

ANNUAL REPORT FOR THE YEAR ENDING AUGUST 2025

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 2025

Index	Page
Governors' Report	1 - 4
Strategic Report	5 - 23
Auditor's Report	24 -26
Statement of Financial Activities	27- 28
Balance Sheet	29
Cash Flow Statement	30
Accounting Policies	31 - 33
Notes to the Accounts	34 - 47

THE ROYAL GRAMMAR SCHOOL WORCESTER

GOVERNORS' REPORT YEAR ENDED 31 AUGUST 2025

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, offering co-education for pupils aged 2–11 and girls only education for pupils from 11-16 located in Droitwich. From 1 September 2025, all pupils aged 5 to 11 at RGS Springfield were offered a place at RGS The Grange enabling RGS Springfield to expand as a Nursery in response to market conditions.
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. RGSW Holdings Limited, registered office Upper Tything, Worcester, WR1 1HP, 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 and up to the date of signing as Directors are listed below:-

Mr A Greenway	Chair of Governors, ISC, Governor with special interest in Data Protection
Mrs R F Ham	Vice Chair of Governors, Chair of NC, EC, Governor with special interest in ECT, SGF (resigned 3 December 2025)
Mr M Beardmore	F&GP, ISC, SGF
Mrs L Brown	EC, Staff Liaison at RGS Worcester, Governor with special interest for Learning Development (appointed 3 December 2025)
Dr N Canchi-Murali	EC
Mrs L Cook	EC, NC, Staff Liaison at RGS Worcester, Governor with special interest for Learning Development (resigned 3 December 2025)
Mrs M J Cross	F&GP, RGS Dodderhill Sub-Committee, ISC, Governor with special interest in Risk
Mr T Curtis	EC, RGS Dodderhill Sub-Committee, Governor with special interest in Sport
Mr N Fairlie	F&GP, Chair RGS Springfield Sub-Committee, NC, SGF
Mr S Flutter	Chair of EC, Governor with special interest in CCF, SGF
Mr H Kimberley	Chair of F&GP, ISC
Ms K Meredith	EC, NC
Mrs S Mills	EC, Lead Governor for Safeguarding including Attendance and web filtering and monitoring (resigned 3 December 2025)
Ms A Noble	EC, Lead Governor for Safeguarding including Attendance and web filtering and monitoring (appointed 3 December 2025)
Mrs N Parry	EC (resigned on 4 December 2024)
Mr B W Radford	F&GP, Governor with special interest for Health and Safety
Dr E Robinson	EC (resigned 3 December 2025)
Mr G Rouse	F&GP

THE ROYAL GRAMMAR SCHOOL WORCESTER

GOVERNORS' REPORT YEAR ENDED 31 AUGUST 2025

Mrs K M Wormington	Chair of RGS Dodderhill Sub Committee, Staff Liaison at RGS Dodderhill, NC, SGF
Mrs R Wyatt	EC, Governor with special interest for the Foundation Stage, RGS Springfield Staff Liaison, RGS The Grange Staff Liaison

Finance and General Purposes Committee (F&GP), Education Committee (EC), Nominations Committee (NC), International School Committee (ISC), Staff Governor Forum (SGF)

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

Mr J D Pitt	Headmaster, RGS Worcester and Executive Head of The RGS Worcester Family of Schools
Mr G W Hughes	Headmaster, RGS The Grange
Mrs L Brown	Headmistress, RGS Springfield (resigned 31 August 2025)
Mr T Banyard	Headmaster, RGS Dodderhill (resigned 31 August 2025)
Ms A Page	Headmistress, RGS Dodderhill (appointed 1 September 2025)
Mr B R Edwards	Director of Finance and Operations, Clerk to the Governors and Company Secretary

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

Bankers & Investment Managers	Lloyds Bank plc 4, The Cross, Worcester, WR1 3PY
Auditors	Crowe U.K. LLP 4 th Floor, St James House, St James' Square, Cheltenham, GL50 3PR
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 (including Attendance), Health and Safety, the Foundation Stage at each of the Prep Schools, Learning Development, GDPR, web filtering and monitoring, Teacher Training provision for Early Careers Teachers (ECTs), CCF and for staff liaison in each school. The Governors directly appoint the Heads and the Director of Finance and Operations. The Head of RGS Dodderhill reports to the Executive Headmaster and The Head of RGS The Grange is responsible to the Governors for the overall management of the School and the direction of

THE ROYAL GRAMMAR SCHOOL WORCESTER

GOVERNORS' REPORT YEAR ENDED 31 AUGUST 2025

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.

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. During the year, Governors and staff have introduced a 'Staff Governor Forum' to enhance communication and understanding. 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 Governors.

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:
- select suitable accounting policies and apply them consistently;
 - observe the methods and principles in the Charities SORP;
 - make judgements and estimates that are reasonable and prudent;
 - state whether applicable UK accounting standards have been followed subject to any material departures disclosed and explained in the financial statements; and
 - prepare the financial statements on the going concern basis unless it is inappropriate to presume that the 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 Governors delegated authority to the Nominations Committee (NC) to assess the Board's adherence 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 the December 2023 Board meeting and is included in the induction process for new Governors.
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 2025**

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 22 May 2026 and signed on its behalf by:-

A handwritten signature in black ink, consisting of a stylized 'A' followed by a long horizontal stroke that curves upwards at the end.

Mr Andrew Greenway
Chair of Governors

THE ROYAL GRAMMAR SCHOOL WORCESTER STRATEGIC REPORT YEAR ENDED 31 AUGUST 2025

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 and ancillary or incidental educational activities and other associated activities for the benefit of the community.
2. **Aim and Intended Impact.** It is the General Policy of the Governors to provide for the pupils of the School a challenging and stimulating intellectual atmosphere while making full provision for physical, cultural and moral development.
3. **Objectives for the Year.** The primary objectives of the academic year 2024-25 were:
 - To ensure that support for pupil and staff welfare is at the highest levels through our leading pastoral care provision
 - To ensure financial stability for The RGS Worcester Family of Schools following the introduction of VAT on school fees from January 2025 through securing pupil numbers, setting appropriate fee levels, introducing cost savings and increasing alternative income streams
 - Following record Public Examination results in 2024, to develop our academic provision still further, learning from recent success to ensure high academic performance is sustained and continues to grow
 - To continue to develop Digital Learning with particular focus on Artificial Intelligence (AI) and its effects on education, as we become a market leader in understanding this area. Inform pupils, staff and parents of the benefits and pitfalls of AI and use our knowledge to support other schools and educational institutions (e.g. the University of Worcester)
 - To develop and monitor our co-curricular provision still further, ensuring that pupils' access a broad range of experiences and develop life skills throughout their time at the schools
 - To prepare the RGS Schools for ISI Inspection under the new Framework (F23)
 - Recognising the importance of Careers and PSHCE education, to review and enhance our provision still further to support the pupils as they navigate the complexities of adolescence and prepare them for modern life
 - Review and continue to enhance online safety, including monitoring and filtering of IT systems and use in line with recommendations for all schools in KCSiE guidance; ensuring cybersecurity is at the top end of industry-standard for schools
 - To continue to increase Bursaries through the work of the Foundation to ensure access to an RGS education is possible, regardless of financial means
 - To build on success as 'Independent school of the year for educational partnerships' by exploring further outreach and partnerships opportunities as part of our commitment to public benefit
 - To explore the possibility of establishing an RGSW International school abroad to enhance our reputation and introduce a new income stream
 - To continue to establish The RGS Family of Schools as the leading group of independent schools in the area
4. **Strategies to achieve the Objectives.**
 - Pastoral care provision continues to be enhanced to support pupils and staff (e.g. the introduction of two Assistant Heads of Year at RGS Worcester) and the work of the Pastoral teams and DSLs is closely co-ordinated both within each school and across all 4 schools. Mobile 'phone policy for pupils is being enforced and will be carefully reviewed in considering mental health impact of smartphone use
 - The DFO and Heads meet very regularly as the Strategy Group, including over the summer holiday, and there are additional Governors' meetings to help manage the changes introduced by the Government. A forum representing the staff from the 4 schools will meet with Governors to discuss pay and conditions. Significant ongoing work is being done to consider cost savings, new income streams and ensure efficiency across all 4 schools
 - The new Academic Deputy at RGS Worcester and the Academic teams across the schools review examination performance and share best practice through committees, meetings and Inset training held in and across all 4 schools. Monitoring of pupils' academic progress continues to be further centralised and enhanced, including through detailed data analysis

THE ROYAL GRAMMAR SCHOOL WORCESTER

STRATEGIC REPORT YEAR ENDED 31 AUGUST 2025

- The Director of Innovation and his teams across the 4 schools provide regular Inset training for staff about AI and the pupil 'Digital Geniuses' assist with information evenings for parents and sharing best practice with pupils. Other schools are invited to training events and collaboration is taking place with the University of Worcester to help train future teachers in AI and Digital Learning
- A review of co-curricular activities is taking place across the 4 schools and a new system for encouraging participation and accumulating rewards is being introduced. The purpose is to link co-curricular activities to skills development so that pupils can build a profile of a range of skills, understanding the benefits of the extensive range of co-curricular activities on offer to them
- Regular briefings and information is being shared with staff and Governors and checks are regularly completed for compliance to make sure that the 4 schools are always 'inspection-ready'
- Careers and PSHCE are being given higher profile in the schools at age-appropriate levels and there is a review of staffing and programmes to make sure that pupils are well prepared and able to make informed choices for their futures
- The IT Support Team, overseen by the Director of Innovation, continues to work with the Designated Safeguarding Leads (DSLs) and Pastoral Teams to ensure that monitoring and filtering are at an appropriate level, concerns are reported and addressed in a timely and appropriate manner, and in line with guidance including in KCSiE. Online safety is emphasised as part of the PSHCE and Computing & IT programmes
- The Foundation Office staff work with Trustees and run a programme of 'friendship-building' events for alumni, engage with parents as appropriate, and fundraise for Bursaries
- Celebrating the success of the Outreach and Partnerships programme evident in the award of the title of 'Independent school of the year 2024' allows us to encourage even greater participation from other schools and institutions around Worcestershire and abroad
- A new role of Assistant Head (Director of RGSW International) has been created and an international office established. Links are being developed with the Department for Business and Trade and several other groups and institutions to gain advice and experience. The Assistant Head will explore possible markets and investors, reporting back to the Strategy Group and Governors
- The reputation of The RGS Worcester Family of Schools continues to grow through exceptional Public Examination results, breadth of choice and opportunity in academic and co-curricular activities, pastoral care, use of educational technology, Careers guidance and education and, most recently, receiving a national award for educational partnerships. We continue to build on this reputation by reviewing and enhancing all aspects of our provision, seizing opportunities to work with other partners and working towards completion of our Ten Year Development Plan

- 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, 1,609 (2024: 1,632), pupils attending the School during the year representing a reduction by 1.4%, which is less than the national average of 1.9% (as reported by the BBC on 5 June 2025) affecting all independent schools following the imposition of VAT being applied to school fees. Governors are committed to ensuring a first-class education at an affordable price.
- 6. RGS Dodderhill.** The strengths of the School had been highlighted by numerous surveys and information gathering and are achieved by pastorally minded and dedicated staff that instil a positive and nurturing atmosphere within the School. The new Head, Ms Amy Page has been specifically selected by the Board of Governors to help drive the School forward; she will focus on improving educational outcomes and enhancing the overall pupil experience across both the curricular and extra-curricular domains. Governors have a high level of confidence in Mrs Page's ability and skill to make the School more appealing to parents in the local area - it is a very exciting time for RGS Dodderhill.

