinations achieved the highest grades 9-8, with 70.7% attaining grades 9-7. 100% of all pupils achieved grades in the range 9-4 meaning that all pupils passed all subjects with a recognised strong GCSE grade.
- c. **RGS Dodderhill, Academic Achievements.** After another disrupted year, pupils achieved excellent GCSE grades. A cohort of 23 pupils were entered for GCSE examinations. Following Remote Mock Examinations, carried out with cameras on, we ran a series of assessments in school during the Summer term. Robust evidence was collected to support the Teacher Assessed Grades that were submitted. Pupils achieved a 100% pass rate with grades 9-4 in all subjects. 48% of grades were in the 7-9 range. 61% of pupils obtained at least one grade 8 or 9. All pupils achieved their first choice Sixth Form place. Twelve pupils transferred to RGS Worcester for Sixth Form



## **16. Cultural Activities**

- a. **RGS Worcester** Despite the limitations caused by Covid-19 restrictions, the cultural life of the School still managed to thrive through a combination of flexibility and creativity. The Bugsy Malone cast who had rehearsed throughout the Summer term over Zoom created a film version by recording scenes within their year group bubbles and then having it streamed over 3 consecutive nights. Since the traditional Autumn term musical could not be put on stage, the Drama department arranged three nights each week of Musical club and worked to bubbled performances by Years Ten, Eleven and Sixth Form, with each group performing different songs from the musical 'Wicked'. In place of the usual Summer production, Year Eight and Nine production clubs were run separately with students working on devised pieces based on the 80's, 90's or 2000's.

The School's regular assortment of musical ensembles and choirs had to be wholly reimagined to comply with Covid-19 restrictions, with at least one choir and ensemble formed for each Year group. Many of the groups recorded performances throughout the year, with films released online as part of a November and, later, 'Christmas Crackers', Concert Series. The Carol Service was pre-recorded and then broadcast to the whole school on the last day of term. The Spring term saw each Year group in the Lower and Middle School give an online concert on Google Meet, with more than eighty pupils performing across five evenings. The 'Perrins Sessions' were established as a series of regular soloist and small ensembles films released each Friday on RGS social media channels with performers either recording in school or at home and some presenting their own original compositions.

A number of the School's musicians entered and won classes in the 2021 Worcester Competitive Arts Festival and a film made by members of the Chamber Choir also featured in St Richard's Hospice's 'Lights of Love' service. A Year Eight pupil and a Lower Sixth student were both finalists in the 2020 Bromsgrove Young Musicians Platform, with the latter sharing first prize in the Senior Category.

The School's Debating Society was able to operate fully thanks to the fact that all competitions were able to take place online. In every competition – at Birmingham, Warwick, Nottingham and Manchester - at least one RGS team featured in the Open Final. A Lower Sixth pair won at Nottingham, two more reached two Open Finals each, as well as qualifying for both the Oxford and Cambridge Finals Days, and Lower Sixth debaters also reached the regional finals of the English Speaking Union Mace. At Oxford Finals Day, with 130 of the best schools' Debating teams from the UK and across the world taking part, the RGS pair qualified for the quarter-finals in 14th place.

Between them the Upper Sixth debaters, in spite of some trepidation around debating via Zoom, won the Bronze Final at Birmingham, the Silver Final at Manchester and qualified for the Oxford Finals. It was a record year of achievement.

The Lower Sixth artists started the Autumn term optimistically, as they were the first group to be invited to Worcester Cathedral after restrictions had been eased. Photographs and sketches formed the basis of print-making and large-scale drawings, which were intended as the foundation for a public exhibition in February, which sadly did not happen. With the onset of the second phase of Remote Learning, all pupils in Years Seven to Nine were presented with a 'Creative Pack' that included equipment for Art and Design and Technology, and meant that every pupil benefited from having a full set of professional materials to work with at home. Two Year Eleven pupils extended their training by being accepted from hundreds of candidates for The Royal Academy of Arts AttRAct programme, and several students entered for the RA Young Artists' Summer Show. Pupils in Years Seven and Eight helped to decorate the School's baby elephant which was part of 'Worcester's Big Parade' in aid of St. Richard's Hospice. The Art Department also took part in commemorating Stephen Lawrence Day by painting a Van Gogh style tree as part of a whole school tribute to Black Lives Matter. An Upper Sixth student's double portrait of her sister and herself, which reflected the dependence on each other in Covid-19 times, formed part of Worcester's NHS Art Trail.

## THE ROYAL GRAMMAR SCHOOL WORCESTER

### STRATEGIC REPORT YEAR ENDED 31 August 2021

The Design and Technology department's Greenpower team was finally able to race at both the Goodwood and Croft racing circuits, securing third places at both events and qualifying for the National Finals in October.

In Textiles, rather than the traditional show at Fashion Show, many students from Year Nine to Upper Sixth took part in a Fashion Show Film, which gave them the opportunity to showcase the excellent work produced. A number of students also entered the Young Fashion Designer UK Competition, with two being awarded Highly Commended, another two came 2nd and 3rd in the Year Seven - Eight category and, in the Year Nine – Eleven category, a Year Ten pupil was placed First overall for her sustainability inspired designs.

- b. **RGS The Grange** made every effort to ensure that children were still able to take part in a wide range of creative arts activities. The obvious refinements to performing arts activities meant that certain clubs remained virtual, however a great deal of those clubs made a good come back from the Autumn term onwards. Music lessons began face to face once again with the use of protective screens to mitigate risks. Choirs were able to start again, however numbers had to be reduced, including non-mixing of 'bubbles'. Concerts remained online for most of the year. It was however, wonderful to hear singing at RGS The Grange, albeit slightly quieter. The annual Christmas Talent show, 'Starsearch' was again a highlight for many with the audience watching virtually in their classrooms. LAMDA continued and again was wonderful to see children taking part. After a year of no school production, we were thankful to be able to put on a Year Six Production of 'The Tempest'. In line with restrictions it was run on the natural amphitheatre of Home pastures with just Year Six parents and staff in attendance.
- c. **RGS Springfield** As many children as possible have participated in plays or performances whether virtually or in school to limited groups of parents when permitted. Examples are: Filmed nativities and Carol/Christmas celebrations, concerts and performances, virtual singalongs and, as the academic year ended, performances for some year groups with suitable audience restrictions.
- d. **RGS Dodderhill** Throughout the year, even during a second period of school 'lockdown' at the start of 2021, we were able to offer an excellent range of cultural activities. We celebrated International Languages Day and encouraged pupils to record themselves speaking in other languages. Our new Enrichment activities offered to Year Nine to Eleven pupils every week introduced Politics and films focused around Black History. Virtual Music Concerts, with music from around the world, replaced face to face events. We celebrated Black History Month and continued to promote positive mental health. Our Year Seven pupils finished the academic year with an outstanding outdoor performance of 'A Midsummer Night's Dream'.

## 17. Trips and Expeditions

- a. **RGS Worcester** The number of trips that the School was able to run was significantly limited by the travel restrictions imposed for the Covid-19 pandemic. Nevertheless the Duke of Edinburgh programme, with nearly 150 pupils enrolled across the three Awards, managed to run practice expeditions in September. 27 Lower Sixth students spent a weekend paddling on the River Severn and enjoyed an introduction to sea kayaks and open boat canoes with training provided by Arete Outdoor Centre in preparation for their Gold expedition. The Silver group of Year Eleven students spent two days walking between Worcester and Droitwich, with each student covering about 13 km each day and enjoying the sights of the River Salwarpe and the Droitwich Canal, and passing the trigpoint at 70 metres to the west of Hadley. Despite being unable to camp overnight due to restrictions, the students made the most of the two days to consolidate their navigation skills. 60 Year Ten pupils training for Bronze ventured out into the Worcestershire countryside with groups split into morning or afternoon sessions to avoid congestion in the local area and to maintain distancing. It proved a great introduction for our new Bronze cohort to navigation and respecting the countryside.

## THE ROYAL GRAMMAR SCHOOL WORCESTER

### STRATEGIC REPORT YEAR ENDED 31 August 2021

Further government restrictions prevented further expeditions in March but by June the School was able to run some adapted expeditions. The Silver Assessed group of 24 Year Eleven criss-crossed the Malverns and the surrounding area in a mixture of weather conditions but were unable to camp overnight. The standard of navigation and quality of team work demonstrated was excellent. The Gold students were all set to complete a six-day combined Practice and Assessed Gold Kayak expedition in the rugged terrain of North Wales and southern Anglesey but issues relating to Covid-19 resulted in the cancellation of the trip. However, the Bronze group were able to complete their Bronze assessed expedition, with ten groups walking in and around Worcester, Lower Broadheath, Tibberton and Crowle.

The Lower Sixth Geography students went to FSC Bishops Wood, near Stourport, for three days to gain important practical experience in fieldwork in preparation for their A Level coursework.

