

THE PERSE SCHOOL

England & Wales · Charity number 1120654

Details

| | |
|----------------|---|
| Status | Registered |
| Legal form | Charitable company |
| Company number | 05977683 |
| Registered | 2007-08-23 |
| Register | View on the Charity Commission register |

Contact

| | |
|---------|--|
| Address | The Perse School Hills Road Cambridge CB2 8QF |
| Phone | 01223403874 |
| Email | schooloffice@perse.co.uk |
| Website | www.perse.co.uk |

Activities

Objects: THE ADVANCEMENT OF EDUCATION BY THE PROVISION AND CONDUCT OF THE SCHOOL KNOWN AS THE PERSE SCHOOL CAMBRIDGE TOGETHER WITH WITH ANY OF ITS AFFILIATED OR SUBSIDIARY SCHOOLS (HOWSOEVER THE SAME SHALL FROM TIME TO TIME BE KNOWN) AND BY ANCILLARY OR INCIDENTAL EDUCATIONAL ACTIVITIES AND ANY OTHER ASSOCIATED ACTIVITIES FOR THE BENEFIT OF THE COMMUNITY AS A WHOLE.

Activities: The aims of the Perse School are the advancement of education by the provision and conduct of the School known as The Perse School Cambridge. The School aims to provide financial assistance to pupils between the ages of 7 and 18 whose families could not otherwise afford the fees, thereby allowing access to the widest possible social spectrum.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training
- **Who:** Children/young People

Geography

- Area of benefit: CAMBRIDGE
- Cambridgeshire

Finances

| Period end | Income | Expenditure | Assets | Employees |
|------------|-------------|-------------|-------------|-----------|
| 2024-08-31 | £38,368,000 | £33,654,000 | £75,116,000 | 392 |
| 2023-08-31 | £35,126,000 | £31,217,000 | £71,098,000 | 374 |
| 2022-08-31 | £32,437,000 | £28,361,000 | £67,175,000 | 372 |
| 2021-08-31 | £29,825,000 | £25,701,000 | £63,204,000 | 370 |
| 2020-08-31 | £28,366,000 | £24,570,000 | £58,717,000 | 375 |

Trustees

| Name | Role | Appointed |
|---|-------|------------|
| Jonathan Willoughby Scott MA | Chair | 2019-01-01 |
| Angela Yin-Chiu Au FCA MA | | 2021-09-01 |
| Benjamin Peter Thomas Freedman | | 2025-09-01 |
| Christopher Patrick Hancock MA LLM KC | | 2018-09-01 |
| Cristina Elena Bota | | 2025-01-01 |
| DAVID SINCLAIR FERGUSON | | 2023-09-01 |
| DR JASON DEREK HAWKES | | 2023-09-01 |
| Dr Denise Williams FRCP FRPCH | | 2018-09-01 |
| Glenn Collinson | | 2025-09-08 |
| Graeme John Proudfoot BA Oxon | | 2017-09-01 |
| Heather Ishbel Coleman | | 2025-09-01 |
| Jamie Francis Vindis | | 2025-09-01 |
| Martin Anthony Richard Collier | | 2024-09-01 |
| Nicholas Michael Finlayson-Brown BA Hons | | 2021-05-28 |
| Professor Alexander Duncan Oliver PhD LittD | | 2019-09-01 |
| Sally Ann Shakir-Khalil MA Law | | 2020-09-01 |
| Simon David Lebus CBE | | 2017-12-07 |
| Susan Elizabeth Freestone DLMEd GRSM | | 2019-09-01 |