THE ROYAL GRAMMAR SCHOOL WORCESTER
STRATEGIC REPORT YEAR ENDED 31 AUGUST 2025

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 Foundation Office makes a significant annual contribution to Bursary Funds which helps to maintain fee levels at an affordable level.
- 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. 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.
- 11. Awards.** Scholarships, bursaries and other concessions totalling £3,310,700 (2024: £2,978,707) have been awarded during the year to a total of 694 (2024: 649) pupils. These awards included means-tested bursary awards to the value of £949,157 (2024: £996,392) distributed among 105 (2024: 103) pupils, 15 (2024: 13) of whom received 100%+ remission.
- 12. Prizes.** The School has a Prize Fund, invested in the COIF Charities Investment Fund with a value at 31 August 2025 of £34,042 (2024: £35,298) 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 and partnerships provision for pupils from local state schools.

THE ROYAL GRAMMAR SCHOOL WORCESTER

STRATEGIC REPORT YEAR ENDED 31 AUGUST 2025

We continue to grow the number of local organisations who have used the facilities for activities and these include those listed below:

Allen Sports Limited	OE Cricket
Badminton Club	Ombersley Cricket Club
Chandos Symphony Orchestra	Perdiswell Colts 2
Coram	Powick Community Choir
DadsvDads	RGS Worcester Hirings
Drain Jet	Rounders league
Droitwich Archery Society	SB Danceworks
Droitwich Cricket Junior Division	Sands United Football Club
Droitwich Salty Picklers	The Elgar Chorale
Droitwich Salty Picklers (Doris Woo)	The Movement Company
Droitwich Spa Cricket Club	Walking Football
Droitwich Spa Vets (over 35's)	West Mercia Badminton
Droitwich Table Tennis	Worcester City Football Club
Fencing Club	Worcester City Youth Football
Football	Worcester Netball Club
Footlights Theatre	Worcester Pregnancy and Baby Fayre
Holte Football Club	Worcester Raiders Vets FC
Leagues 4 You	Worcester Utd FC
Little Kickers	Worcester Utd Under 13 Tigers
Mum2Mum Worcestershire	Worcester Wanderers FC
Net First 4 Sport CIC	Worcestershire County Badminton Association
Netfirst Netball	Worcestershire County Cricket Club
Norton Cricket Club	Worcestershire Cricket Foundation

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

a. RGS Worcester. Between September 2024 and July 2025, RGS Worcester hosted more than 40 events. We also engaged with several local schools through assemblies, fairs, and musical contributions, including playing the Last Post at the Remembrance Service. Additionally, we supported their curriculum and learning alongside our Sixth Form pupils. Over 1,500 students from 34 schools benefited from the Partnership programme, which included events focused on MFL, Science, Art and Drama. Highlights included hosting the Worcester Primary Schools Choir's 'Let's Sing' event with over 170 participants, Play in a Day, Debating Masterclasses, Languages Day, Piano Masterclasses, and the Eggstravaganza, and the Faraday Science Challenges returned with great success. We also hosted Maths challenges and English Ghost-writing workshops. Pupils from state senior schools were also invited to attend the RGS Careers & Higher Education Fair.

b. RGS The Grange. Last academic year, we partnered with local primary schools to run a series of engaging events in areas like team building, coding, French, football, netball and cricket. Over the course of the year, we welcomed more than 500 children to participate and connect with us through these enriching activities as well as using our facilities for their own requirements.

THE ROYAL GRAMMAR SCHOOL WORCESTER

STRATEGIC REPORT YEAR ENDED 31 AUGUST 2025

c. Holiday Club. 2024/2025 has been another successful year, with revenue increasing by £15,803, representing a 7.5% rise compared to last year.

Although summer revenue was lower than expected—around £9,000 less than the previous year—this was partly due to having fewer operating days. Bookings during the summer were also slightly lower, with approximately 500 fewer bookings compared to last year. Numbers in the Sharks group decreased, but this was offset by higher capacity in the Snappers group, which was fully booked throughout the summer. Despite the reduction in total bookings, the number of external children attending remained consistent with last summer.

Outside of the summer period, revenue for each holiday club increased compared to 2023/2024, driving the overall growth for the year. From October half-term through to May half-term, revenue rose by nearly £14,000, alongside an increase of around 150 bookings.

We continued to use the school minibuses to reduce transport costs and identified new venues offering more affordable experiences for children, further controlling expenses. In addition, we maintained higher trip charges for parents and removed the wrap-around care option. All parents now pay a flat £40 daily rate, regardless of drop-off or collection times. This change was based on last year's findings, where most parents were booking wrap-around care anyway.

This summer, we also extended opening hours to 5:30pm daily and began providing morning snacks for the children. Both initiatives were introduced in response to parent survey feedback last year and were well-received again this year. We plan to continue offering these added-value services going forward.

d. RGS Springfield. Mother and Toddler groups happen each week with attendees from the local community. Links with the University of Worcester have provided opportunities for local students to carry out teaching observations and gain face to face school experience, conduct research and placements. The local 'Britannia Square Residents Association' Community Group held their annual Celebration picnic in our grounds in June.

e. RGS Dodderhill. RGS Dodderhill has hosted a variety of events as part of our ongoing commitment to community outreach. A recent highlight was the successful Oliver Jr. *Outreach Programme*, which invited Year Six pupils from local primary schools to take part in intensive workshops in singing, acting, and dance. The programme culminated in a special performance for RGS Dodderhill students and the participants' parents, showcasing the children's hard work and newly developed skills.

In addition, the School welcomed local primary pupils to a dedicated performance of the Oliver Jr. production and continues to run outreach events in subjects such as languages and computing. These initiatives reflect the school's dedication to sharing its resources and expertise with the wider community.

15. Review of Achievements and Performance for the Year

a. Performance. RGS Worcester, RGS The Grange, and RGS Springfield received an exceptional outcome from its ISI inspection in January 2025. The report highlighted an impressive 'Significant Strength' in the schools' leadership, pastoral care, and unwavering commitment to the personal and academic development of every pupil. The inspectors praised the positive learning environment and the strong, respectful relationships between pupils and staff, noting that students are highly confident and excel in a nurturing atmosphere. All regulatory standards were confirmed as met, with a single recommendation to consider how to further enhance the PSHE programme for older pupils. In response to the recommended next step, RGS Worcester has already made some further significant changes to the PSHE programme.

THE ROYAL GRAMMAR SCHOOL WORCESTER

STRATEGIC REPORT YEAR ENDED 31 AUGUST 2025

For Year Ten and Eleven, lessons are now embedded in the timetable and the curriculum, whereas before, pupils were taught in 'drop-down' sessions. Additionally, further links have been made between the taught content in PSHCE lessons, and the Tutor sessions that are run weekly by the Pastoral team. Finally, PSHCE lessons are being delivered by a selected team of teacher-experts that have had specific time ring-fenced on their timetables; along with additional, new and developed resources, and taking into account feedback directly gathered from pupils, this will make a significant impact on all pupils, but specifically targeting the older years.

A separate ISI inspection of RGS Dodderhill in November 2024 also yielded a highly positive report. The inspectors celebrated the dedication of staff in fostering a supportive and enriching environment where every pupil can thrive. The report commended the school's curriculum and teaching practices, which effectively nurture pupils to become "self-motivated learners" and make excellent progress. It was affirmed that all standards relating to safeguarding, leadership, and the quality of education were met. The inspection's recommendation was to strengthen the oversight of pastoral records to enable more efficient review.

b. RGS Worcester Academic Achievements. At A Level, students attained 61.1% A*-A and 98.2% A*-C. The results in BTEC and CTEC subjects were equally impressive, with 95% of all grades awarded at Distinction*-Distinction, the highest available. On average, each student exceeded their statistical expectations by +0.25 of a grade across all qualifications. Post-18 pathways were exceptionally successful, with over 95% of students securing their first-choice university or degree apprenticeship placements. Both pupils with Oxbridge offers met the required grades. Additionally, all applicants to Medicine (five students), Dentistry (one student), and Veterinary Science (two students) successfully secured their places for this September. Several students progressed to degree apprenticeships, including placements in Accountancy (RSM and Deloitte) and Infrastructure Surveying (Carter Jonas). The excellent performance extended to GCSE level, where 38.2% of all grades were awarded at the highest levels (9-8), and 98.6% of grades were between 9 and 4. There were 262 grade 9s awarded across the cohort. Over 70 pupils achieved grades 9-7 in at least 7 subjects, demonstrating that high performance was not confined to a small group of students.

c. RGS Dodderhill, Academic Achievements. 22 Year Eleven and 2 Year Ten pupils sat GCSE Examinations in Summer 2025. 47% of Grades were 9-7, an exceptional achievement and building on last year's success. 92% of all Grades were 9-4. Individual successes continued throughout the School including:

- 68% of pupils gained at least one grade 9-8
- 3 students achieved all grade 9-7
- 100% of Drama GCSE pupils achieved grades 9-4, 21.3% higher than the national average
- 100% of Music GCSE pupils achieved grades 9-6
- 100% of Geography GCSE pupils achieved grades 8 or 9
- All pupils achieved their first choice Sixth Form place; 7 pupils transferred to RGS Worcester for Sixth Form.

16. Cultural Activities

a. RGS Worcester.

Music. The year kicked off with the second 'RGS Live' concert, featuring instrumentalists and singers from all Year Groups performing a variety of pop and rock songs together in Main Hall. The Michaelmas Term continued with two Autumn Concerts and the Chamber Choir once again singing at St Richard's Hospice's moving 'Lights of Love' Service. There were many performances in Assemblies and, at the close of the term, 'Christmas with the Big Band' in Perrins Hall celebrated the lighter side of festive music with the Big Band joined by the Flute Ensemble, Guitar Group, Junior and Senior Jazz Ensembles.

THE ROYAL GRAMMAR SCHOOL WORCESTER

STRATEGIC REPORT YEAR ENDED 31 AUGUST 2025

Then there was the traditional service of lessons and carols in Worcester Cathedral, led by our four major choirs. In the Lent Term there was a Piano Concert with guest soloist George Rowley giving masterclass sessions to several of our most advanced pianists before he joined them in a high-quality evening recital. Year Seven also enjoyed a concert trip to Symphony Hall, Birmingham to watch and listen to the City of Birmingham Symphony Orchestra play a varied selection of short orchestral pieces. The Chamber Choir had a thoroughly enjoyable trip to sing Evensong at St George's Chapel, Windsor in March before giving a Lunchtime Recital at Worcester Cathedral later in the month. Sandwiched between these two performances, and in the Cathedral, was the highlight of the musical year: our 'Concert in Colour', featuring all four RGS Schools. Lower Sixth pianist Sasha Penlington and the RGS Orchestra earned a mighty standing ovation for their stunning performance of Gershwin's seminal 'Rhapsody in Blue'. The concert closed with a specially-curated medley of 'Gold' songs sung by a mass choir from all four RGS Schools. Following another successful Cabaret evening where senior singers performed with the Big Band, the Trinity Term featured a 'Let's Sing' Outreach singing workshop with 170 primary school students. There were more choir performances at the Commemoration Service and Lower School Prizegiving, and several ensembles were on show at the Creative Arts Evening in June. A special Summer Celebration concert evening concluded the musical year, allowing students, parents, teachers and our dedicated peripatetic team of visiting music teachers to come together to say a very fond farewell to the talented Upper Sixth cohort and Mr Soman, after six successful years as Director of Music.