At the end of the Summer term, planned CCF trips had to be cancelled, as did the Army Summer Camp at Nesscliffe when the Training Area was tasked as a quarantine base for operational soldiers. Nevertheless, end-of year trips for Year Groups were able to take place, successfully incorporating visits to Oaker Wood activity centre, Paintballing, and to Drayton Manor and Alton Towers theme parks.

- b. **RGS The Grange** were delighted to take Year Three to Mill on the Brue for their annual residential with Year Four to Six then getting to enjoy the 'Bushcraft' experience. Having three Year groups on one site was a great experience that the children thoroughly enjoyed. During what was a challenging academic year for educational providers, we were fortunate to have such wonderful grounds to use which provided a perfect space for children to reconnect with their friends and teachers through in-house workshop-style activities.
- c. **RGS Springfield** We provided as many opportunities as possible for pupils during a difficult year. Local trips and residentials were resumed in April when government guidelines allowed and wherever possible outdoor facilities were used to enable children to enjoy such activities and feel that they had at least had some of the normal opportunities.
- d. **RGS Dodderhill** We focused on providing outdoor education wherever possible during the pandemic. Forest School activities and an outdoor performance of 'A Midsummer Night's Dream' in June 2021. Our new Sailing Club enabled pupils to learn the skill at Aztec outdoor centre using external instructors. Other trips were postponed until restrictions lifted.

## 18. Sports

- a. **RGS Worcester** For girls, the Autumn term started with Cricket to compensate for the fact that no ball had been bowled in the Summer term. This gave an opportunity to introduce the girls to some key technical elements before returning to Cricket later in the year.

After a few weeks of Cricket training, the girls returned to the Hockey pitches in October for games lessons and had some quality time to focus on their core skills. After-school training provided the unique opportunity for all year groups to do Indoor Hockey, an area where the School has recently enjoyed National success. Our Under 18, Under 16 and Under 15 teams were able to play competitive games against Cheltenham Ladies College and Hereford Cathedral school under England Hockey Covid-19 guidelines. All year groups also tested their skills in various Hockey activities during a virtual fixture hosted by King's High School, Warwick, with RGS victorious across the age groups. When the country moved back into 'lockdown', weekly Hockey games lessons continued via 'live' Google Meet sessions with pupils borrowing sticks and developing skills with objects such as brooms and socks! The Hockey 'Cha, Cha Slide' was a favourite and pupils had the opportunity to develop Hockey specific strength and conditioning movements, as well as key technical skills. Our 1st XI Captain competently led live activities for our Lower School pupils.



## **THE ROYAL GRAMMAR SCHOOL WORCESTER**

### **STRATEGIC REPORT YEAR ENDED 31 August 2021**

We concluded 'lockdown' with a live question and answer session for all pupils with GB Olympians Kate and Helen Richardson-Walsh. This provided a very special opportunity to informally chat about all things Hockey and the pupils asked some outstanding questions.

On return to school, we were back to Hockey sessions in Games lessons, concluding the term with House Hockey for the seniors, played within year group bubbles. Using Netball-style conditions, the pupils played with enthusiasm and enjoyment whilst demonstrating excellent problem solving and teamwork skills. Boys and girls also got back to after-school Hockey Clubs and, although the lack of competitive Hockey may have been unusual, it provided time and a need for creative, varied development options.

Three RGS Pupils were selected to represent National teams in Hockey: one Year Eleven in the England Under 18 squad, one Lower Sixth in the Wales Under 18 squad, and another Year Eleven in the Wales Under 16 squad. In addition, pupils have been selected for the Under 17 Performance Centre and also the Under 16 Regional Performance Centre.

Netball sessions went online during the 'lockdown' and the School was fortunate enough to form a partnership with Netu, who provided our Netball and other athletes with 8 weeks of Netball specific programming to complement our school-led games sessions. In addition, we were also able to offer online sessions with Lucy Herdman, our own superleague player and School Netball coach, who led our pupils through a number of skill sessions. We were also able to host in-person sessions with another Superleague player, Lucy Harris, who delivered a masterclass on attacking principles.

The School also hosted its inaugural Severn Stars Nova Academy, which saw 20 young athletes participating in weekly skill and match play sessions run by our Head of Netball as well as running an athlete specific Strength and Conditioning (S&C) programme delivered by the Head of S&C.

The Girls Cricket programme exceeded expectations for its first year, as the School already had girls training regularly with a hard ball and was able to host our first hard ball fixture at Flagge Meadow against Orwell Park, a touring school from Suffolk. The School also hosted a 'Softball Festival' Cricket competition against King's High School Warwick, where seven teams across three Year groups played and involved over 140 girls. In total 15 fixtures were played, involving girls from Year Seven to Year Ten, and the School were victorious in 8 of them. As part of developing the programme further, the School has been able to combine with Worcestershire County Cricket Club to provide an opportunity to the girls in Year Eight to be coached by a Level 4 Senior Cricket Coach. Over time we hope to grow this programme and be able to offer it to more girls.

For the boys, an early decision was made to change the order of sports played to allow for those sports which could more easily accommodate social distancing. Therefore Cricket was played in September, before switching to Football and Rugby in the Spring term. Games lessons provision for Cricket was focused on skill development and a few fixtures were able to be played.

Football training started towards the end of September and the staff rose to the challenge of providing a variety of sessions that offered a mixture of technical sessions and competitive intra Year group matches. The main focus of the sessions was on the key fundamentals and core elements of our Programme of Study as appropriate for each age group and their technical ability. To compensate for the lack of matches the School introduced its own version of the 'Copa America', which allowed teams to grade and reward all players for team play, work ethic, sportmanship and goals scored, and resulted in greater levels of inclusion amongst all the participating teams. Two final highlights were House matches, which were keenly contested, and our only fixture of the term under strict Covid-19 protocols against Bromsgrove School Under 17s, which resulted in a 2-2 draw.

## **THE ROYAL GRAMMAR SCHOOL WORCESTER**

### **STRATEGIC REPORT YEAR ENDED 31 August 2021**

The Rugby season started in January, although provision had to adapt to remote learning with pupils working on the core fundamentals of Catch & Pass, Ball Presentation and Low Tackle techniques. Remote learning also gave the Rugby club the opportunity to deliver a variety of external webinars which included Psychology and Leadership discussions, run by Spark Performance and Amodigo respectively. These were extremely engaging and beneficial for the students and staff. There was also a great opportunity for the Year Seven pupils to hold a question-and-answer session with First XV Captain, who discussed his personal experience and playing career throughout his school life. For the final four weeks of the Spring term Rugby was finally able to happen.

The second instalment of Cricket saw a resumption of some normality with several fixtures against the School's regular opponents. Highlights included the First XI's nine-wicket victory over King's School, Worcester including one Year Eleven taking 5 for 23 and an opener scoring 100 not out. Another Year Eleven also scored a century in each of the matches against the MCC and the Gentlemen of Worcestershire. The season concluded with the First XI participating in the annual RGS Schools' Festival hosted by RGS Newcastle.

With Rowing competition suspended due to Covid-19 restrictions, the coaching team devised a number of activities to maintain engagement. The first activity on the programme was a whole school 1000m row on the indoor rowing machines, which was well supported by pupils and staff. The Lower School Indoor Rowing Club set the target to row to Lapland before Christmas during Monday lunchtimes and the Year Seven and Eight pupils managed to cover over 40,000 metres. Between September and December the whole school rowed over 520,376m on the indoor rowing machines.

The Christmas Mince Pie races provided a perfect opportunity for some friendly competition against other clubs on the river Severn, with crews including 2 Eights, a Quad, a Double and 2 Single Sculls. Rowing then became virtual at the beginning of 2021 once more, and the online sessions focussed on body weight circuits and core strength exercises. Following a brief period of flooding, the water levels dropped just in time for the return to rowing in the Spring. Rowing sessions focused on rebuilding the rowers' training and stamina in readiness for competition, which was finally able to happen in June at the Worcester Junior Regatta against crews from King's School, Worcester and the Boat Clubs of Worcester, Stourport and Pengwern. Several boats raced up the 400m course from Diglis to the boathouse, first in time trials and then in side by side sprints.

#### Other Sports and Individual Highlights:

Following guidance from British Fencing and some careful measures put in place to keep everyone safe, we were able to keep going through most of the Autumn term. All fixtures, competitions and the ever-popular RGS Gala had to be put on hold, but during the Summer Term the club was finally able to run taster sessions for pupils in Years Eight and Seven, with around fifty students keen to try out the sport. Team fixtures also restarted with a flurry of results at the end of the Summer term. The Year Eight Team comfortably won their Pairs competition at Warwick School, and the Year Nine team went to King Edward's School and took a well-deserved second place. The Sixth Form team, competing against fencers from Warwick School and King Edward's School, fenced to a very high standard and brought home the new Midlands Team shield. This meant that over the course of the year, the School's fencers won nine out of ten competitions.