Linked charities

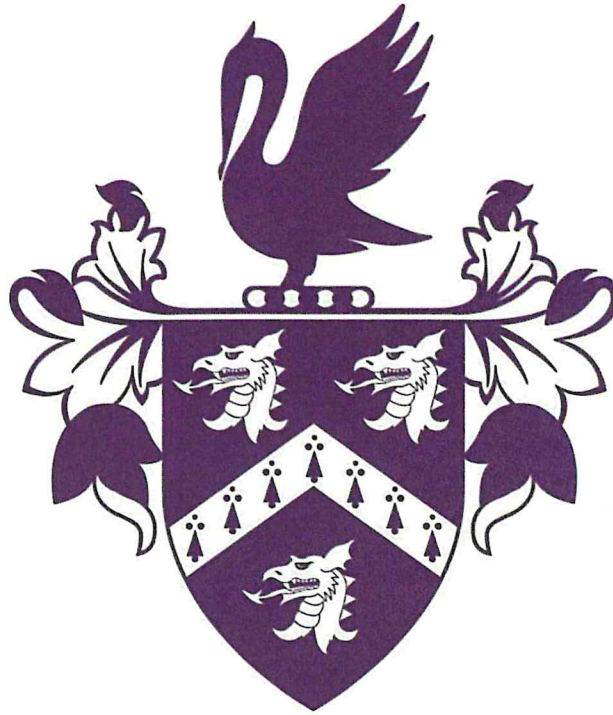
- PERSE SCHOOL ENDOWMENT (1120654-1)
- THE PYE BURSARY THE PERSE SCHOOL FOR GIRLS, CAMBRIDGE (1120654-10)
- W W ROUSE BALL PRIZE (1120654-11)
- W H D ROUSE PRIZE (1120654-12)
- BARNET BEALES PRIZE (1120654-13)
- G B BOWES PRIZE (1120654-14)
- E SAVILLE PECK PRIZE (1120654-15)
- MACFARLANE - GRIEVE PRIZE (1120654-16)
- FITZPATRICK MEMORIAL PRIZE (1120654-17)
- A A TILLYARD MEMORIAL PRIZE (1120654-18)
- MAURICE WOLLMAN PRIZE (1120654-19)
- THE BLYTHE PRIZE FOR MUSIC (1120654-2)
- H S R LINDEMAN PRIZE FOR MATHEMATICS (1120654-20)
- A C HAWKINS PRIZE (1120654-21)
- MASON MATHEMATICS AND ATHLETICS PRIZE (1120654-22)
- ROUSE TRAVEL SCHOLARSHIPS (1120654-23)
- PETER LAPWOOD TRAVEL BURSARY (1120654-24)
- KATE HARDING STREET MEMORIAL PRIZE FOR LITERATURE (1120654-25)
- ELLEN MARGARET GWATKIN PRIZE FOR ENGLISH LITERATURE (1120654-26)
- CATHARINE SARAH TILLYARD MEMORIAL PRIZE FUND (1120654-27)
- MARY BARR LIBRARY FUND (1120654-28)
- HELEN VALENTINE MEMORIAL PRIZE FOR GEOGRAPHY (1120654-29)
- THE COX PRIZE FOR NEEDLEWORK (1120654-3)
- E WINIFRED BIRKS PRIZE FOR MATHEMATICS (1120654-30)
- MR AND MRS A E E MCKENZIE PRIZE FOR ENGLISH (1120654-31)
- MALLARD LOWER SIXTH SCIENCE AND MATHEMATICS PRIZE (1120654-32)
- HELEN GRANT PRIZE FUND (1120654-33)
- BATESON NATURAL SCIENCE PRIZE (1120654-34)
- JOHN WESLEY WOOTON PRIZE (1120654-35)
- GRETA ARMSTRONG MORGAN MEMORIAL PRIZE FOR GEOGRAPHY (1120654-36)
- CULLEN JUNIOR SCHOOL PRIZE FOR ARITHMETIC (1120654-37)
- AGATHA GRAHAM LIBRARY TRUST (1120654-38)
- JOHN E FEW PRIZES (1120654-39)
- THE HARRISON PRIZE FOR ORIGINAL WORK IN ENGLISH (1120654-4)

- THE DOUGLAS BROWN MEMORIAL PRIZE FOR ENGLISH (1120654-40)
- M AUDREY SCOTT MUSIC PRIZE FUND (1120654-41)
- M AUDREY SCOTT ART PRIZE FUND (1120654-42)
- THE ELIZABETH GARRAT PRIZE FOR RECITATION IN ENGLISH (1120654-43)
- MAURICE S C COOPER SCHOLARSHIP (1120654-44)
- THE CAMBRIDGESHIRE COUNTY COUNCIL PERSE SCHOOL FOR BOYS BURSARIES FUND (1120654-5)
- THE CAMBRIDGESHIRE COUNTY COUNCIL PERSE SCHOOL FOR GIRLS BURSARIES FUND (1120654-6)
- THE DAVID HOWIE AND JAMES PERRETT MEMORIAL TRAVELLING SCHOLARSHIP (1120654-7)
- THE MICHAEL FARRELL BURSARY THE PERSE SCHOOL FOR BOYS, CAMBRIDGE (1120654-8)
- PYE BURSARY THE PERSE SCHOOL FOR BOYS, CAMBRIDGE (1120654-9)