Drama. The year began with a bang in November, as our Senior students wowed audiences with a five-show run of Bonnie and Clyde. Their electrifying performances, strong ensemble work, and powerful storytelling made it an instant hit. In March, the Seniors returned with The Ash Girl, performed by two alternating casts. This magical yet haunting adaptation of the Cinderella story tested their acting skills and showcased their maturity and emotional range. The summer production saw Years Seven to Ten take centre stage in an extraordinary five-night run of Harry Potter and the Cursed Child. The show was a triumph, filled with spellbinding effects, energy, and imagination – a real celebration of young talent. Beyond the stage, students also enjoyed enriching experiences through drama trips. The A Level students travelled to Cornwall, where they explored the work of Kneehigh Theatre, studied Greek theatre in context, and saw the spectacular Bat out of Hell musical. A week-long residential in Orlando offered even more opportunities to develop performance skills. Meanwhile, theatre trips to the RSC's Pericles and The History Boys in Malvern gave pupils insight into professional productions. Our many clubs have also thrived. Musical Theatre Club and the Junior and Senior Spotlight groups all worked hard throughout the year, with Spotlight members proudly sharing devised performances in July. Tech Club was the creative force behind the scenes, designing props, sets, and lighting effects for productions throughout the year. Dance Club also shone brightly, culminating in a stunning evening of dance in March. The Drama staff again took centre stage for a charity production of the hilarious, but thought-provoking, 'Teechers' by John Godber and raised funds for three deserving charities.

Debating. The Senior Society has been particularly successful with over 50 students taking part in training sessions and debates. The season started slowly with the Warwick Schools competition in October proving very challenging and attracting over 50 entries, including teams from Ukraine and Asia. A Lower Sixth pair did exceptionally well to come 10th. The southwest round of Cambridge Schools in January proved similarly successful but ultimately a little frustrating: the top three teams qualified for finals day but RGS teams took the next four places! At Nottingham Schools in February, a Lower Sixth pair were crowned overall Champions against 51 other pairs. Three days later, RGS Worcester hosted the Midlands round of the prestigious Oxford Schools competition, at which only the top four from 32 teams would progress, but RGS secured first and third placings. The Finals Day at the Oxford Union involved 115 teams from across the globe, with both RGS teams winning at least one debate. The Senior Debating year culminated in the annual black-tie Dinner in April attended by over 40 debaters, with Dr Chris Monaghan, Principal Law lecturer at the University of Worcester, as the guest speaker.

THE ROYAL GRAMMAR SCHOOL WORCESTER

STRATEGIC REPORT YEAR ENDED 31 AUGUST 2025

Design Technology. Each year, the department grows busier and more dynamic, with students continuing to push the boundaries of design. The Upper Sixth students set a strong example with outstanding design work. Their projects ranged from a wheeled trolley to assist the elderly, a foldable desk for students, and carbon fibre hydrofoils for a kayak. The standard of portfolios was exceptional—some nearing undergraduate quality – and most are going on to study Engineering or Design. Year Eleven Engineers tackled the challenge of creating devices to reduce, remove or recycle polymers, producing clever working prototypes like shredders and crushers. Meanwhile, Resistant Materials students designed a variety of useful household and garden items. Lower and Middle School pupils brought high energy and curiosity to every aspect of the subject. One of the highlights this year was the restoration of a 1950s Citroen Traction Avant. Students from Year Seven to Lower Sixth have eagerly contributed to the project thus far. Several enriching trips and guest speakers have helped expand students' horizons. A visit to F1 Williams in Oxford offered the chance to view the world's largest private F1 car collection, race on simulators, and run crash simulations of nose cones. Year Ten students visited the Morgan Motor Company to see handcrafted cars and witness their classroom learning applied in the real world. Another highlight was hearing from engineers involved in the Thrust SSC land speed record attempt during a visit to the Coventry Transport Museum. At the Mallory Park, the School's Greenpower team placed 4th and 5th and wasted no time dismantling the car to reduce weight for a shot at the top three. Students from Year Eight to Upper Sixth were instrumental in developing a new car, which will feature a carbon fibre shell. Two students were awarded prestigious Arkwright Scholarships—a nationally competitive award granted to the UK's most promising young engineers.

Art. The Michaelmas Term began saw the new Sixth Form artists visit Worcester to seek inspiration for their initial projects. The annual exhibition at Worcester Cathedral was particularly special, taking the form of a retrospective., and the Chapter House provided a striking venue, allowing the diversity of media and remarkable talent of our aspiring artists to shine. For our GCSE students, this year's examination theme, 'Gatherings', sparked a wealth of imaginative responses. A visit to the city of Oxford offered rich inspiration – from architecture to ambience – and students returned with a stunning array of imagery, from butterflies to Buddhas and flutes to fossils. The Art Department were delighted to host pupils from St Barnabas Primary School, who created imaginative paper heads inspired by Picasso and Lichtenstein. During our Open Morning, visitors were invited to dress as a famous painting – a playful and popular activity that added colour and creativity to the event. The department also took part in St Richard's Hospice's "Great Waddle" and decorated Vesta the penguin. Art co-curricular clubs continued to flourish, with the Lower School Art Club contributing a moving piece for Holocaust Memorial Day that was displayed at The Guildhall in collaboration with the Music Department. Mindfulness Club continues to attract enthusiastic participants, and our new Photography Club has been a resounding success, offering pupils yet another outlet for creative expression. Creative Arts Evening once again provided a platform to celebrate student work from both Year Eleven and the Sixth Form. It is always inspiring to see how our young artists meet creative challenges with such individuality, sensitivity and passion.

Textiles. Lower Sixth Textiles students travelled to London in March to explore research opportunities for their individual Personal Investigation coursework projects. A visit to The Saatchi Gallery to see the 'Flora in Contemporary Art and Culture' exhibition provided a vibrant experience and The V&A Museum History of Fashion Collection gave an insight into garment style and silhouette. Finally, the 'Vogue: Inventing the Runway' immersive show, celebrating 100 years of Vogue, at The Lightroom, featured an exhilarating journey into the world of the catwalk with the likes of Dior, Chanel, Westwood and McQueen. The opportunity to work collaboratively with the Battle of Worcester Society was an exciting project for pupils in Year Eight, who were set the challenge to design a banner in the style of those featured in the Civil War. The pupils, together with students in Lower Sixth, painted the winning design together with three of the original regiment banner designs from the English Civil War, and these were then displayed in Copenhagen Street during the city's Battle of Worcester celebrations in August. In June, the Textiles Department hosted the Midlands Regional Final of the prestigious Young Fashion Designer UK (YFDUK) competition, involving over 250 entries from more than 50 schools across the Midlands and North. This centred on the theme 'Eco Thread Challenge – transform the threads of yesterday to the fabrics of tomorrow', with entrants submitting a range of themed design work for judging by a panel of industry professionals. The day offered a programme of activities, including a fast-paced Upcycle Challenge, talks from industry professionals and

THE ROYAL GRAMMAR SCHOOL WORCESTER

STRATEGIC REPORT YEAR ENDED 31 AUGUST 2025

a gallery-style exhibition of the pupils' final pieces. An Upper Sixth student won the Upcycle Challenge and came 2nd in the Design category, with a Lower Sixth student receiving a 'Highly Commended' in the Design category. A Year Nine pupil came in the top four at in her age range and a Year Eight came 2nd in the Years Seven and Eight category for the second year running. The Textiles Fashion Show took place as part of The Creative Arts Evening, featuring pieces created by pupils across all Years. Year Seven pupils displayed their vibrant tie-dye T-shirts and Year Eight's handmade bags, while Year Nine presented stylish sweatshirts and Year Ten modelled their bodices and skirts. Lower Sixth students impressed with their sustainable denim and outerwear designs, while Upper Sixth pupils closed the show with their stunning A Level final collections.

b. **RGS The Grange.** The past year has been distinguished by exceptional achievements in Music and the Performing Arts. Early in the year, Year Six performed at the Royal Albert Hall as part of Barnardo's Young Supporters Concert—a memorable opportunity to appear on a world-class stage. The festive season brought further highlights, including the Pre-Prep Nativity and the Choir Performance at Worcester Cathedral, both delivered with joy, discipline, and confidence. Performing Arts Week, success at the Worcester Competitive Arts Festival, and excellent ABRSM and LAMDA results further showcased the talent and commitment of our pupils. The inaugural Gig Night established an exciting new tradition, while national recognition was achieved when the Chamber Choir received the Judges' Award at Barnardo's National Choir 2025. Collaborative events such as the *Concert of Colour – Rhapsody in Blue* and the Spring Concert with RGS Worcester highlighted the depth of artistic excellence across the School. The year concluded with a spirited Year Six production of *Matilda*—a fitting finale to a programme that celebrated imagination, courage, and the joy of performance. Collectively, these achievements enriched the cultural life of the School and reflected the creativity, confidence, and collaboration at the heart of an RGS The Grange education.

c. **RGS Springfield.** Pupils participated in plays and performances. Examples include outdoor Nativities, Carol Services celebrations, concerts and performances throughout the year with all children participating at least once. A highlight was the exceptional production of 'Oliver! JR. in March for those in our Years Three to Six, a directional debut for Mrs Morgan. The year closed with our final Springfield School Concert 'The Sound of Springfield' with performances from Year Six Instrumentalists and the Springfield Choir as well as instrumental ensembles. Children undertook Music and Theatre exams as well as LAMDA exams throughout the year. The school allows Duke of Edinburgh students to undertake volunteering in After School Care or to help with Sports Clubs.

d. **RGS Dodderhill.** Across all key stages, pupils at RGS Dodderhill are offered a wide range of enriching experiences. Music and the performing arts are a key focus, with students attending a performance by the City of Birmingham Symphony Orchestra, and showcasing their talents in termly Music Recitals and Performing Arts Showcases. The School also hosts several major events throughout the year, including the Nursery to Year Six Harvest Festival, the 'Twas the Night Before Christmas' production, and the whole-school Eisteddfod. Additionally, the school's creative groups have represented RGS Dodderhill in the wider community, with the choir performing at Birmingham Town Hall and Worcester Cathedral, and the Dance Company performing at the Redditch Gotta Dance event. Beyond the performing arts, students participate in a variety of other enriching activities. Prep pupils performed in the 'Dodderhill's Got Talent' show, and showcased their skills in the 'Creative Connections' performances, exploring the theme of Conflict and Peace through music, dance, drama, and poetry. To complement classroom learning, pupils across all year groups participate in a range of trips, including the PGL Trip and a residential for Year Five and Six students. The school also embraces cultural celebrations, such as the Lunar New Year Enrichment Day.

17. Trips and Expeditions

a. RGS Worcester.