Unfortunately, the School's Golf Team was unable to play any competitive fixtures this academic year due to Covid-19 restrictions. However, this did not prevent the Junior Golf Club honing their skills and techniques with one-hour tuition sessions at Worcester Golf & Country Club in the Summer term. The students are very much looking forward to competing again in the Independent Schools' Golf Association (ISGA) events next academic year.

The Tennis team was able to play a few competitive matches against both King's School, Worcester and Bromsgrove School.



## THE ROYAL GRAMMAR SCHOOL WORCESTER

### STRATEGIC REPORT YEAR ENDED 31 August 2021

The Equestrian team drawn from across the RGSW Family of Schools competed in a number of NSEA events, including Schools Equestrian Games 80cm One Day Event and also the National Dressage Championship.

The School's first ever Girls Under 18 Rugby fixture took place against Hereford Sixth Form College and the ultimate goal is to enter the 2022 Rosslyn Park National Schools Sevens tournament.

Three of the School's athletes competed in the County Championships and one Year Eleven went on to come 7th in the 200m final of the British Under 17 Championships and was selected as part of the UK Athletics Talent Development Pathway Programme.

A Year Seven pupil was offered a two-year contract with West Bromwich Albion FC. as an aspiring goalkeeper.

A Year Ten pupil broke the UK Under 16 Archery record hitting gold with 102 arrows out of a maximum of 108 in a competition at Cleve Archers Club in Bristol.

A former RGS pupil, at the age of only 19, was selected for the England Weight Lifting Training Squad in preparation for the Birmingham 2022 Commonwealth Games.

- b. **RGS The Grange** were limited for two terms to playing all their sport in house. However this still provided children and staff with a great outlet for keeping them all as active as possible. The Summer term saw an introduction of fixtures in Cricket and also the reintroduction of supporters. Sports Day became a highlight of the term, despite parents unable to attend, children were wonderful in supporting one another during a sports day that saw all children able to access at least six events each. The Sports Day was broadcast to parents through the Digital Learning Programme.
- c. **RGS Springfield** Sporting activity was more limited for competitive sport but all of our children benefited from a continuation of sport and PE even during 'lockdown'. Regular challenges for individuals, families and houses such as collaboratively climbing Everest using stairs were held and much enjoyed. Some matches and other activities resumed in the Summer term. We did manage to hold a Sports Day in late June which was much enjoyed by all the pupils.
- d. **RGS Dodderhill** Although there were limited opportunities to play competitive sports against other schools, we used the year to focus on some key skills. We developed Girls' Cricket as this lent itself to social distancing. PE lessons continued online during 'lockdown' and individual athletics challenges were set and monitored. We did not manage to run swimming lessons, but Sports Day was possible in the Summer term.

## 19. Charity Fundraising

- a. **RGS Worcester** Despite Covid-19 restrictions and 'lockdown', fundraising continued at RGS Worcester and in excess of £15,000 was raised during the year. Over £2,000 was raised for BBC Children in Need in November 2020 and a further £2,100 for Comic Relief (Red Nose Day) in March 2021. The School community took part in 'Wear Something Pink' in support of Breast Cancer Now, raising just under £1,000, and Acorns Children's Hospice benefitted from our fundraising with a donation of £675. Some male staff grew moustaches for 'Movember' and a further £945 was raised.

The Sixth Form chose The Myriad Centre as its chosen charity for the academic year. The centre supports young adults with profound disabilities, and £1,100 was raised throughout the year culminating in a tug-of-war tournament at the end of term. Mrs Witcomb and her 'Jilly's Joggers' also raised £1,500 for The Myriad Centre, when they decided to 'Run Off 2020'.

One Lower Sixth student set himself the target of running 300 miles in 30 days for Young Minds Trust and raised over £4,000. This was an incredible achievement which caught the attention of local media and a BBC news camera crew when he finished his challenge.

**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**STRATEGIC REPORT YEAR ENDED 31 August 2021**

The School also supported the Royal British Legion Poppy Appeal, NHS Charities Together, Worcester Snoezelen, Wooden Spoon and Help for Heroes.

Lower School pupils also donated boxes of food to Maggs Day Centre, and Year Eight sent 73 filled Christmas boxes to New Hope School. Two van loads of food and toiletries were taken to Worcester Food Bank in December, boxes of toiletries and socks were donated to Worcester Street Café and 20 iPads were donated to Franche Community Primary School.

- b. **RGS The Grange** Despite the challenges of Lockdown, during the year 2020-2021, RGS The Grange raised almost £4,000 for various local and national charities. In the Autumn term, we not only supported our local FoodBank with emergency supplies and food, but we also raised money for them to support their centre. In November, we enjoyed fundraising activities for Children in Need, raising £1,600 for this special charity. Alongside studying Water as part of our Humanities curriculum, we complemented this study by raising money for the charity Water Aid. Our final charities, which the children love to be involved with and raise money for, were Save the Children and Red Nose Day.
- c. **RGS Springfield** Many individual pupils donated food to our Harvest collections and there were regular donations to Worcester Street Kitchen. Some children grew their hair through 'lockdown' and donated hair for wigs to the Little Princess Trust!
- d. **RGS Dodderhill** We continued to raise money for charities, implementing innovative ways to achieve this. The pupils raised over £500 for Macmillan Cancer Support in September from a 'drive through' Coffee Morning. House Days encouraged pupils to run events such as penny trails to raise money. Food Collections for Harvest and a reverse Advent Calendar collection were very well supported.

**20. Financial Position.** The Governors consider the School is in a very sound financial position with net assets of £24.4m (2020: £23.8m)

**21. Administration Costs.** The costs for the administration of the Charity at £136,941 (2020: £122,685), remain at less than 1% of the total net income for the Charity of £16,968,048 (2020: £15,767,654).

**22. Reserves Policy.** The Free Reserve position remains healthy and shows an increase of £925,000. The Governors' policy is to manage the finances of the School in such a way as to generate sufficient Free Reserve to meet the current development plans whilst maintaining prudence given the prevailing economic climate. The Governors consider that free reserves in the order of £2m, or approximately 2 months' operating costs would be desirable, subject to the prior demands of further capital expenditure needed to achieve the School's strategic plan.

<b>Free Reserves, excluding pension deficit</b>	<b>2021</b>	<b>2020</b>
	<b>£000</b>	<b>£000</b>
Unrestricted Funds	<b>24,050</b>	23,534
Less Fixed Assets	<b>(22,283)</b>	(22,907)
Pension deficit (due in more than one year)	<b>440</b>	655
	-----	-----
	<b>2,207</b>	1,282
	=====	=====
Restricted Funds total	<b>51</b>	43
	=====	=====

## THE ROYAL GRAMMAR SCHOOL WORCESTER STRATEGIC REPORT YEAR ENDED 31 August 2021

**23. Investment Policies.** The Governors employ a low risk investment strategy.

- a. **The Permanent Endowment.** The Permanent Endowment remains registered as RGS Charity 527527, and the Company remains as the Trustee, with funds of £255,573 (2020: £217,114) held in COIF Charities Income Funds. Similarly invested are the endowments of the Prize Fund valued at £34,872 (2020: £29,625).
- b. **Deposited funds.** Prudent financial management has helped sustain a solid funding and liquidity base for the School. Deposits are held in the short term money market on various terms prior to their use for long term reinvestment in the School. Such deposits at 31 August 2021 were £3,750,000 (2020: £3,000,000)

### Principal Risks and Uncertainties

**24. Teachers' Pensions:** During 2019/20 RGS Worcester conducted a consultation with the teaching body about remaining in the Teachers' Pension Scheme. This was brought about by the 40% increase in employer contributions to 23.68% applied in September 2019 and affordability thereof. The result of the consultation was that the Board agreed that RGSW would remain in TPS for the foreseeable future, with a second consultation likely if further employer contribution increases were applied.

**25. Covid-19:** Following the Government's announcement that schools should close at the start of the Spring term (4 January), RGS Worcester was forced to close to all but essential workers' children. With the School's Digital Learning Programme the move to remote learning was seamless and a full timetable was run throughout. The Board agreed a discount taking account of the loss of income and savings made.

The RGSW and AOS Foundation started a hardship appeal for those parents requiring assistance which was very successful and raised circa £90,000 in 2020 through alumni and existing parents donating their Covid-19 fee rebates. A number of parents, who were particularly badly affected were offered Hardship support from this fund throughout the period March 2020 to August 2021.

There is a continuing cost of Covid-19 to the School, not least for additional daily cleaning, the provision of materials for hygiene and support for mass testing when required. The Board is satisfied that, notwithstanding the costs of all these measures, the School is able to meet the increased costs of operations and maintains a sound financial base to face the inevitable challenges ahead.