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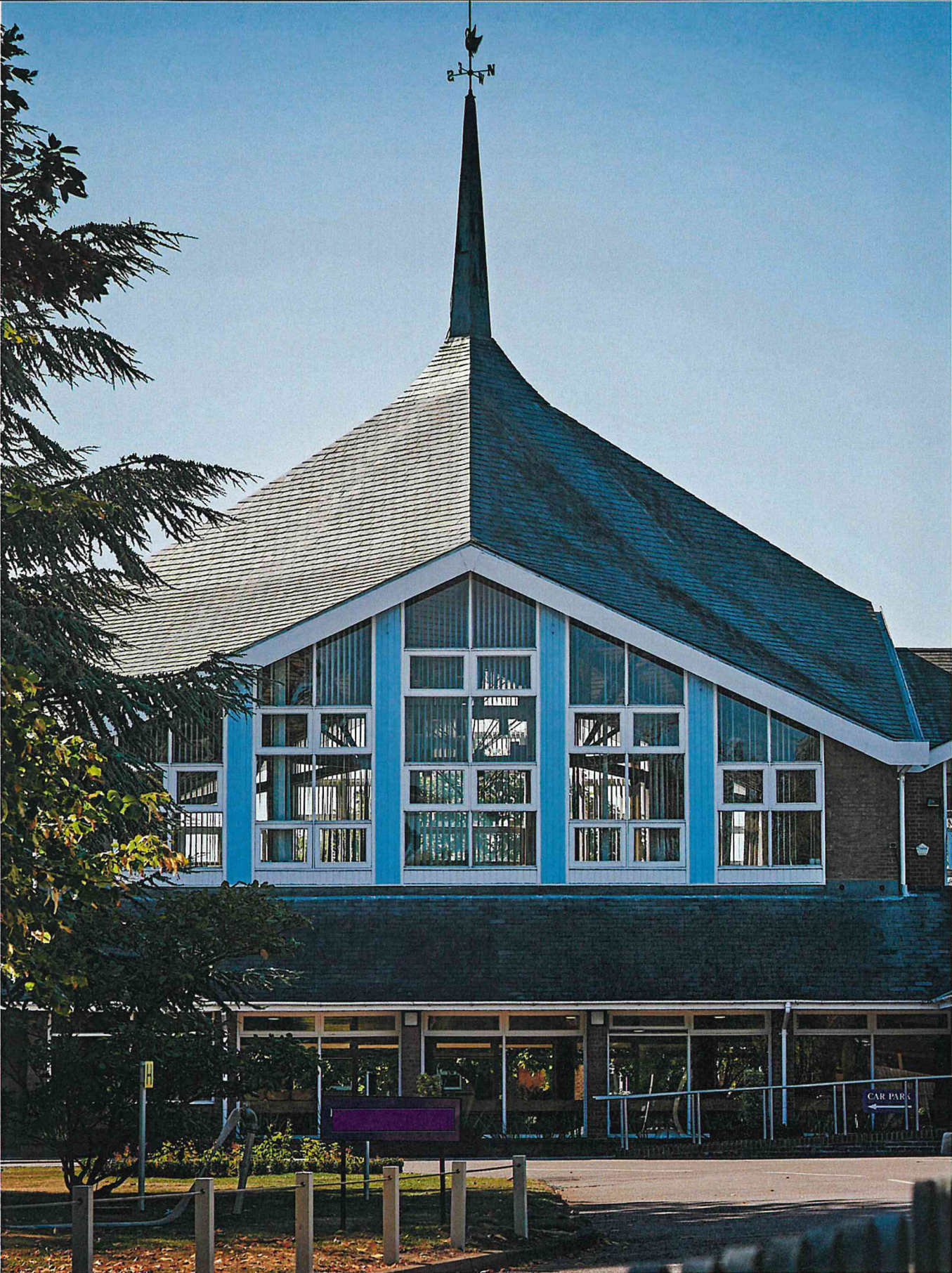
Accounts



The Perse School
A Charitable Company Limited by Guarantee

Annual Report
and
Consolidated Financial Statements
For the year ended
31 August 2024

THE PERSE SCHOOL
Annual Report and Consolidated Financial Statements
For the year ended 31 August 2024



THE PERSE SCHOOL
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For the year ended 31 August 2024

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TRUSTEES' REPORT

The trustees present their report, including their Strategic Report, and the consolidated financial statements for the year ended 31 August 2024. The financial statements have been prepared on the basis of the accounting policies set out on pages 33 to 36 of the financial statements and comply with the charity's scheme and applicable law.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The School was founded as a charity by the will of Dr Stephen Perse in 1615.