Duke of Edinburgh Award. The early expedition season in September started in earnest with training taking place for Gold near Anglesey and Snowdonia, North Wales, and for Silver in the Long Mynd in Shropshire. The weekend provided vital knowledge, experience and confidence to all participants as they prepared for greater challenges ahead. Practice expeditions continued in Lent and Trinity terms. The weather conditions were more favourable, which enhanced the pupils' enjoyment of each trip. The large Silver group conquered a significant area of the Black Mountains, and the Gold canoe group returned to North Wales to further refine their skills. A Year Nine cohort of nearly 100 pupils applied their training very effectively in the countryside of Malvern, which also included cooking independently and camping overnight for the first time. The expedition season was completed successfully with our Year Ten Silver groups beginning and completing their journeys in the picturesque grounds of Chatsworth House and the area between Bakewell and Hartington in Derbyshire. Parents and guardians were invited to watch the pupils deliver presentations on a range of expedition goals, including tracking team spirit, analysing flora and fauna, monitoring changing roles within the group and learning about historical landmarks. It was a wonderfully informative evening and moment of celebration, giving the pupils a chance to share more of their expedition experiences. The Gold cohort completed the School's first hybrid expedition, walking and kayaking for two days each across and around the rugged landscape of the Isle of Arran. Despite some challenging weather, which included very high winds, and unwelcome swarms of midges, the expedition was a success, and everyone acquitted themselves admirably. Finally, in the last week of Trinity Term, our Year Nines completed their Bronze assessment in and around Malvern and the South Worcestershire countryside.

CCF: Army Section. In October, 29 cadets headed to Nesscliff Training Area to sleep under bashas and perform a range of activities, including orienteering, map construction, camouflage and concealment, hand signals, day and night movement techniques, and various types of crawl. The March trip to the Venture Centre on the Isle of Man saw cadets engaged in a variety of adventurous activities from coasteering and gorge walking to high ropes, zip wires, and obstacle courses. The annual Summer Camp enabled cadets to take to the 25m range, showcasing impressive marksmanship, and then an afternoon of archery and a laser shotgun shoot-off. There was also training in TIBUA (Training in Built-Up Areas), and the Altcar Challenge, a six-event round robin involving an obstacle course, a cyber and communications challenge, a high-pressure vehicle checkpoint scenario and a paintball CQB (Close Quarter Battle) lane. The cadets also had to tackle a biohazard scenario and finished with a paddle around Liverpool Albert Docks.

CCF: Royal Navy Section. The October Field Day visit to The Lakeside Campus saw Archery and the Leap of Faith being the highlights. April's trip to the Isle of Man in conjunction with the Army Section offered some challenging adventurous training, and then in the Summer, the section had a very successful sailing adventure and climbing at Aztec, as well as a trip to HMS Belfast. In addition, there was a triservice trip to RNAS Yeovilton where cadets learnt the inner workings of a Royal Naval Air Base.

CCF: RAF Section. In October a group of Cadets had the opportunity to take to the skies at RAF Cosford, taking control of the aircraft and performing basic manoeuvres such as pitch, rolls, and even aerobatic loops. The Section returned to RAF Cosford in March for a STEM workshop led by senior RAF cyber communication technicians and then received a rare behind-the-scenes tour of the Mechanical Training School, exploring the intricate maintenance processes of various aircraft, including the iconic Tornado fighter jet. The conclusion of the Space Studies programme also saw all participating cadets earn a new qualification in space science. For the Summer camp, the cadets enjoyed raft building, paddleboarding, high ropes, climbing, and even aerial trapeze activities, which tested their limits and pushed them beyond their comfort zones. There was also a visit to the RAF Museum at Hendon. To explore the origins of flight and gain a deeper appreciation of the courage and innovation that have defined the RAF through the decades.

THE ROYAL GRAMMAR SCHOOL WORCESTER

STRATEGIC REPORT YEAR ENDED 31 AUGUST 2025

b. **RGS The Grange.** Throughout 2024–2025, pupils across all age ranges enjoyed a rich variety of academic, cultural and residential trips. Each term, children took part in visits that not only provided memorable experiences but also inspired follow-up work back in school. The programme was wide-ranging, with destinations including Warwick Castle, Little Owls Farm Park, Blists Hill, Bishops Wood (Stone Age), RGS Worcester Textiles, Loughborough University (STEM), the Royal Albert Hall, Swan Theatre, Think Tank, Birmingham Botanical Gardens, Chedworth Roman Villa, Little Big Town, Worcester Woods (Running Club), the BETT Show, Go Ape, Black Country Museum, Lego League, Drayton Manor and the Malvern Hills. Residential opportunities further enriched the year, with pupils embarking on trips to Mount Cook (Matlock), Mill on the Brue, Bushcraft, Edale, France and Italy for the school ski trip.

c. **RGS Springfield** provided opportunities for pupils with a Year Six overnight stay in London and the BETT Show in January, and two residentials in May with Year 3 and Year 4 trip to Croft Farm in the Cotswolds and Year Five and Year Six trip to Clumington Manor. Local trips continued to support the widest possible educational offering such as Blists Hill, Lower Smite Farm, Birmingham Think Tank, Warwick Castle, Sealife Centre, Cheltenham Festival, Black Country Museum, British Motor Museum as well as the Think Tank in Birmingham. Some of our Year Six children were also lucky to get tickets to Wimbledon in July and those who were unable to attend had a fun biking day in the Forest of Dean.

d. **RGS Dodderhill.** Across all key stages, pupils at RGS Dodderhill are offered a wide range of enriching experiences. Music and the performing arts are a key focus, with students attending a performance by the City of Birmingham Symphony Orchestra, and showcasing their talents in termly Music Recitals and Performing Arts Showcases. The school also hosts several major events throughout the year, including the Nursery to Year Six Harvest Festival, the 'Twas the Night Before Christmas' production, and the whole-school Eisteddfod. Additionally, the school's creative groups have represented RGS Dodderhill in the wider community, with the choir performing at Birmingham Town Hall and Worcester Cathedral, and the Dance Company performing at the Redditch Gotta Dance event. Beyond the performing arts, students participate in a variety of other enriching activities. Prep pupils performed in the 'Dodderhill's Got Talent' show, and showcased their skills in the 'Creative Connections' performances, exploring the theme of Conflict and Peace through music, dance, drama, and poetry. To complement classroom learning, pupils across all year groups participate in a range of trips, including the PGL Trip and a residential for Year Five and Six students. The school also embraces cultural celebrations, such as the Lunar New Year Enrichment Day in Prep.

18. Sports

a. **RGS Worcester.** The Under 18A Hockey team had an exceptional season, winning 32 matches and losing only 2, excluding pre-season tournaments. Their consistency, tactical discipline, and attacking flair were reflected in a remarkable goal difference of +54. Highlights included a long run in the National Cup, which saw them reach the North Semi-Finals against Loughborough High. After a tense 2-2 draw, the team eventually lost out on shuffles to the eventual tournament winners. The team also maintained an undefeated record at home throughout their Friday Night Lights series.

The Under 16s enjoyed a thrilling run in their Cup Competition with wins against Cheltenham College and King's, Worcester, but their campaign ended with a 0–0 draw and shuffle loss to Redmaids, the eventual champions. The Under 14As, having won 10 of their 17 matches, progressed to the Regional Finals of the Tier 1 Cup, but fell to a strong Clifton College side that went on to win the entire national competition. The Under 13 Boys team won the prestigious Malvern College Invitational Tournament, where they overcame several high-profile hockey schools. They also progressed to the semi-finals of the Midlands competition, proving themselves as a talented and promising squad.

The 1st XV rugby team secured two early one-point victories against King's, Gloucester and Christ College, Brecon and then continued this momentum with high-scoring performances against Cathedral School, Llandaff and Trent College.

THE ROYAL GRAMMAR SCHOOL WORCESTER

STRATEGIC REPORT YEAR ENDED 31 AUGUST 2025

This success created an energetic and unified atmosphere across the School, as was best shown during the final fixture block against King's School, Worcester when RGS teams recorded 7 wins, 2 draws, and just a single loss in the 17th Modus Challenge Cup. The match, held at Sixways Stadium, proved to be an exhilarating and fiercely competitive event, once again highlighting the talent and sportsmanship of both sides. King's, Worcester ultimately claimed a well-deserved 29-19 victory.

A particular highlight of the season was the progress of three teams into the later rounds of their respective national cup competitions. The Under 14s delivered outstanding performances in their victories over Bromsgrove, Oakham and King's, Worcester but then were knocked out by a strong Northampton School for Boys side. The Under 15s also produced strong performances and claimed hard-fought wins against Malvern College, Solihull and KES Birmingham.

In the Lent term, the Sevens season saw RGS teams win five pieces of silverware. The Under 12s won the Shield at Bishop Vesey's and Middle School teams impressed, winning the Plate at Solihull, the Cup at Old Swinford Hospital, and reaching the Warwick Cup Final. The Seniors won the Trophy at Collegiate and the Shield at King's School, Worcester.

At the Rosslyn Park National Schools Tournament, the Under 13s won more than they lost, while the Under 14s advanced to Day 2 after victories over Merchiston Castle and St Peter's, York but narrowly missed out on progression despite a win over eventual group winners Trinity School, Croydon. The Under 18 Boys won two of three Vase group games, while the Under 18 Girls reached Day 2, finishing an impressive 5th in the Plate competition, just shy of the semi-finals.

The School fielded 23 Netball sides competing in over 230 fixtures against 47 different schools. The Under 14A team reached the National semi-finals of the 'Sisters n Sport' Plate and narrowly missing the County Final by one goal. The Under 16s took first place in their district tournament and also performed well in the county tournament, winning all pool games convincingly before narrowly missing out in the semi-finals.

The 1st VII had a remarkable season, finishing third nationally after reaching the prestigious Final Fours Day at Loughborough University. En route, they beat some of the country's top schools, including Oakham, Ratcliffe College, and Magdalen College School. They also produced a stellar performance at the Collegiate Tournament, winning five out of six pool games, defeating KES Bath in the semi-final and then avenging an earlier loss to Taunton with a dominant 13-5 win in the final. At the Final Fours, after a close loss to Marist School, they secured third place with a 16-13 victory over Sedbergh in a thrilling final play-off.

A highlight of the season was the 'Superball' match at a sold-out University Arena. After the 2nd team's spirited performance in their 14-15 loss, the team secured a 26-22 win, marking a third consecutive Superball victory and a seventh in the past nine years. A number of RGS Netballers earned selection for Under 13 and Under 15 county academies and franchise pathways, including Nottingham Forest, Birmingham Panthers and Loughborough Lightning.

The Football programme has continued to grow with higher participation numbers, improved technical ability and more depth, which has resulted in the need to source competitive fixtures further afield. We have pitted our wits against Monmouth, Abingdon, QEH, Princethorpe and Tockington as well as some schools closer to home. The 1st XI's attitude and application, and the intensity of their performances, were outstanding in all 23 matches, of which they won 17. The inner drive and sheer quality the players demonstrated so consistently throughout the last two terms in their performances confirmed that they were the best squad in recent memory. These attributes were best shown in the exciting and disciplined performances against Malvern, Clifton, Repton, Millfield, Wycliffe, Pate's and Loughborough schools. However, the undoubted highlights were the matches against Bromsgrove and King's, Worcester in the annual Challenge Cup, such was the manner of the performances, the quality of the finishes and the sheer dominance of both victories.

THE ROYAL GRAMMAR SCHOOL WORCESTER STRATEGIC REPORT YEAR ENDED 31 AUGUST 2025

At representative level, a number of RGS girls and boys have continued to thrive and flourish at ESFA, Academy or ISFA levels. As the season drew to a close, RGS hosted an Outreach Primary Football tournament as well as the Annual Football Old Boys (Alumni) tournament.