### Future Developments

**26. Objectives.** The immediate key objectives within the current Strategic Development Plan are:

- Continue to facilitate the drive for excellence in all aspects of the School's operations
- Enhancement of the RGS Worcester infrastructure and facilities
- Further development of the Digital Learning Programme
- Continued integration of RGS Dodderhill into the RGS Family of Schools
- Increase and explore other income streams

**27. Risk management.** The Governors continue the examination of the principal areas of the School's operations, in conjunction with the Strategy Group, reviewing the major risks faced in each of these areas on at least a termly basis. A formal review of the Charity's risk management processes is undertaken annually. Where appropriate, the Governors allocate resources and establish review systems to allow these risks to be monitored and mitigated to an acceptable level in day-to-day operations of the School.



## THE ROYAL GRAMMAR SCHOOL WORCESTER

### STRATEGIC REPORT YEAR ENDED 31 August 2021

The main controls include;

- formal agendas and minutes for all board and committee activities
- formal terms of reference for each committee
- strategic planning, detailed budgeting, management accounting and variance analysis
- formalised organisational structures
- written policies and procedures
- clear authorisation and approval levels
- segregation of duties in key control areas
- discouragement of payment of fees in cash
- vetting procedures for the protection of children
- close liaison with Senior Management and Staff
- training programmes
- whistleblowing procedures

The current most significant risks continue to be associated with maintaining sustainability of fee income against a challenging economic backdrop, managing a rising cost base, and the complexity associated with remaining compliant with all relevant requirements.

The Governors consider a significant source of financial risk to be that of the funding requirements of the various pension schemes for teachers and non-teaching staff which are impacted by factors outside the School's control. In order to mitigate this risk, the current and foreseeable service cost is monitored and periodic actuarial valuations are reviewed to assess the impact of external factors on the scheme liabilities. Strategies are then considered accordingly.

**28. Worcestershire International Hockey Club Limited.** RGS Worcester and Worcester Hockey Club have established a joint venture, Worcester International Hockey Ltd, which was incorporated in December 2019. The project cost is to be financed by way of equal contributions from each of RGS Worcester and Worcester Hockey Club in addition to a long term loan to be provided by Worcester County Council loan of £2.1m.

**29. Key Management Personnel.** The Officers of RGS Worcester are the four Heads and the Director of Finance and Operations, collectively referred to as the Strategy Group. Their remuneration is reviewed annually by Governors at their Summer Board meeting. The process of review is led by the Chair of Governors, and is initially conducted in discussion with the three Chairs of the Governors' sub committees. The key inputs to this review are updated benchmarking data from third party sources and annual performance appraisals of each of the Officers. Recommendations are then made to the full Board of Governors.

**30. Section 172(1) Statement – Stakeholder Engagement.** The Governors have acted in accordance with their duties codified in law, which include their duty to act in the way in which they consider, in good faith, would be most likely to promote the success of the School for the benefit of its members as a whole, having regard to the stakeholders and matters set out in section 172(1) of the Companies Act 2006.

**Pupils:** Boarding and day pupils alike benefit from the School's excellent pastoral provision with staff placing as much importance on pupils' all-round personal development as they do on academic progress.

**Employees:** The School recognises that the qualities, skills and commitment of its employees play a major role in the School's success. Regular briefings keep staff informed of School-wide developments, and wide-ranging employee benefits enhance their quality of life. Staff wellbeing has been a key focus this year and will be a continued area of attention, along with equality, diversity and inclusion. Furloughed staff were successfully re-integrated as they returned from extended period of absence from the site.

**Parents:** The School recognises the many benefits of engaging with parents and has reimagined its communications with parents over the past 12 months. An historic reliance on written communication has given way to digital innovations such as streaming live and recorded audio-visual events and podcasts.

**Community:** The School is proud of its place in the local community and conscious that it has a significantly beneficial impact on the local economy and on local cultural life.

### 31. Streamlined Energy and Carbon Reporting summary

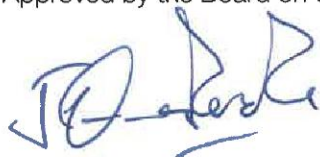
#### Summary Data for 1 September to 31 August

Total Energy Use	4,043,432 kwh
Total Greenhouse Gas Emission	775.0 tCO <sub>2</sub>
Total pupils	1472
Intensity ratio per pupil	0.52 tCO <sub>2</sub> per pupil

UK Energy use covers The Royal Grammar School Worcester's activities across four Schools. RGS Worcester has acted on the recommendations of the ESOS report of 2019. We have replaced 125 windows with thermally efficient double-glazed units, we have insulated all loft areas and we have a rolling program of replacing existing lights with LEDS.

Associated Greenhouse gases have been calculated using the UK Government GHG conversion factors for Company reporting for 2021.

Approved by the Board on 9 December 2021, and signed on its behalf by:-



J Q S Poole  
Chair of Governors

## **THE ROYAL GRAMMAR SCHOOL WORCESTER INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS**

### **Opinion**

We have audited the financial statements of The Royal Grammar School Worcester ('the charitable company') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 charitable company's affairs as at 31 August 2021 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

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

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the 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 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.

## **THE ROYAL GRAMMAR SCHOOL WORCESTER**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS**

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

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

- the information given in the governors' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the governors' 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 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
- 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, 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We 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.

**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS**

We obtained an understanding of the legal and regulatory frameworks within which the charitable company 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, 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 ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were The Education (Independent School Standards) Regulations 2014, General Data Protection Regulation (GDPR), Health and Safety legislation and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of 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 income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance & General Purpose 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.

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.



Helen Drew  
Senior Statutory Auditor  
For and on behalf of  
Crowe U.K. LLP  
Statutory Auditor  
Black Country House  
Rounds Green Road  
Oldbury  
B69 2DG

28 March 2022

**THE ROYAL GRAMMAR SCHOOL WORCESTER**

**STATEMENT OF FINANCIAL ACTIVITIES FOR YEAR ENDED 31 AUGUST**

(including the Income & Expenditure account)

	Note	Unrestricted Funds £000	Restricted Funds £000	Endowed Funds £000	2021 Total £000	2020 Total £000 Restated
<b>INCOMING RESOURCES</b>						
Income from Charitable Activities:						
School fees	1.	16,370	-	-	16,370	14,830
Other educational activities	2.	18	-	-	18	16
Other ancillary activities	2.	194	-	-	194	308
Other Income:						
Other incoming resources	2.	227	-	-	227	487
Investment income:	2.	10	3	-	13	19
Voluntary income:	2.	-	147	-	147	107
		-----	-----	-----	-----	-----
Total Incoming Resources		16,819	150	-	16,969	15,767
		-----	-----	-----	-----	-----
<b>EXPENDITURE ON:</b>						
Raising Funds:						
Fundraising Costs	3.	81	-	-	81	105
Other Expenditure:						
Charitable Activities:						
School		16,222	142	-	16,364	15,442
		-----	-----	-----	-----	-----
Total Expenditure	3.	16,303	142	-	16,445	15,547
		-----	-----	-----	-----	-----
<b>NET INCOMING FUNDS FROM OPERATIONS BEFORE TRANSFERS</b>		516	8	-	524	220
Investment gains	9.	-	-	43	43	6
		-----	-----	-----	-----	-----
<b>NET MOVEMENT IN FUNDS</b>		516	8	43	567	226
Fund balances at 1 September		23,534	43	247	23,824	23,598
		-----	-----	-----	-----	-----
Fund balances at 31 August		24,050	51	290	24,391	23,824
		=====	=====	=====	=====	=====
All operations are continuing.						



**THE ROYAL GRAMMAR SCHOOL WORCESTER**

**STATEMENT OF FINANCIAL ACTIVITIES FOR YEAR ENDED 31 AUGUST**

(including the Income & Expenditure account)

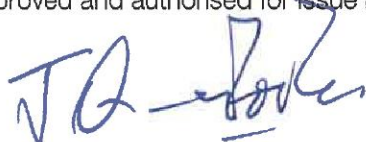
	Note	Unrestricted Funds £000 Restated	Restricted Funds £000	Endowed Funds £000	2020 Total £000 Restated
<b>INCOMING RESOURCES</b>					
Income from Charitable Activities:					
School fees	1.	14,830	-	-	14,830
Other educational activities	2.	16	-	-	16
Other ancillary activities	2.	308	-	-	308
Other Income:					
Other incoming resources	2.	487	-	-	487
Investment income:	2.	18	1	-	19
Voluntary income:	2.	15	92	-	107
		-----	-----	-----	-----
Total Incoming Resources		15,674	93	-	15,767
		-----	-----	-----	-----
<b>EXPENDITURE ON:</b>					
Raising Funds:					
Fundraising Costs	3.	105	-	-	105
Other Expenditure:					
Charitable Activities:					
School		15,328	114	-	15,442
		-----	-----	-----	-----
Total Expenditure	3.	15,433	114	-	15,547
		-----	-----	-----	-----
<b>NET INCOMING/(OUTGOING) FUNDS FROM OPERATIONS BEFORE TRANSFERS</b>		241	(21)	-	220
		-----	-----	-----	-----
Investment gains	9.	-	-	6	6
		-----	-----	-----	-----
<b>NET MOVEMENT IN FUNDS</b>		241	(21)	6	226
		-----	-----	-----	-----
Fund balances at 1 September		23,293	64	241	23,598
		-----	-----	-----	-----
Fund balances at 31 August		23,534	43	247	23,824
		=====	=====	=====	=====

All operations are continuing.