In Cricket, the 1st XI enjoyed a successful tour to Barbados over February Half term, gaining valuable experience in challenging conditions and embracing Caribbean cricket culture. The team played five competitive fixtures, winning two. Back in the UK, the side reached Round 4 of the National T20, narrowly losing to Shrewsbury in a last-ball thriller. Saturday fixtures saw some brilliant batting performances, with one U6 student securing consecutive centuries (123 vs the Alumni XI and 108 vs Bromsgrove) and narrowly missing out on third in a win over Sir Thomas Rich's. It was also pleasing to see two pupils, one each from Years Nine and Ten, make their 1st XI debuts after impressive performances for their own year group teams.

RGS Lancaster hosted this year's RGS Festival, with low scores a theme throughout the week and costing the teams in the fixtures against Colchester and Newcastle. After a particularly well-executed victory against Lancaster on the final day, in a rain-affected match, the XI managed to secure a win via the DLS method, bringing the final tally to two wins from five matches.

Girls' Cricket has continued to develop and there were several notable individual contributions, which saw a few Lower School pupils playing up for older teams. A Year Ten pupil scored a record-breaking 97 (the highest score ever by a schoolgirl at RGS) to power the Under 15As to a thrilling win in a 100-ball chase against Solihull. She continued her outstanding form in the National 100 Ball against Wrekin College, taking 4 wickets to help dismiss the opposition for just 57, before sealing the win with an unbeaten 33. The team then came up against a strong Cheltenham College side. The Girls' 1st XI was unfortunate to come up against a strong King's, Worcester side in the First Round of their National 100 Ball Competition, falling short despite a composed 53-run opening partnership.

The School's Rowers enjoyed a valuable week of training at a Half Term training camp at Temple-sur-Lot in the South of France. 2 Upper Sixth students went straight from the camp to Spain for the Coupe de la Jeunesse Beach Sprints, where they won gold in a thrilling final against the hosts.

The domestic racing calendar began at Stourport, and then 44 RGS pupils competed at the British Rowing Indoor Championships where they secured five top 5 finishes in the events for Year 9 Girls, Sixth Form Girls, Sixth Form Boys and in the Sixth Form Mixed Relay, with the latter two events resulting in Silver medals.

In January, at the King's, Worcester Indoor Event, from a squad of 69 rowers, all 42 Lower School rowers won medals in the mixed relays. RGS rowers also took the top 2 places in the Sixth Form Girls 2K and the Girls Relay, and Gold in the Sixth Form Boys 500m.

At the Worcester Head of the River, RGS crews won the J16 Coxed Fours, and both the boys and girls won their J18 Coxless Quads. Three more gold medals were won at The West Midlands Junior Championships at Hereford and bronze medals were won in 4 other events.

Both the Junior Sculling Head at Dorney Lake and the Birmingham Regatta provided invaluable experience for experienced and younger crews alike, leading into Evesham Regatta, where RGS fielded 46 rowers across 21 crews. At the Junior Sculling Regatta, RGS rowers came 4th in the A Final of the Girls J17 Double and 2nd in the J18 event. More gold medals were won at Worcester Regatta by the Men's J18 Coxless Quad and both J17 Doubles.

At the English Beach Sprint Championships, 2 Upper Sixth students took bronze and gold, and then, at Henley Women's Regatta, made it through to the semi-final of the Junior Double Sculls to confirm their place among the country's top junior double sculls. Both girls then went on to dominate the Under 19 Solo event at the British Rowing Beach Sprint Championships, winning the Gold and Silver medals. Both have since been selected to represent Great Britain at the World Beach Sprint Championships.

THE ROYAL GRAMMAR SCHOOL WORCESTER

STRATEGIC REPORT YEAR ENDED 31 AUGUST 2025

The School's Swimming Academy continues to show impressive progress with the Under 15 Girls team achieving 10th in the Freestyle Relay and 5th place in the Medley Relay final at the ESSA Team Relay National Finals. The girls went on to win gold in the Medley Relay and silver in the Freestyle Relay at the Bromsgrove Invitational Gala. Throughout the year, many RGS swimmers performed both for RGS and their clubs, achieving County, Regional, and National qualifying times. Two Year Ten twins were selected for the England National Talent Pathway, and one also represented England at the ISF competition in Serbia, winning a bronze medal in the 200m Breaststroke.

At the Junior County Championships, RGS athletes achieved four podium finishes, with gold in the 80m Hurdles, silver in the 800m and Triple Jump, and bronze in the 300m. At the County Schools Championships, pupils won gold in the Intermediate Girls' Hammer, Intermediate Boys' High Jump and Junior Girls' High Jump. Silver medals were won in the Intermediate Boys' 100m Hurdles and Intermediate Girls' Long Jump, and Bronzes in the Junior Boys' Javelin and Junior Boys' 100m. Two Year Eight pupils become National Champions at the Preparatory Schools Championships in the Girls High Jump and Boys 80m Hurdles, and an Upper Sixth student was selected to represent the Hereford & Worcester County Schools team in the 400m at the National English Schools Championships.

In the ESAA Cross-Country Cup competition, the Intermediate Boys' and Girls' teams both qualified for the West Midlands regional final. At the Worcester & District Championships, 15 pupils made it through to the Herefordshire & Worcestershire County Championships, where 4 RGS pupils then finished in the top 5 of their respective races. At the Worcestershire School Games Cross-Country, the Boys' team produced a dominant performance with RGS runners taking the first two places. Overall, seven RGS pupils qualified for the county teams at the National Championships, with an Upper Sixth student being given the honour of being selected to be captain of the Senior Boys' squad.

This year's December Fencing Gala was bigger than ever, needing both Tom Savage and Cobham Halls to accommodate all competitors. Three RGS fencers qualified for the British Youth Championships, winning two Bronzes and a Gold, and at the West Midlands Championships a Year Eleven pupil won the Senior Women's Epee. A team of six competed in the Public Schools' Fencing Championships, with a Year Eight pupil taking 8th place in the Mount-Haes. 2 pupils were selected to fence for the West Midlands in the Winton Cup and a pupil placed second in the English Fencing Championships for Under 13 Epee.

In Equestrian, pupils in Year Seven, competing in Showjumping at the National Schools Championships at Addington came 4th in the 80cm final and 2nd in the 90cm final. Another took first place at the Regional Northwest Dressage Championships, and a third, at the Dressage National championship finals at Addington, finished third in the Under 21 competition, only missing out on the win by less than half a per cent.

A Year Ten pupil competed for Team GB at the Pony European Championships in Le Mans, France and helped the team secure a Team Silver.

b. RGS The Grange. 2024-25 was a year of both breadth and achievement for sport at RGS The Grange. As ever, the priority remained ensuring that every child had the opportunity to play, with all pupils taking part in fixtures across all three terms. Increasingly, we now play many of our local partner schools twice a term, both home and away, helping to provide well-matched and enjoyable opportunities for all with quadrangles also being a common site.

Competitively, the year brought outstanding success. For the first time, our Under 11 Boys' and Girls' teams were crowned County Football Champions, a historic achievement for the school. The Under 11 Girls' Hockey team also reached new heights, winning the IAPS National Championship for the second time. On the national stage, pupils once again competed in the National Preparatory Schools' Athletics Championships, at the iconic Commonwealth Stadium in Birmingham, and qualified for the National IAPS Swimming Finals in both boys' and girls' Under 11 events at the Olympic Stadium.

THE ROYAL GRAMMAR SCHOOL WORCESTER

STRATEGIC REPORT YEAR ENDED 31 AUGUST 2025

Cross country continued to be a cornerstone of success, with RGS The Grange extremely competitive at both local and regional level, taking part in six different events including the National Finals at Malvern College. Running Club remains one of the busiest clubs at RGS The Grange. The Trinity term provided further highlights in County Cricket success (boys), and runners up (girls). Triathlon, Aquathlon and Shooting were added to an already busy Trinity term with Under 11 girls shooting success at the IAPS event held at the West London Shooting Club.

Another significant moment was the return of our annual sports tour, with every child in Year Six taking part in a Rugby and Hockey tour to the Southwest. This tradition brings camaraderie, excitement and lifelong memories.

As always, while victories and finals are celebrated, the true measure of sport at RGS The Grange remains the enthusiasm of our pupils. Their willingness to pull on their trainers, embrace competition, and simply enjoy being active continues to define the spirit of sport within our community.

c. **RGS Springfield.** A good year of competitive matches and tournaments for boys and girls against a range of local schools as well as being able to participate in local coaching events for sports such as Netball. Swimming continues at Perdiswell with all pupils having the opportunity to develop their Swimming and play games such as Water Polo. The PE curriculum encompasses all the sports as well as Gymnastics, Dance, Badminton, Tennis, Athletics as well as strength and fitness. Other sports such as Stand-Up Paddle Boarding, Riding, Karate and Kickstart Footy have been offered as part of our activity programme and the take up has been excellent.

d. **RGS Dodderhill.** For a small school the students get an incredibly rich and varied diet of sport and outstanding opportunities to represent the school at matches and fixtures throughout the year. The year started with pre-season netball and a residential trip to Condover. As well as reviewing the fixture schedule to get the right balance for each year group we have also reviewed the sporting clubs to ensure students can do co-curricular sport every day of the week. This means that sport at RGS Dodderhill is wide and varied: from the main sport of netball, hockey, cricket and athletics, to trampolining, sailing, horse riding and much more.

19. **Charity Fundraising.** The RGS Worcester Family of Schools helped raised more than £22,976 for various charities in the academic year 2024-25.

a. **RGS Worcester.** The total raised for this academic year was £14,647.51, a considerable increase over last year's total, which was very pleasing. The Sixth Form's chosen charity was The Myriad Centre, a local charity which provides specialist, personalised day respite services for adults over 18 with profound learning disabilities. This was also the charity to benefit from the Christmas Carol service retiring collection in the cathedral, when a total of £2,312.38 was raised. The Centre also benefited from the proceeds of a Christmas Jumper Competition and some St Valentine's Day-themed fundraising. Members of the Charity Committee were able to visit The Myriad Centre to see for themselves the wonderful work done there. A member of teaching staff bravely had his beard shaved off in November to raise money for Movember, Worcester Street Café and Maggs Day Centre. A total of £359.25 was raised, to be split equally between the three charities. The manager of our Sixth Form Café organised an Easter Raffle to raise money for Worcester Snoezelen, a local charity which provides sensory therapy for people with disabilities and additional needs. He raised an incredible £900, with all the prizes comprising large amounts of chocolate! Our two non-uniform days for BBC Children in Need in November and Comic Relief in March raised a total of £4,895.74. Undeterred by their experiences last year, huge thanks go to members of the teaching staff who again took part in a Staff Karaoke to raise money for BBC Children in Need. The Drama department once again took to the stage to perform 'Teechers' by John Godber and raised £1,536.30, to be divided between Young Epilepsy, Betel UK and Diabetes UK. Other charities supported this year by RGS Worcester included St Richard's Hospice, Acorns Children's Hospice, the Royal British Legion's Poppy Appeal, Macmillan Cancer Support, Worcester Food Bank, Wooden Spoon, Maggs Day Centre and the Grace Kelly Childhood Cancer Trust.

THE ROYAL GRAMMAR SCHOOL WORCESTER

STRATEGIC REPORT YEAR ENDED 31 AUGUST 2025

b. **RGS The Grange** are immensely proud of the generosity shown by our pupils, staff and families throughout the 2024/25 academic year. Together, we raised £4,708 to support a wide range of charities, both local and national. A particular highlight was our support for Pets for Therapy, a cause close to our hearts through our much-loved school therapy dog, Jasmine. Jasmine plays an invaluable role in school life, offering comfort, calm and companionship to pupils, and our fundraising efforts will help more people experience the joy and emotional support that therapy animals can bring. Another standout achievement came from staff member Mr Richard Millard, who ran the London Marathon in aid of Spinal Research, raising awareness and vital funds for pioneering work to improve the lives of those affected by spinal cord injuries. Alongside these key causes, our school community also supported a variety of other important initiatives, including Action for Children, Barnardo's, Children in Need, Maggs Day Centre, Eco Day, Air Ambulance (our chosen charity of the year), Rare Diseases Day in support of The Haemophilia Society, and Comic Relief. Each event reflected the caring ethos of RGS The Grange and our commitment to helping others, and we are grateful to everyone who contributed to making this year's charity work such a success.

c. **RGS Springfield.** The children and staff have thoroughly enjoyed all their fundraising activities during the year with a variety of fundraising and direct donation events in place. Charities selected were Maggs Day Centre, Guide Dogs, Acorns Children's Hospice as well as the annual charity appeals we support Comic Relief and Children in Need. Our biggest fundraiser to-date was a sponsored silence which raised a magnificent £1,103 which was split between our 3 chosen school charities and our Christmas Fayre which raised just over £500. In total £2,319.95 has been raised by events initiated by the children.

d. **RGS Dodderhill.** As part of our vision to impact our wider community positively, we had another busy year supporting local good causes. The annual Macmillan coffee morning raised over £1,300 pounds. We once again supported Droitwich food bank through the harvest donations which took two minibus runs of food. The Droitwich community were exceedingly pleased. Following on from the successful inaugural colour established in 2024, we completed another run with our whole school community raising money for the Grace Kelly Teenage Cancer Trust, The British Heart Foundation and also Birmingham Children's Hospital. Indeed, the individual houses supported these charities close to their hearts throughout the year with cake sales, house builds, house obstacle races, and through our fantastic House Eisteddfod.

20. Financial Position. The Governors consider that the School is in a very secure financial position with net assets of £26,843,000 (2024: £25,867,000). This was a very unusual year with VAT being introduced on tuition fees a third of the way through the year with associated changes to school fees, registration for VAT and the implications surrounding the submission of VAT returns. Continued careful financial management will be vital to ensure the School remains financially stable whilst investing in critical projects to improve the provision and facilities across the schools. The Board acknowledges the strong cash position is underpinned by school fees prepayments and net incoming resources are aided by bank interest on those receipts as well as a lower than usual spend on maintenance activities. These are unlikely to be repeated and difficult decisions to relocate pupils from RGS Springfield to RGS The Grange have been necessary to help secure a financially stable future. It will be extremely important to the School community that all efficiency savings are realised to enable the School to remain as accessible as possible and offer unrivalled value for money. As part of the Board's approach to risk management and long-term financial planning, a decision has been taken to withdraw from the School's two legacy defined benefit pension schemes: the Pension Trust Growth Plan and the Pension Trust CARE 80 Scheme. The necessary actions will be progressed with the support of the School's professional advisers. As the transactions had not been finalised at the balance sheet date, no provision has been made within these financial statements. The associated financial impact will instead be recognised within the 2025/26 financial statements. The Board has been advised that the estimated cost of withdrawing from both schemes is likely to be in the region of £800,000, excluding professional fees.

21. Administration Costs. The costs for the administration of the Charity at £228,753 (2024: £179,005), remain at less than 1% of the total net income for the Charity of £25,218,000 (2024: £24,868,000)

THE ROYAL GRAMMAR SCHOOL WORCESTER STRATEGIC REPORT YEAR ENDED 31 AUGUST 2025

22. Reserves Policy. The Free Reserve position remains healthy and shows an increase of £821,000 (2024: £246,000). 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 £2.0m, 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.

Free Reserves, excluding pension deficit	2025	2024
	£000	£000
Unrestricted Funds	26,214	25,393
Less Fixed Assets	(21,561)	(21,577)
Pension deficit (due in more than one year)	77	93
	-----	-----
	4,730	3,909
	=====	=====
Restricted Funds total	345	180
	=====	=====

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

- The Permanent Endowment.** The Permanent Endowment remains registered as RGS Charity 527527, and the Company remains as the Trustee, with funds of £249,493 (2024: £258,696) held in COIF Charities Income Funds. Similarly invested are the endowments of the Prize Fund valued at £34,042 (2024: £35,298).
- 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 2025 were £7,500,000 (2024: £5,050,000)

Principal Risks and Uncertainties

24. 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 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 ROYAL GRAMMAR SCHOOL WORCESTER

STRATEGIC REPORT YEAR ENDED 31 AUGUST 2025

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. 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. At the Budget announcement on 30 October 2024, the Government confirmed that VAT would be applied to school fees from 1 January 2025. It also included an increase to employers' National Insurance contributions, removal of mandatory Business Rates relief and an

increase to the National Living Wage. The School will ensure it takes all possible action including realising efficiency savings and recovering VAT on applicable costs to minimise the impact to our parents.

Future Developments

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

- Continue to facilitate the drive for excellence in all aspects of the Schools' operations
- Enhancement of the RGS Worcester infrastructure and facilities
- Further development of the Digital Learning Programme
- Increase other income streams including expansion of the RGS Springfield Nursery and establishing an international school.

26. 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 has been financed by way of contributions from each of RGS Worcester and Worcester Hockey Club in addition to a long-term loan provided by Worcester County Council of £2.1m. The loan has been completed and transferred to the School on 4 September 2025.

27. 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.

28. 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. Pupils 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.

Parents. The School recognises the many benefits of engaging with parents and has reimaged 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.

THE ROYAL GRAMMAR SCHOOL WORCESTER
STRATEGIC REPORT YEAR ENDED 31 AUGUST 2025

29. Streamlined Energy and Carbon Reporting summary

Summary Data for 1 September to 31 August	2025	2024
Total Energy Use	3,969,279 kwh	3,988,096 kwh
Total Greenhouse Gas Emission	747 tCO₂	750 tCO ₂
Total pupils	1,609	1,632
Intensity ratio per pupil	0.46 tCO₂ per pupil	0.46 tCO ₂ per pupil

UK Energy use covers The Royal Grammar School Worcester's activities across four schools. RGS Worcester continues to follow the recommendations of the ESOS report of 2024. Following on from the upgraded thermally efficient windows, further insulation has continued and the Schools have a rolling programme to replace all existing lights with LEDs. We have also upgraded nearly all electric distribution boards.

Associated Greenhouse gases have been calculated using the UK Government GHG conversion factors for Company reporting for 2025.

Approved by the Board on 22 May 2026, and signed on its behalf by:-



Mr Andrew Greenway
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 2025 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 2025 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 during 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 Governors' report.

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

- 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 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 based on these financial statements.

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

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

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

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, 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.

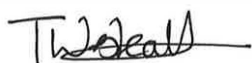
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the override of controls by management and bursaries, scholarships and allowances. Our audit procedures to respond to these risks included enquiries of management, and the Finance & General Purposes Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, designing audit procedures over bursaries, scholarships and allowances, 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 noncompliance 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.



Tara Westcott
Partner
For and on behalf of
Crowe U.K. LLP
4th Floor
St James House
St James' Square
Cheltenham
GL50 3PR
Date: 27 May 2026

THE ROYAL GRAMMAR SCHOOL WORCESTER

STATEMENT OF FINANCIAL ACTIVITIES FOR YEAR ENDED 31 AUGUST 2025

(including the Income & Expenditure account)

	Note	Unrestricted Funds £000	Restricted Funds £000	Endowed Funds £000	2025 Total £000	2024 Total £000
INCOMING RESOURCES						
Income from Charitable Activities						
School fees	1.	23,922	-	-	23,922	22,835
Other educational activities	2.	23	-	-	23	21
Other ancillary activities	2.	1,270	-	-	1,270	1,232
Income from other Trading activities	2.	244	-	-	244	198
Investment income	2.	401	1	-	402	156
Voluntary income	2.	-	486	-	486	429
		-----	-----	-----	-----	-----
Total Incoming Resources		25,860	487	-	26,347	24,871
		-----	-----	-----	-----	-----
EXPENDITURE ON:						
Raising Funds						
Fundraising Costs	3.	150	-	-	150	181
Charitable Activities:						
School		24,889	322	-	25,211	24,319
		-----	-----	-----	-----	-----
Total Expenditure	3.	25,039	322	-	25,361	24,500
		-----	-----	-----	-----	-----
NET INCOMING FUNDS FROM OPERATIONS BEFORE TRANSFERS		821	165	-	986	371
Investment gains/(losses)	9.	-	-	(10)	(10)	22
		-----	-----	-----	-----	-----
NET MOVEMENT IN FUNDS		821	165	(10)	976	393
Fund balances at 1 September		25,393	180	294	25,867	25,474
		-----	-----	-----	-----	-----
Fund balances at 31 August		26,214	345	284	26,843	25,867
		=====	=====	=====	=====	=====
All operations are continuing.						

The notes on pages 31 to 47 form part of these financial statements

THE ROYAL GRAMMAR SCHOOL WORCESTER

STATEMENT OF FINANCIAL ACTIVITIES FOR YEAR ENDED 31 AUGUST (PRIOR YEAR)

(including the Income & Expenditure account)

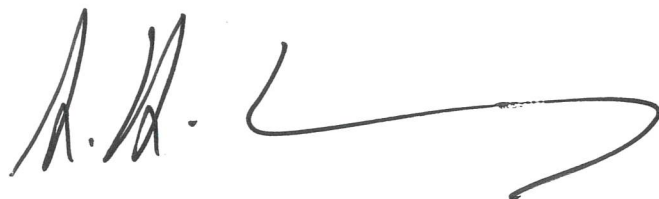
	Note	Unrestricted Funds £000	Restricted Funds £000	Endowed Funds £000	2024 Total £000	2023 Total £000
INCOMING RESOURCES						
Income from Charitable Activities						
School fees	1.	22,835	-	-	22,835	20,584
Other educational activities	2.	21	-	-	21	21
Other ancillary activities	2.	1,232	-	-	1,232	1,092
Income from other Trading activities	2.	198	-	-	198	338
Investment income	2.	155	1	-	156	92
Voluntary income	2.	-	429	-	429	220
		-----	-----	-----	-----	-----
Total Incoming Resources		24,441	430	-	24,871	22,347
		-----	-----	-----	-----	-----
EXPENDITURE ON:						
Raising Funds						
Fundraising Costs	3.	181	-	-	181	214
Charitable Activities:						
School		24,016	303	-	24,319	21,610
		-----	-----	-----	-----	-----
Total Expenditure	3.	24,197	303	-	24,500	21,824
		-----	-----	-----	-----	-----
NET INCOMING FUNDS FROM OPERATIONS BEFORE TRANSFERS		244	127	-	371	523
Investment gains/(losses)	9.	-	-	22	22	(5)
		-----	-----	-----	-----	-----
NET MOVEMENT IN FUNDS		244	127	22	393	518
Fund balances at 1 September		25,149	53	272	25,474	24,956
		-----	-----	-----	-----	-----
Fund balances at 31 August		25,393	180	294	25,867	25,474
		=====	=====	=====	=====	=====
All operations are continuing.						