**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**BALANCE SHEET at 31 August**

	<b>Note</b>	<b>2021 £000</b>	<b>2020 £000</b> Restated
<b>FIXED ASSETS</b>			
Intangible Assets for Operational Use	5a.	48	81
Tangible Assets for Operational Use	5b.	22,235	22,826
Investments – COIF	6a&b.	290	247
Investments in Subsidiary	6c.	1	1
		-----	-----
		<b>22,574</b>	23,155
<b>CURRENT ASSETS</b>			
Debtors	7a.	3,328	1,160
Stock		23	35
Cash at bank and in hand	7b.	1,441	846
Short term deposits	7b.	3,750	3,000
		-----	-----
		<b>8,542</b>	5,041
<b>CREDITORS: Due within one year</b>	8a.	<b>(4,935)</b>	(2,963)
		-----	-----
<b>NET CURRENT ASSETS</b>		<b>3,607</b>	2,078
		-----	-----
<b>TOTAL ASSETS less NET CURRENT LIABILITIES</b>		<b>26,181</b>	25,233
<b>CREDITORS: Due after more than one year</b>			
Pension deficit funding liability	12c.	(440)	(655)
Fees received in advance	8b.	(1,350)	(754)
		-----	-----
		<b>(1,790)</b>	(1,409)
		-----	-----
<b>TOTAL NET ASSETS</b>		<b>24,391</b>	23,824
		=====	=====
Endowed Funds	9.	290	247
Restricted Funds	9.	51	43
Unrestricted Funds	9.	24,050	23,534
		-----	-----
		<b>24,391</b>	23,824
		=====	=====

Approved and authorised for issue by the Board of Governors, and signed on its behalf by:-



J Q S Poole  
Chair of Governors  
9 December 2021

The notes on pages 25 to 42 form part of these financial statements



**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**CASH FLOW STATEMENT FOR YEAR ENDED 31 August 2021**

	<b>2021</b>	2020
	<b>£000</b>	£000
<b>Cash flows from operating activities</b>		
Net cash provided by operating activities	<b>1,988</b>	1,321
<b>Cash flows from investing activities</b>		
Dividends and interest from investments	<b>10</b>	18
Proceeds from the sale of fixed assets	-	25
Purchase of intangible fixed assets	-	(44)
Purchase of tangible fixed assets	<b>(653)</b>	(581)
	-----	-----
Net cash used in investing activities	<b>(643)</b>	(582)
	-----	-----
Change in cash and cash entitlements in the reporting period	<b>1,345</b>	739
	-----	-----
Total cash and non-cash movements	<b>1,345</b>	739
	-----	-----
Cash and cash equivalents at the start of the year	<b>3,846</b>	3,107
	-----	-----
Cash and cash equivalents at the end of the reporting period	<b>5,191</b>	3,846
	=====	=====
<b>A. Reconciliation of cash flows from the operating activities</b>		
Net income for the year	<b>567</b>	242
Depreciation and amortisation charges	<b>1,276</b>	1,294
Dividends from investments	<b>(10)</b>	(18)
Decrease/(increase) in stock	<b>12</b>	(14)
Increase in debtors	<b>(2,168)</b>	(499)
Increase in creditors	<b>2,569</b>	442
Decrease in pension deficit funding	<b>(216)</b>	(95)
Investment gains	<b>(43)</b>	(6)
Loss on sale of fixed assets	<b>1</b>	(25)
	-----	-----
	<b>1,988</b>	1,321
	=====	=====
<b>B. Analysis of cash and cash equivalents</b>		
Cash in hand	<b>1,441</b>	846
Short term deposits	<b>3,750</b>	3,000
	-----	-----
	<b>5,191</b>	3,846
	=====	=====

The notes on pages 25 to 42 form part of these financial statements

## **THE ROYAL GRAMMAR SCHOOL WORCESTER**

### **NOTES ON ACCOUNTING POLICIES FOR THE YEAR ENDED 31 August 2021**

**Legal Status.** The Company is registered at Companies House, Cardiff, as a private company, limited by guarantee, registered number 6251081. The Company is also registered as a charity, number 1120644. The Company is the trustee of Charity 527527 which holds in trust the Permanent Endowments of the School under a Charity Commission Scheme sealed on 2 July 2007 and altered by a further scheme sealed on 15 January 2008. The Scheme contains a Uniting Direction that the Charity and associated funds shall be treated as forming part of the Company for the purposes of Part 6 (accounting) of the Charities Act 2011. On 30 April 2019 Dodderhill School, company number 00576888 and registered charity number 527599, donated all of its assets and liabilities to The Royal Grammar School Worcester. RGS Holdings Limited Company number 12364724 was incorporated in December 2019 to facilitate the establishment and operation of Worcester International Hockey Club Limited, a limited liability company, number 12366802 which was also incorporated in December 2019.

The objects of the School are the provision and conduct, in or near the City of Worcester, of a day or day and boarding school for boys and girls.

**Accounting Policies.** The following accounting policies have been used consistently in dealing with items which are considered material in relation to the School financial statements.

**Basis of Preparation.** The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102), and the Companies Act 2006. The Royal Grammar School Worcester constitutes a public benefit entity as defined by FRS 102.

**Going Concern.** The Company has cash resources and short term investments and the Directors have a reasonable expectation that the Company will have adequate resources to continue in operational existence for the foreseeable future. They continue to believe the going concern basis of accounting is appropriate in preparing the annual financial statements.

The continuing Covid-19 pandemic has impacted the year and, like many other businesses, the RGS Worcester family of schools were asked to close from 4 January 2021 although did remain open for essential worker children, including Nursery (unlike the first closure). The Digital Learning platform enabled a full timetable to be offered throughout the closure for Year groups Reception to Upper Sixth. Pupil numbers have remained buoyant throughout and there has been very encouraging recruitment into all Year groups and Schools. The Governors have concluded that the School continues to generate sufficient surpluses to provide a first class education for its pupils, notwithstanding the effects of Covid-19.

**Accounting Convention.** The accounts are prepared under the historical cost convention, as modified by the revaluation of investment assets. Fees receivable and charges for services are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions granted by the School.

**Freehold Buildings.** Cost shown in the Balance Sheet represents only expenditure incurred after the School became independent on 1 September 1983. The following, which are vested in the Official Custodian for Charities, as Scheduled in the 2008 Scheme for Charity 527527, are included at nil cost in the accounts: The Freehold of the School site and buildings, Whiteladies, Priory House and gardens, and Flagge Meadow. The School also has an uncosted interest in the River Sports Centre.

**Capitalisation and Depreciation.** Purchases of assets costing more than £1,000 and with a useful life of more than one year are capitalised at cost. Depreciation is provided on all tangible fixed assets, other than freehold land, on a straight line basis at rates calculated to write off the cost of each asset over its expected useful life as follows:

Freehold buildings	- 50 years
Motor vehicles and computers	- 5 years
Fixtures, fittings and equipment	- 8 years

**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**NOTES ON ACCOUNTING POLICIES FOR YEAR ENDED 31 August 2021**

**Investments** are included at valuation at the Balance Sheet date. Realised and Unrealised gains and losses on investments are shown on the Statement of Financial Activities.

**Scholarships and Bursaries.** Financial assistance is given to pupils in the form of Scholarships and Bursaries.

**Investment and Other Income.** This is accounted for on a receivable basis.

**Donations and Legacies Receivable.** Donations and Legacies are accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the School is considered probable.

**Net Tuition Fees Receivable.** Fees receivable are accounted for in the period in which the service is provided. They are stated after deducting bursaries, scholarships and other remissions granted by the School.

**Government Grants.** Are credited to the statement of financial activities as the related expenditure is incurred.

**Resources Expended.** Resources expended are accounted for on an accrual basis. Certain expenditure is apportioned to cost categories based on the estimated amount attributable to that activity in the year. Irrecoverable VAT is included with the item of expense to which it relates. Support costs are those costs incurred in the general running of the School. Governance costs comprise the costs of running the charity including external audit costs.