The notes on pages 31 to 47 form part of these financial statements

THE ROYAL GRAMMAR SCHOOL WORCESTER
BALANCE SHEET AT 31 AUGUST
COMPANY NUMBER 6251081

	Note	2025 £000	2025 £000	2024 £000	2024 £000
FIXED ASSETS					
Intangible Assets for Operational Use	5a.	-		-	
Tangible Assets for Operational Use	5b.	21,561		21,577	
Investments – COIF	6a&b.	284		294	
Investments in Subsidiary	6c.	1		1	
		-----		-----	
			21,846		21,872
CURRENT ASSETS					
Debtors	7a.	3,304		3,883	
Stock		28		25	
Cash at bank and in hand	7b.	2,308		6,164	
Short term deposits	7b.	7,500		5,050	
		-----		-----	
			13,140		15,122
CREDITORS: Due within one year	8a.		(5,848)		(7,641)
			-----		-----
NET CURRENT ASSETS			7,292		7,481
TOTAL ASSETS less NET CURRENT LIABILITIES			29,138		29,353
CREDITORS: Due after more than one year					
Pension deficit funding liability	12c.	(52)		(93)	
Fees received in advance	8b.	(2,243)		(3,393)	
		-----		-----	
			(2,295)		(3,486)
			-----		-----
TOTAL NET ASSETS			26,843		25,867
			=====		=====
Endowed Funds	9.	284		294	
Restricted Funds	9.	345		180	
Unrestricted Funds	9.	26,214		25,393	
		-----		-----	
			26,843		25,867
			=====		=====

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



Mr Andrew Greenway
Chair of Governors
22 May 2026

The notes on pages 31 to 47 form part of these financial statements

THE ROYAL GRAMMAR SCHOOL WORCESTER
CASH FLOW STATEMENT FOR YEAR ENDED 31 AUGUST

	2025 £000	2025 £000	2024 £000	2024 £000
Cash flows from operating activities				
Net cash (absorbed)/provided by operating activities		(592)		6,384
Cash flows from investing activities				
Dividends and interest from investments	402		156	
Proceeds from the sale of fixed assets	1		3	
Purchase of tangible fixed assets	(1,494)		(1,215)	
Pre-registration VAT	277		-	
	-----		-----	
Net cash used in investing activities		(814)		(1,056)
		-----		-----
Change in cash and cash equivalents in the reporting period		(1,406)		5,328
		-----		-----
Total cash and non-cash movements		(1,406)		5,328
Cash and cash equivalents at the start of the year		11,214		5,886
		-----		-----
Cash and cash equivalents at the end of the reporting period		9,808		11,214
		=====		=====
A. Reconciliation of cash flows from the operating activities				
Net income for the year	976			393
Depreciation and amortisation charges	1,365			1,291
Dividends from investments	(402)			(156)
(Increase)/decrease in stock	(3)			3
Decrease/(Increase) in debtors	579			(210)
(Decrease)/Increase in creditors	(3,083)			5,164
Decrease in pension deficit funding	(34)			(79)
Losses/(gains) on Investments	10			(22)
	-----			-----
		(592)		6,384
		=====		=====
Analysis of cash and cash equivalents				
Cash in hand		2,308		6,164
Short term deposits		7,500		5,050
		-----		-----
		9,808		11,214
		=====		=====

The notes on pages 31 to 47 form part of these financial statements

THE ROYAL GRAMMAR SCHOOL WORCESTER

NOTES ON ACCOUNTING POLICIES FOR THE YEAR ENDED 31 AUGUST 2025

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 RGS 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 2019) - (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 financial statements are prepared on a going concern basis. The Governors have prepared budgets and forecasts that take into account the impact of VAT on school fees, the loss of charitable business rate relief and having reviewed the funding facility available to the School together with the expected ongoing demand for places and the School's future projected cashflows, the Governors have a reasonable expectation that they have adequate resources to continue its activities for the foreseeable future and consider that there are no material uncertainties over the School's financial viability. In assessing the going concern, the Governors have been closely monitoring the finances and cashflow position of the School. With this in depth planning and financial resources available to the School, the Governors believe they can continue as a going concern for the foreseeable future.

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.

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 and intangible 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 economic life as follows:

Freehold buildings	- 50 years
Motor vehicles and computers	- 5 years
Fixtures, fittings and equipment	- 8 years
Intangible assets	- 5 years
Land	- not depreciated

THE ROYAL GRAMMAR SCHOOL WORCESTER
NOTES ON ACCOUNTING POLICIES FOR YEAR ENDED 31 AUGUST 2025

Investments. 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.

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

Donations Receivable. Donations are recognised on a receivable basis (where there are no performance related conditions) where the receipt is probable and the amount can be reliably measured.

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.

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. These are allocated between activities on a basis consistent with the use of the resources. 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 2 (2024: 2) 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. There are two Endowed Funds, The Mytton and Blasson Prize Fund and The Permanent Endowment, both held by Charity 527527 and invested in Charity Only Investment Funds.

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 2025

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 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 2025

1. SCHOOL FEES	2025 £000	2024 £000
Gross Tuition Fees	25,883	24,679
Pupil Lunches	411	416
Other Fees	939	719
	-----	-----
Gross Fee Income	27,233	25,814
Less: Scholarships, Bursaries and other Remissions	(3,311)	(2,979)
	-----	-----
Net Fees	23,922	22,835
	=====	=====
	2025 £000	2024 £000
2. OTHER INCOME		
Other educational charitable activities		
Registration Fees	23	21
	=====	=====
Other ancillary activities		
RGS Transport	132	116
School Trips	1,129	1,111
Baby and Toddler Groups	9	5
	-----	-----
	1,270	1,232
	=====	=====
Income from other Trading activities		
Counselling recovery	41	47
Lettings	74	73
Sale of Fixed Assets	1	3
Solar FIT	9	6
Miscellaneous	119	69
	-----	-----
	244	198
	=====	=====
Investment Income		
Bank interest	394	148
Permanent Endowment Income	7	7
Mytton and Blasson interest	1	1
	-----	-----
	402	156
	=====	=====
Voluntary Income		
Donations	171	220
Grants from the RGSW & AOS Foundation	315	209
Legacies	-	-
	-----	-----
	486	429
	=====	=====

THE ROYAL GRAMMAR SCHOOL WORCESTER
NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 AUGUST 2025

3. RESOURCES EXPENDED

	Staff Costs £000	Other £000	Depreciation & Amortisation £000	2025 Total £000	2024 Total £000
Costs of generating voluntary income	113	31	6	150	181
	-----	-----	-----	-----	-----
Charitable Activities					
Teaching Costs	13,435	770	394	14,599	14,187
Welfare	703	1,033	28	1,764	1,570
Premises	1,037	1,634	838	3,509	3,411
Support Costs of Schooling	1,563	3,035	37	4,635	4,501
Marketing and Advertising	417	281	6	704	650
	-----	-----	-----	-----	-----
	17,155	6,753	1,303	25,211	24,319
	-----	-----	-----	-----	-----
Total Resources Expended	17,268	6,784	1,309	25,361	24,500
	=====	=====	=====	=====	=====
Staff Costs				2025 £000	2024 £000
Wages & Salaries				12,979	12,461
Social Security Costs				1,401	1,200
Pension Contributions				2,426	2,357
Training & Expenses				35	43
Other Costs				427	437
				-----	-----
				17,268	16,498
				=====	=====
The average numbers of full time equivalent employees in the year were:				2025	2024
Teachers				158	163
Others				167	158
				-----	-----
				325	321
				=====	=====
The total headcount was 430 (2024: 422)					
The number of employees whose emoluments exceeded £60,000 were:				2025	2024
£60,001 - £70,000				11	12
£70,001 - £80,000				2	3
£80,001 - £90,000				4	2
£90,001 - £100,000				2	2
£100,001 - £110,000				1	1
£170,001 - £180,000				-	1
£180,001 - £190,000				-	-
£190,001 - £200,000				1	-
				-----	-----
				21	21
				=====	=====

THE ROYAL GRAMMAR SCHOOL WORCESTER
NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 AUGUST 2025

3. RESOURCES EXPENDED (continued)

	2025	2024
	£000	£000
Remuneration of key personnel including Employer's National Insurance and Employer's pension contributions (considered to be the Governors and Principal Officers)	793	734
	=====	=====

During the year there were redundancy or termination payments totalling £77,248 (2024: £8,348).

For the 20 employees (2024:21) with emoluments greater than £60,000, 11 (2024: 14) were members of the defined benefit schemes with associated employer contributions of £263,850 (2024: £282,060)

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 2025 are £33,351(2024: £26,567).

4. AUDITOR'S REMUNERATION

	2025	2024
	£000	£000
Auditor's remuneration for audit services	20	20
	=====	=====

5a. INTANGIBLE ASSETS

	Software (including website development) £000
Cost	
At 1 September 2024	334
Additions	-

At 31 August 2025	334
	=====
Depreciation	
At 1 September 2024	334
Charge for year	-

At 31 August 2025	334
	=====
Net Book Amount	
At 31 August 2025	-
At 1 September 2024	-

THE ROYAL GRAMMAR SCHOOL WORCESTER
NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 AUGUST 2025

5b. TANGIBLE FIXED ASSETS	Freehold Land	Freehold Buildings	Fixtures Fittings & Equipment	Grounds Equipment & Motor Vehicles	Assets Under Construction	Total
Cost	£000	£000	£000	£000	£000	£000
At 1 September 2024	496	29,236	8,389	715	-	38,836
Additions	-	88	854	352	200	1,494
Disposals	-	-	(31)	(72)	-	(103)
	-----	-----	-----	-----	-----	-----
At 31 August 2025	496	29,324	9,212	995	200	40,227
	-----	-----	-----	-----	-----	-----
Depreciation						
At 1 September 2024	-	10,299	6,557	545	-	17,401
Charge for year	-	586	659	120	-	1,365
Disposals	-	-	(29)	(71)	-	(100)
	-----	-----	-----	-----	-----	-----
At 31 August 2025	-	10,885	7,187	594	-	18,666
	-----	-----	-----	-----	-----	-----
Net Book Amount						
At 31 August 2025	496	18,439	2,025	401	200	21,561
At 1 September 2024	496	18,937	1,832	170	-	21,435

The freehold buildings had a declared value for insurance purposes of £94m as of 31 August 2025.

September 2024 figures have been restated allowing for the pre-registration VAT reclaims.

THE ROYAL GRAMMAR SCHOOL WORCESTER
NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 AUGUST 2025

6. FIXED ASSET INVESTMENTS (UK Listed)

6a. THE PERMANENT ENDOWMENT FUND	2025	2024
	£000	£000
Opening market value	259	239
Net (losses)/gains on revaluation	(9)	20
	-----	-----
Closing market value at 31 August	250	259
	=====	=====
Historic cost at 31 August	150	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.

6b. ENDOWED FUNDS	2025	2024
Prize Fund	£000	£000
Opening market value	35	33
Net (losses)/gains on revaluation	(1)	2
	-----	-----
Closing market value at 31 August	34	35
	=====	=====
Historic cost at 31 August	20	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.