**Pension Schemes.** The School contributes to the Teachers' Pension Scheme (a defined benefit scheme) at rates set up by the Scheme Actuary and advised to the Governors by the Scheme Administrator. For non-teaching staff, the School contributes to The Pensions Trust FRP defined contribution scheme. The School also makes pension AVC contributions at a rate of 2% to the Pension Trust Growth Plan Scheme for 3 (2020: 3) members of staff who were previously members of the CARE 80 defined benefit scheme.

**Unrestricted General Funds.** These funds can be expended at the Governors' discretion in accordance with the Charitable Objects. They represent funds which have not been "earmarked" or "restricted" in any way.

**Designated Funds.** These funds represent funds which have been ring-fenced by the Governors for a specific purpose.

**Restricted Funds.** These include funds received from alumni and others with specific conditions for their use.

**Endowed Funds.** The Prize fund represents the Mytton and Blasson Prize Funds and can only be expended in accordance with the wishes of the donors, with funds invested in income units of the Charities Official Investment Fund until required. The Alice Ottley Bursary Fund has been renamed The Permanent Endowment with funds invested in income units of the Charities Official Investment Fund.

**Taxation.** As a registered charity, the School is not generally liable to corporation tax on surpluses. For this reason, no provision for corporation tax has been included in the accounts.

**Liquid Resources.** Fixed term deposits of less than one year are included in the Cashflow Statement as liquid resources.

**Debtors.** Short term debtors are measured at the transaction price, less any impairment.

**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**NOTES ON ACCOUNTING POLICIES FOR YEAR ENDED 31 August 2021**

**Liabilities and provisions.** Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the School anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

**Financial instruments.** The charity only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable.

**Intangible assets.** Software costs are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses. All intangible assets are considered to have a finite useful life. If a reliable estimate of the useful life cannot be made, the useful life shall not exceed ten years. Amortisation of software and website development costs – 5 years.

**Critical accounting estimates and areas of judgement.** The School makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

(i) Pension deficit contribution. The School has entered into a commitment to provide deficit funding to The Pensions' Trust Care Scheme and The Pensions' Trust Growth Plan, of which it is a contributing employer. Under FRS 102, the fair value of the commitment is recognised. The calculation of the fair value of the commitment is subject to an assumption of the discount rate. The discount rate is determined by reference to market yields at the reporting date on high quality corporate bonds.

(ii) Recognition of legacies. The School recognises legacies when the economic benefit to the School is considered probable. Legacies can relate to cash or assets. Both require estimation if the legacy has not yet been received. The estimation of legacy income is based on information received from solicitors and a prudent approach is taken based on the information provided.

**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 August 2021**

<b>1. SCHOOL FEES</b>	<b>2021 £000</b>	<b>2020 £000 Restated</b>
Gross Tuition Fees	<b>17,861</b>	16,312
Pupil Lunches	<b>230</b>	165
Other Fees	<b>315</b>	177
	<b>-----</b>	<b>-----</b>
Gross Fee Income	<b>18,406</b>	16,654
Less: Scholarships, Bursaries and other Remissions	<b>(2,036)</b>	(1,824)
	<b>-----</b>	<b>-----</b>
Net Fees	<b>16,370</b>	14,830
	<b>=====</b>	<b>=====</b>
	<b>2021 £000</b>	<b>2020 £000</b>
<b>2. OTHER INCOME</b>		
<b>Other educational charitable activities</b>		
Registration Fees	<b>18</b>	16
	<b>=====</b>	<b>=====</b>
<b>Other ancillary activities</b>		
RGS The Grange Shuttle Bus	<b>27</b>	23
School Trips	<b>167</b>	280
Baby and Toddler Groups	<b>-</b>	5
	<b>-----</b>	<b>-----</b>
	<b>194</b>	308
	<b>=====</b>	<b>=====</b>
<b>Other incoming resources</b>		
Counselling recovery	<b>29</b>	14
Lettings	<b>47</b>	39
Sale of Fixed Assets – Boat and Minibus	<b>-</b>	25
Solar FIT	<b>11</b>	8
HMRC CJRS Grants	<b>70</b>	310
Miscellaneous	<b>70</b>	91
	<b>-----</b>	<b>-----</b>
	<b>227</b>	487
	<b>=====</b>	<b>=====</b>
<b>Investment Income</b>		
Bank interest	<b>4</b>	12
Permanent Endowment Income	<b>6</b>	6
Mytton and Blasson interest	<b>3</b>	1
	<b>-----</b>	<b>-----</b>
	<b>13</b>	19
	<b>=====</b>	<b>=====</b>
<b>Voluntary Income</b>		
Donations	<b>31</b>	22
Grants from the RGSW & AOS Foundation	<b>116</b>	71
Legacies	<b>-</b>	14
	<b>-----</b>	<b>-----</b>
	<b>147</b>	107
	<b>=====</b>	<b>=====</b>

**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 August 2021**

**3. RESOURCES EXPENDED**

	Staff Costs	Other	Depreciation & Amortisation	2021 Total	2020 Total
	£000	£000	£000	£000	£000
Costs of generating voluntary income	60	14	7	81	Restated 105
Charitable Activities					
Teaching Costs	9,649	392	430	10,471	10,054
Welfare	101	650	13	764	566
Premises	555	1,655	778	2,988	2,545
Support Costs of Schooling	947	833	42	1,822	1,974
Marketing and Advertising	167	146	6	319	303
	11,419	3,676	1,269	16,364	15,442
Total Resources Expended	11,479	3,690	1,276	16,445	15,547

Staff Costs	2021 £000	2020 £000 Restated
Wages & Salaries	8,750	8,226
Social Security Costs	821	753
Pension Contributions	1,643	1,553
Training & Expenses	39	33
Other Costs	226	228
	11,479	10,793

The average numbers of full time equivalent employees in the year were:	2021	2020
Teachers	145	135
Others	104	100
	249	235

The total headcount was 343 (2020: 336)

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

	2021	2020
£60,001 - £70,000	3	5
£70,001 - £80,000	4	2
£80,001 - £90,000	-	-
£90,001 - £100,000	-	-
£100,001 - £110,000	-	1
£110,001 - £120,000	1	-
£120,001 - £130,000	-	1
£130,001 - £140,000	1	-
	9	9

**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 August 2021**

**3. RESOURCES EXPENDED (continued)**

	<b>2021</b>	2020
	<b>£000</b>	£000
Remuneration of key personnel including Employers' National Insurance and Employer's Pension contributions (considered to be the Governors and Principal Officers)	<b>529</b>	514
	=====	=====

During the year there were redundancy or termination payments totalling £3,254 (2020: £26,706).

For the 9 employees (2020: 9) with emoluments greater than £60,000, 8 (2020: 8) were members of the defined benefit schemes with associated employer contributions of £145,324 (2020: £150,769)

Other than those transactions disclosed in Note 14, neither the Governors nor persons connected with them receive any remuneration or other benefits from the School or any connected organisation for their services. Trustee indemnity insurance is included in the School's insurance cover at no additional cost.

The Governance costs for 2021 are £13,778 (2020: £13,017)

**4. AUDITOR'S REMUNERATION**

	<b>2021</b>	2020
	<b>£000</b>	£000
Auditor's remuneration for audit services	<b>16</b>	13
Auditor's remuneration for payroll services	-	8
	-----	-----
	<b>16</b>	21
	=====	=====

**5a. INTANGIBLE ASSETS**

	<b>Software (including website development)</b>
	<b>£000</b>
<b>Cost</b>	
At 1 September 2020	<b>334</b>
Additions	-
	-----
As 31 August 2021	<b>334</b>
	=====
<b>Depreciation</b>	
At 1 September 2020	<b>253</b>
Charge for year	<b>33</b>
	-----
As 31 August 2021	<b>286</b>
	=====
<b>Net Book Amount</b>	
At 31 August 2021	<b>48</b>
At 1 September 2020	81



**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 August 2021**

<b>5b. TANGIBLE FIXED ASSETS</b>	<b>Freehold Land</b>	<b>Freehold Buildings</b>	<b>Fixtures Fittings &amp; Equipment</b>	<b>Grounds Equipment &amp; Motor Vehicles</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Cost</b>					
At 1 September 2020	496	28,424	5,882	535	35,337
Additions	-	46	594	13	653
Disposals	-	-	(8)	-	(8)
	-----	-----	-----	-----	-----
At 31 August 2021	496	28,470	6,468	548	35,982
	-----	-----	-----	-----	-----
<b>Depreciation</b>					
At 1 September 2020	-	7,998	4,095	418	12,511
Charge for year	-	570	632	41	1,243
Disposals	-	-	(7)	-	(7)
	-----	-----	-----	-----	-----
At 31 August 2021	-	8,568	4,720	459	13,747
	-----	-----	-----	-----	-----
<b>Net Book Amount</b>					
At 31 August 2021	496	19,902	1,748	89	22,235
At 1 September 2020	496	20,426	1,787	117	22,826

The freehold buildings had a declared value for insurance purposes of £84m as at 31 August 2021.



**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 August 2021**

**6. FIXED ASSET INVESTMENTS (UK Listed)**

<b>6a. THE PERMANENT ENDOWMENT FUND</b>	<b>2021</b>	<b>2020</b>
	<b>£000</b>	<b>£000</b>
Opening market value	<b>247</b>	217
Net gains on revaluation	<b>43</b>	30
	-----	-----
Closing market value at 31 August	<b>290</b>	247
	=====	=====
Historic cost at 31 August	<b>150</b>	150
	=====	=====

The above represents the Permanent Endowment for the School Charity 527527 scheduled in the 2007 Scheme. The investments currently comprise COIF Income Units only.

<b>6b. ENDOWED FUNDS</b>	<b>2021</b>	<b>2020</b>
<b>Prize Fund</b>	<b>£000</b>	<b>£000</b>
Opening market value	<b>30</b>	29
Net gains on revaluation	<b>5</b>	1
	-----	-----
Closing market value at 31 August	<b>35</b>	30
	=====	=====
Historic cost at 31 August	<b>20</b>	20
	=====	=====

The above represents the total of the investments of the legacies to provide for the Mytton and Blasson Prizes. The investments currently comprise COIF Income Units only. These investments are included in the School Charity 527527 scheduled in the 2007 Scheme.

<b>6c. FIXED ASSET INVESTMENTS (Unlisted)</b>	<b>2021</b>	<b>2020</b>
	<b>£000</b>	<b>£000</b>
		Restated
RGSW Holdings Limited (100% dormant)	<b>1</b>	1
	=====	=====

**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 August 2021**

<b>7a. DEBTORS</b>	<b>2021 £000</b>	<b>2020 £000</b>
Tuition fees and extras	473	467
Sundry debtors	42	95
Amounts due from associated undertaking	2,406	309
Prepayments	407	289
	-----	-----
	<b>3,328</b>	<b>1,160</b>
	=====	=====
<b>7b. OTHER CURRENT ASSETS</b>	<b>2021 £000</b>	<b>2020 £000</b>
Cash at Bank and in Hand	1,441	846
Short Term Deposits	3,750	3,000
	-----	-----
	<b>5,191</b>	<b>3,846</b>
	=====	=====
<b>8a. CREDITORS: Due within one year</b>	<b>2021 £000</b>	<b>2020 £000</b>
Bank Loan (Note 14)	2,000	-
Fees received in advance	1,467	1,660
Registration Deposits	156	148
Trade Creditors	633	499
Social Security & Other Taxes	214	191
Pension deficit funding liability (note 12c)	113	114
Other Creditors	242	222
Accruals	110	129
	-----	-----
	<b>4,935</b>	<b>2,963</b>
	=====	=====

Included in Other Creditors are amounts owing to the Teachers' Pension Scheme of £167,079 (2020: £152,887) and The Pension Trust of £41,006 (2020: nil).

**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 August 2021**

**8b. CREDITORS: Due after more than one year (excluding pension liability)**

Accrued liabilities in respect of fees received in advance:	<b>2021</b>	2020
	<b>£000</b>	£000
Within 2 to 5 years	<b>931</b>	506
Within 1 to 2 years	<b>419</b>	248
	-----	-----
	<b>1,350</b>	754
Within 1 year	<b>1,466</b>	1,660
	-----	-----
Balance at 31 August	<b>2,816</b>	2,414
	=====	=====
<b>The movements during the year were:</b>		
Balance at 1 September	<b>2,414</b>	1,653
Net cash movement	<b>1,715</b>	2,418
	-----	-----
	<b>4,129</b>	4,071
Amounts utilised in fee payment	<b>(1,313)</b>	(1,657)
	-----	-----
Balance at 31 August	<b>2,816</b>	2,414
	=====	=====

**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 August 2021**

**9. RESERVES**

	Balance at 1 September 2020 £000s	Incoming Resource £000s	Resources Expended £000s	Investment gains £000s	Balance at 31 August 2021 £000s
<b>Endowment Funds</b>					
The Permanent Endowment Fund	217	-	-	38	255
Prize Funds	30	-	-	5	35
	-----	-----	-----	-----	-----
	247	-	-	43	290
	=====	=====	=====	=====	=====
<b>Restricted Funds</b>					
Alumni Bursary	15	27	(15)	-	27
Debating	1	-	-	-	1
Dodderhill	5	-	(3)	-	2
Drawings/Pictures	1	-	-	-	1
Alumni support	4	-	-	-	4
Gardening Club	1	-	-	-	1
Mytton & Blasson Prize Fund	1	1	(2)	-	0
Claines Physics Prize	3	-	-	-	3
Rugby Auction	3	-	-	-	3
Tennis Sponsorship	5	-	-	-	5
RGSW & AOS Foundation Bursaries	-	75	(75)	-	0
RGSW & AOS Foundation - Hardship Fund	-	44	(41)	-	3
Debating Boards	3	-	(3)	-	0
RGS PTA Land Rover	1	-	-	-	1
RGS PTA Hockey Boards	-	3	(3)	-	0
	-----	-----	-----	-----	-----
	43	150	(142)	-	51
	=====	=====	=====	=====	=====
<b>Unrestricted Funds</b>	-----	-----	-----	-----	-----
General Reserves	23,534	16,819	(16,303)	-	24,050
	=====	=====	=====	=====	=====

**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 August 2021**

**9. RESERVES (continued)**

<b>Summary of Funds</b>	<b>Balance at 1 September 2020 £000s</b>	<b>Incoming Resources £000s</b>	<b>Resources Expended £000s</b>	<b>Investment gains £000s</b>	<b>Balance at 31 August 2021 £000s</b>
Endowment Funds	247	-	-	43	290
Restricted Funds	43	150	(142)	-	51
Unrestricted Funds	23,534	16,819	(16,303)	-	24,050
	-----	-----	-----	-----	-----
	23,824	16,969	(16,445)	43	24,391
	=====	=====	=====	=====	=====

**Endowment Funds:**

The Endowment Funds represent the invested endowments of the School. The Permanent Endowment is listed in the Scheme for Charity 527527 of which the Company is the Trustee, plus the Mytton & Blasson Prize Fund. The Restricted Funds include monies from alumni for specific projects, including funds received for Bursary support.

**Restricted Funds:**

Alumni Bursary - Alumni bursary support  
 Debating SME Debating Club Sponsorship  
 Dodderhill transferred with the merger  
 Drawings/Pictures Deposits donated for the commissioning of pictures of the RGS buildings  
 Alumni support:- Alumni support for Foundation  
 Gardening Club:- Donation and prize money for the Gardening club  
 Mytton and Blasson:- Annual pupil prizes  
 Claines Physics Prize:- Annual Physics award  
 Rugby - Auction proceeds Rugby equipment  
 Tennis Sponsorship - LTA sponsorship  
 RGSW & AOS Foundation – Bursaries  
 RGSW & AOS Foundation - Hardship Fund  
 Debating Boards – support for Honours Board  
 RGS PTA Land Rover – support for DT project  
 RGS PTA Hockey Boards – support for Honours Board



**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 August 2021**

**9. RESERVES (PRIOR YEAR)**

	Balance at 1 September 2019 £000s	Incoming Resource £000s	Resources Expended £000s	Investment gains £000s	Balance at 31 August 2020 £000s
<b>Endowment Funds</b>					
The Permanent Endowment Fund	212	-	-	5	217
Prize Funds	29	-	-	1	30
	-----	-----	-----	-----	-----
	241	-	-	6	247
	=====	=====	=====	=====	=====
<b>Restricted Funds</b>					
Alumni Bursary A	2	-	(2)	-	-
Alumni Bursary B	16	13	(14)	-	15
Debating	1	-	-	-	1
Dodderhill	7	-	(2)	-	5
Drawings/Pictures	1	-	-	-	1
Alumni support	23	-	(19)	-	4
Gardening Club	1	-	-	-	1
Mytton & Blasson Prize Fund	-	1	-	-	1
Claines Physics Prize	3	-	-	-	3
Rugby Auction	4	1	(2)	-	3
Tennis Sponsorship	5	-	-	-	5
Sundry <£500	1	-	(1)	-	-
RGS and AOS Foundation Bursaries	-	33	(33)	-	-
RGS and AOS Foundation Hardship Fund	-	38	(38)	-	-
Dodderhill PTA (Library)	-	2	(2)	-	-
Debating Society	-	3	-	-	3
RGS PTA Photography	-	1	(1)	-	-
RGS PTA Land Rover	-	1	-	-	1
	-----	-----	-----	-----	-----
	64	93	(114)	-	43
	=====	=====	=====	=====	=====
<b>Unrestricted Funds</b>	-----	-----	-----	-----	-----
General Reserves	23,293	15,674	(15,433)	-	23,534
	=====	=====	=====	=====	=====

**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 August 2021**

**9. RESERVES (PRIOR YEAR) continued**

Summary of Funds	Balance at 1 September 2019 £000s	Incoming Resources £000s Restated	Resources Expended £000s Restated	Investment gains £000s	Balance at 31 August 2020 £000s
Endowment Funds	241	-	-	6	247
Restricted Funds	64	93	(114)	-	43
Unrestricted Funds	23,293	15,674	(15,433)	-	23,534
	-----	-----	-----	-----	-----
	23,598	15,767	(15,547)	6	23,824
	=====	=====	=====	=====	=====

**Endowment Funds:**

The Endowment Funds represent the invested endowments of the School. The Permanent Endowment is listed in the Scheme for Charity 527527 of which the Company is the Trustee, plus the Mytton & Blasson Prize Fund. The Restricted Funds include monies from alumni for specific projects, including funds received for Bursary support.