6c. FIXED ASSET INVESTMENTS (Unlisted)	2025	2024
	£000	£000
RGSW Holdings Limited (100% dormant)	1	1
	=====	=====

THE ROYAL GRAMMAR SCHOOL WORCESTER
NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 AUGUST 2025

7a. DEBTORS	2025	2024
	£000	£000
Tuition fees and extras	343	649
Sundry debtors	188	65
Amounts due from joint venture	2,100	2,424
Prepayments and work in progress	673	745
	-----	-----
	3,304	3,883
	=====	=====
7b. OTHER CURRENT ASSETS	2025	2024
	£000	£000
Cash at Bank and in Hand	2,308	6,164
Short Term Deposits	7,500	5,050
	-----	-----
	9,808	11,214
	=====	=====
8a. CREDITORS: Due within one year	2025	2024
	£000	£000
Fees received in advance	3,023	5,048
Registration Deposits	153	155
Trade Creditors	913	948
Social Security & Other Taxes	914	297
Pension deficit funding liability (note 12c)	77	71
Other Creditors	258	333
Deferred Income	356	523
Accruals	154	266
	-----	-----
	5,848	7,641
	=====	=====

Included in Other Creditors are amounts owing to the Teachers' Pension Scheme of £209,849 (2024: £234,723), The Pension Trust of £0 (2024: £9,093) and Aviva £12,294 (2024: £58,965)

THE ROYAL GRAMMAR SCHOOL WORCESTER
NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 AUGUST 2025

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

Accrued liabilities in respect of fees received in advance:	2025	2024
	£000	£000
> 5 years	200	328
Within 2 to 5 years	1,020	1,497
Within 1 to 2 years	1,023	1,568
	-----	-----
	2,243	3,393
Within 1 year	3,023	5,048
	-----	-----
Balance at 31 August	5,266	8,441
	=====	=====
The movements during the year were:		
Balance at 1 September	8,441	4,125
Net cash movement	52	8,611
	-----	-----
	8,493	12,736
Amounts utilised in fee payment	(3,227)	(4,295)
	-----	-----
Balance at 31 August	5,266	8,441
	=====	=====

THE ROYAL GRAMMAR SCHOOL WORCESTER
NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 AUGUST 2025

9. RESERVES

Endowment Funds	Balance at 1 September 2024 £000s	Incoming Resource £000s	Resources Expended £000s	Investment Gains £000s	Balance at 31 August 2025 £000s
The Permanent Endowment Fund	259	-	-	(9)	250
Prize Funds	35	-	-	(1)	34
	-----	-----	-----	-----	-----
	294	-	-	(10)	284
	=====	=====	=====	=====	=====
Restricted Funds					
Alumni Bursary	8	-	-	-	8
Alumni support	4	-	-	-	4
Gardening Club	1	-	-	-	1
Claines Physics Prize	3	-	-	-	3
Tennis Sponsorship	2	-	-	-	2
RGSW & AOS Foundation	-	316	(316)	-	-
Hardship Fund	-	3	(1)	-	2
RGS PTA Land Rover	1	-	-	-	1
The Wareing Cup	1	-	-	-	1
The James Kimberley Prize	1	-	-	-	1
AO Archives	24	-	(3)	-	21
CCF	2	-	-	-	2
RGS PTA Photography	1	-	(1)	-	-
AOEs	125	-	(1)	-	124
RGS Sports Tour	7	-	-	-	7
Perrins Loggia	-	150	-	-	150
Springfield Roundhouse	-	17	-	-	17
Mytton & Blason	-	1	-	-	1
	-----	-----	-----	-----	-----
	180	487	(322)	-	345
	=====	=====	=====	=====	=====
Unrestricted Funds	-----	-----	-----	-----	-----
General Reserves	25,393	25,860	(25,039)	-	26,214
	=====	=====	=====	=====	=====

THE ROYAL GRAMMAR SCHOOL WORCESTER
NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 AUGUST 2025

9. RESERVES (continued)

Summary of Funds	Balance at 1 September 2024 £000s	Incoming Resources £000s	Resources Expended £000s	Investment Gains £000s	Balance at 31 August 2025 £000s
Endowment Funds	294	-	-	(10)	284
Restricted Funds	180	487	(322)	-	345
Unrestricted Funds	25,393	25,860	(25,039)	-	26,214
	-----	-----	-----	-----	-----
	25,867	26,347	(25,361)	(10)	26,843
	=====	=====	=====	=====	=====

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 and Blasson Prize Fund. The Restricted Funds include monies from alumni for specific projects, including funds received for Bursary support.

Restricted Funds:

Alumni Bursary
Alumni support
Gardening Club
Claines Physics Prize
Tennis Scholarship
RGSW & AOS Foundation
Hardship Fund
RGS PTA Land Rover
The Wareing Cup
The James Kimberley Prize
AO Archives
CCF
RGS PTA Photography
AOEs
RGS Sports Tour
Perrins Loggia
Springfield Roundhouse
Mytton & Blasson

THE ROYAL GRAMMAR SCHOOL WORCESTER
NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 AUGUST 2025

9. RESERVES (PRIOR YEAR)

Endowment Funds	Balance at 1 September 2023 £000s	Incoming Resource £000s	Resources Expended £000s	Investment Gains £000s	Balance at 31 August 2024 £000s
The Permanent Endowment Fund	239	-	-	20	259
Prize Funds	33	-	-	2	35
	-----	-----	-----	-----	-----
	272	-	-	22	294
	=====	=====	=====	=====	=====
Restricted Funds					
Alumni Bursary	8	-	-	-	8
Alumni support	4	-	-	-	4
Gardening Club	1	-	-	-	1
Claines Physics Prize	3	-	-	-	3
Tennis Sponsorship	5	-	3	-	2
RGSW & AOS Foundation	-	209	209	-	-
Hardship Fund	2	6	8	-	-
RGS PTA Land Rover	1	-	-	-	1
The Wareing Cup	1	-	-	-	1
The James Kimberley Prize	1	-	-	-	1
AO Archives	24	-	-	-	24
CCF	2	-	-	-	2
RGS PTA Photography	1	-	-	-	1
AOEs	-	207	82	-	125
RGS Sports Tour	-	8	1	-	7
	-----	-----	-----	-----	-----
	53	430	303	-	180
	=====	=====	=====	=====	=====
Unrestricted Funds	-----	-----	-----	-----	-----
General Reserves	25,149	24,441	24,197	-	25,393
	=====	=====	=====	=====	=====

THE ROYAL GRAMMAR SCHOOL WORCESTER
NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 AUGUST 2025

9. RESERVES (PRIOR YEAR) (continued)

Summary of Funds	Balance at 1 September 2023 £000s	Incoming Resources £000s	Resources Expended £000s	Investment Gains £000s	Balance at 31 August 2024 £000s
Endowment Funds	272	-	-	22	294
Restricted Funds	53	430	303	-	180
Unrestricted Funds	25,149	24,441	24,197	-	25,393
	-----	-----	-----	-----	-----
	25,474	24,868	24,500	22	25,867
	=====	=====	=====	=====	=====

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
SME Debating Club Sponsorship
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
Hardship Fund
RGS PTA Land Rover – support for DT project
The Wareing Cup
The James Kimberley Prize
AO Archives
CCF
RGS PTA Photography

THE ROYAL GRAMMAR SCHOOL WORCESTER
NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 AUGUST 2025

10. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Tangible Fixed Assets £000	Intangible Fixed Assets £000	Investments £000	Net current Assets £000	Long term Liabilities £000	2025 Total £000
The Net Assets are Funded as follows:						
Unrestricted Funds	21,561	-	1	6,947	(2,295)	26,214
Restricted Funds	-	-	-	345	-	345
Endowment Funds	-	-	284	-	-	284
	-----	-----	-----	-----	-----	-----
	21,561	-	285	7,292	(2,295)	26,843
	=====	=====	=====	=====	=====	=====

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

	Tangible Fixed Assets £000	Intangible Fixed Assets £000	Investments £000	Net current Assets £000	Long term Liabilities £000	2024 Total £000
The Net Assets are Funded as follows:						
Unrestricted Funds	21,577	-	1	7,301	(3,486)	25,393
Restricted Funds	-	-	-	180	-	180
Endowment Funds	-	-	294	-	-	294
	-----	-----	-----	-----	-----	-----
	21,577	-	295	7,481	(3,486)	25,867
	=====	=====	=====	=====	=====	=====

11. CAPITAL COMMITMENTS

Capital expenditure of £nil (2024: £nil) has been authorised and contracted for as at 31 August 2025.

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 by the School to the TPS of £1,822,484 (2024: £1,867,870) and at the year-end £209,849 (2024: £233,716) 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 2025

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 2020 and the Valuation Report was published in October 2023.

The Valuation Report shows notional assets of £222.2bn and liabilities of £262bn resulting in a scheme deficit of £39.8bn.

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

12b. Support Staff

The Pensions Trust: The pension cost charge amounting to £106,454 (2024: £303,661) represents the full contribution payable for the period by the School to The Pensions Trust for all pensions provided. At the year-end £0 (2024: £9,093) was accrued in respect of contributions to these schemes.

Aviva: The pension cost charge amounting to £782,602 (2024: £252,124) represents the full contribution payable for the period by the School to AVIVA. At the year-end £12,294 (2024: £58,965) was accrued in respect of contributions to these schemes.

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. See also Note 15.

CARE Defined Benefit Scheme: RGS has been 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 2024. At this date the estimated employer debt for RGS was £637,139 (2024: £636,681).

It was agreed that from 1 April 2012, additional annual contributions towards the Scheme's deficit 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. There have since been multiple iterations of this repayment plan and for the year ended 31 August 2024 the total of deficit payments paid was £55,405 (2024: £65,873)

Growth Plan: RGS have been notified by The Pensions Trust of the estimated employer debt on withdrawal from the Growth Plan based on the financial position of the Scheme as at 30 September 2024. At this date the estimated employer debt for RGS was £140,170 (2024: £131,993).

Deficit contributions have been required since April 2016 and will be payable by The Royal Grammar School Worcester for a period of ten years. For the year August 2025 the total of deficit payments paid was £49,536 (2024: £37,810).

THE ROYAL GRAMMAR SCHOOL WORCESTER
NOTES TO THE ACCOUNTS FOR YEAR ENDED 31 AUGUST 2025

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

	2025	2024
	£000	£000
CARE Scheme	100	157
Growth Plan	29	7
	-----	-----
Of the total deficit of £129,331 an amount of £76,784 is due within one year	129	164
	=====	=====

13. FINANCIAL INSTRUMENTS

	2025	2024
	£000	£000
Financial assets measured at fair value through the Income and Expenditure account	284	294
	=====	=====
Financial liabilities measured at fair value through the Income and Expenditure account	129	164
	=====	=====

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 £315,542 (2024: £208,506).

The School Governors include two parents of the School and one grandparent. In addition, 11 members of key management personnel are also parents. During the year they were all charged school fees on commercial terms agreed at arm's length, and no balances were outstanding at the end of the year.

Spouses of one Governor and four members of key management personnel are employed by the School on commercial terms agreed at arm's length.

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 2025 was £2,739,226 (2024: £2,724,266). Of this, £2,100,000 was repaid on 4 September 2025 by Worcester International Hockey Limited.

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

15. POST BALANCE SHEET DISCLOSURE

As part of the Board's approach to risk management and long-term financial planning, a decision has been taken to withdraw from the School's two legacy defined benefit pension schemes: the Pension Trust Growth Plan and the Pension Trust CARE 80 Scheme. The necessary actions will be progressed with the support of the School's professional advisers. As the transactions had not been finalised at the balance sheet date, no provision has been made within these financial statements. The associated financial impact will instead be recognised within the 2025/26 financial statements. The Board has been advised that the estimated cost of withdrawing from both schemes is likely to be in the region of £800,000, excluding professional fees.