**Restricted Funds:**

Alumni Bursary (1 and 2):- Alumni bursary support  
 Debating Society:- SME Debating Club Sponsorship.  
 Dodderhill:- Restricted funds that transferred with the merger.  
 Drawings and pictures:- Deposits donated for the commissioning of pictures of the RGS buildings.  
 Alumni support:- Alumni support for Foundation.  
 Gardening Club:- Donation and prize money for the Gardening club.  
 Mytton and Blasson:- Annual pupil prizes  
 Claines Physics Prize:- Annual Physics award.  
 Rugby:- Rugby Dinner Auction proceeds for floodlights/  
 Tennis Sponsorship:- LTA sponsorship  
 Dodderhill PTA (Library)  
 Sundry Support:- Monies <£500) for various projects  
 Debating Society  
 RGS PTA Photography  
 RGS PTA Land Rover

**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 August 2021**

**10. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

<b>The Net Assets are Funded as follows:</b>	<b>Tangible Fixed Assets £000</b>	<b>Intangible Fixed Assets £000</b>	<b>Investments £000</b>	<b>Net Current Assets £000</b>	<b>Long Term Liabilities £000</b>	<b>2021 Total £000</b>	<b>2020 Total £000</b>
Unrestricted Funds	22,235	48	1	3,556	(1,790)	24,050	23,534
Restricted Funds	-	-	-	51	-	51	43
Endowment Funds	-	-	290	-	-	290	247
	-----	-----	-----	-----	-----	-----	-----
	<b>22,235</b>	<b>48</b>	<b>291</b>	<b>3,607</b>	<b>(1,790)</b>	<b>24,391</b>	<b>23,824</b>
	=====	=====	=====	=====	=====	=====	=====

**10. ANALYSIS OF NET ASSETS BETWEEN FUNDS (PRIOR YEAR)**

<b>The Net Assets are Funded as follows:</b>	<b>Tangible Fixed Assets £000</b>	<b>Intangible Fixed Assets £000</b>	<b>Investments £000</b>	<b>Net Current Assets £000</b>	<b>Long Term Liabilities £000</b>	<b>2020 Total £000</b>
Unrestricted Funds	22,826	81	-	2,036	(1,409)	23,534
Restricted Funds	-	-	-	43	-	43
Endowment Funds	-	-	247	-	-	247
	-----	-----	-----	-----	-----	-----
	<b>22,826</b>	<b>81</b>	<b>247</b>	<b>2,079</b>	<b>(1,409)</b>	<b>23,824</b>
	=====	=====	=====	=====	=====	=====

**11. CAPITAL COMMITMENTS**

Capital expenditure of £nil (2020: £nil) has been authorised and contracted for as at 31 August 2021.

**12. PENSIONS**

**12a. Teaching Staff**

**PENSION SCHEME**

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,398,944 (2020: £1,312,212) and at the year-end £167,079 (2020 - £152,887) 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 ROYAL GRAMMAR SCHOOL WORCESTER**  
**NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 August 2021**

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

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

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

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

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 review 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.

**12b. Support Staff**

The School has previously participated in both the CARE and Growth Plan defined benefit schemes independently administered by The Pensions Trust. Both these schemes have been closed to existing and new members. Members were initially moved to the CARE defined contribution scheme, but this was closed in March 2016 and all members were moved to the FRP defined contribution scheme also administered by The Pensions Trust. The FRP DC scheme has tiered employer contributions ranging from 10% to 13% (the same as the CARE DC scheme) and, at 31 August 2021, had 114 (2020: 109) members with a further 1 (2020: 1) pending having been auto-enrolled.

The pension cost charge amounting to £241,262 (2020: £235,054) represents the full contribution payable for the period by the School to The Pensions Trust for all pensions provided. At the year-end £41,006 (2020: nil) was accrued in respect of contributions to these schemes.

**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 August 2021**

There are 3 members of staff (2020: 3) for whom a 2% employer AVC is paid into the Growth Plan. This obligation arises from an agreement made when a previous DB scheme was closed.

Both the CARE 80 and the CARE 100 Defined Benefit Schemes and the Growth Plan are multi-employer schemes and the schemes' actuary has advised that the assets and liabilities are not segregated for each contributing employer. Hence it is not possible to separately identify the assets and liabilities relating to The Royal Grammar School Worcester for the purposes of FRS102.

**CARE Defined Benefit Scheme**

RGS was notified by The Pensions Trust, of the estimated employer debt on withdrawal from The CARE Scheme, based on the financial position of the Scheme as at 30 September 2020. At this date the estimated employer debt for RGS was £1,728,204 (2019: £1,862,429).

It was agreed that from 1 April 2012, additional annual contributions towards the Scheme's deficit of £8,900, increasing by 3% per annum for the next 10 years, would be payable by The Royal Grammar School Worcester. This plan was superseded by a revised deficit repayment plan commencing 1 July 2015 covering the period to 30 April 2027. A total of £1,152,000 per annum, increasing on 1 July each year by 3% is required. RGS Worcester's share of these deficit contributions from July 2016 is £46,206 per annum, payable in monthly instalments of £3,850. In addition, a total amount of £176,586 per annum, increasing on 1 July each year by 3% is required for Scheme expenses. RGS Worcester's share of these Scheme expenses from July 2016 is £7,080 per annum, payable in monthly instalments of £590. This last plan has now also been superseded and with effect from April 2018, the annual contributions to the deficit payable by The Royal Grammar School Worcester are £53,057 per annum, increasing at 3% annually plus £6,215 for Scheme expenses. The total of deficit payments paid in the year was £61,493 (2020: £61,843).

**Growth Plan**

RGS have been notified by The Pensions Trust of the estimated employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2020. At this date the estimated employer debt for RGS was £598,386 (2019: £622,956),

The deficit contributions were reduced from 1 April 2016, and the additional contributions towards the scheme's deficit from April 2016 are now £49,839 per annum (increasing by 3% each 1 April) and will be payable by The Royal Grammar School Worcester for a period of ten years. The total paid in the year was £56,925 (2020: £55,141).



**THE ROYAL GRAMMAR SCHOOL WORCESTER**  
**NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 August 2021**

**12c. FRS (102) Section 28 Pension Deficit Provisions**

	<b>2021</b>	2020
	<b>£000</b>	£000
CARE Scheme	<b>347</b>	507
Growth Plan	<b>206</b>	262
	-----	-----
Of the totalled combined deficit of £553,000 an amount of £113,000 is due within one year	<b>553</b>	769
	=====	=====

**13. FINANCIAL INSTRUMENTS**

	<b>2021</b>	2020
	<b>£000</b>	£000
Financial assets measured at fair value through the Income and Expenditure	<b>290</b>	247
	=====	=====
Financial liabilities measured at fair value through the Income and Expenditure	<b>553</b>	769
	=====	=====

Financial liabilities measured at fair value through the Income and Expenditure account comprise the defined benefit pension scheme deficit funding liability.

**14. RELATED PARTIES**

The RGSW and AOS Foundation made grants to the School in the year totalling £115,625 (2020: £71,411).

Millie Poole daughter of the Chairman, Quentin Poole, was contracted as an Teaching apprentice at RGS Springfield during the year and received a salary of £14,435; she was employed from 1 September 2020.

Paul Cross, husband of Board member Mrs Pauline Cross, was contracted as a Teacher at RGS Dodderhill and received a salary of £16,680; he was employed from 1 September 2020.

RGS Worcester and Worcester Hockey Club have established a joint venture, Worcester International Hockey Limited, which was incorporated in December 2019. RGS Worcester and Worcester Hockey Club each own 50% of the voting share capital. Worcester International Hockey Limited's indebtedness to RGS Worcester at 31 August 2021 was £2,406,168. This will be repaid by Worcester International Hockey Limited upon completion of the development.

The investment in Worcester International Hockey Limited is via a wholly owned, dormant, subsidiary RGSW Holdings Limited.