The object of the charity, as set out in its Memorandum of Association, is the advancement of education by the provision and conduct of the School known as the Perse School Cambridge together with any of its affiliated or subsidiary Schools (howsoever the same shall from time to time be known) and by ancillary or incidental educational activities and any other associated activities for the benefit of the community as a whole.

The Perse School is a charitable company limited by guarantee and not having a share capital that is governed by Memorandum and Articles of Association dated 23 October 2006 as amended by special resolutions dated 13 March 2008, 10 December 2009, 26 June 2014 and 6 August 2014. Principal address & registered office are: The Perse School, Hills Road, Cambridge, CB2 8QF. Company number is 5977683 and charity number is 1120654.

On 1 September 2007 the School, having until then been an unincorporated charity, became a charitable company limited by guarantee. The endowment assets at this date remained within the unincorporated charity, renamed The Perse School Endowment (registration number 1120654-1), with the charitable company acting as its trustee.

The Group during the year comprised The Perse School and two wholly owned subsidiaries:

- The Perse School Cambridge International Limited (incorporated on 15 January 2018, company number 11149877). The business of the company is the undertaking of trading activities in the UK and overseas for the benefit of the Charity. Trading activities include but are not limited to activities connected to: overseas schools; education technology platforms; school memorabilia; letting of premises; and general education consultancy; and
- The Perse School Trading Company Limited (company number 09636505). This company has been dormant since 1 September 2019.

GOVERNING BOARD

The Perse Upper School (the Upper), the Perse Prep School (the Prep) and the Perse Pelican Nursery and Pre-Preparatory School (the Pelican) (the three of which are known collectively as The Perse School) have a single Governing Board composed of the trustees, who are also the directors of the charitable company. The Perse Prep School and The Perse Pelican Nursery and Pre-Preparatory School together form the 'Junior Division'.

The School's Articles of Association empower it to have up to twenty trustees (who are the directors and governors of the Charity and also its members). Three of the trustees are nominated - two are nominated by the Council of Gonville and Caius College and one by the Council of Trinity College (currently vacant). The seventeen other trustees are co-opted by the Board.

All trustees are appointed for a term of three years and may thereafter be reappointed for two further terms each of three years. In exceptional circumstances, a trustee who has served three consecutive terms in office may be reappointed for further periods.

The trustees/governors who served throughout the period under review are as follows:

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Nominated by Trinity College Cambridge:

Vacant

Nominated by Gonville & Caius College Cambridge:

J D Hawkes PhD FSA FRAS

AD Oliver MA (Cantab) MPhil PhD LittD

Co-opted:

JW Scott MA (Cantab) - Chair

A Y-C Au MA (Cantab) FCA – Vice Chair

H Bettinson MA PhD (to 31 August 2024)

CE Bota LLB (from 1 January 2025)

MAR Collier MA (Oxon), PGCE (OP) (from 1 September 2024)

K Davies MA FCA (to 12 March 2025)

WMR Dawkins MA (Cantab)

D S Ferguson MA Oxon

NM Finlayson-Brown BA

S Freestone OBE DL MEd GRSM LRAM ARCM

CP Hancock KC MA (Cantab) LLM (Harvard) (OP)

SD Lebus CBE MA (Oxon)

GJ Proudfoot MA (Oxon)

SC Roberts MA

M Singh MBA Master Mariner (to 31 August 2024)

S A Shakir-Khalil MA (Cantab)

SL Steele CTA (to 31 August 2024)

D Williams MB BCh FRCP FRPCH

(OP) = Old Persean

During the year there were five Governing Board committees that dealt with matters concerning all three schools:

Meeting termly:

- Audit & Risk Committee;
- Education Committee;
- Finance & General Purposes Committee; and
- Nominations & Governance Committee.

Meeting annually:

- Senior Staff Salaries Committee.

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Other committees, groups and panels are formed for specific purposes and meet as the need arises, currently:

- Appeal Committee (re grievance and disciplinary matters);
- Complaints Panel (re the complaints procedure);
- Staff Committee (re grievance and disciplinary matters);
- Strategy Committee, and
- Teachers Pension Scheme Working Group.

All committees report to the Governing Board in line with their terms of reference.

In addition, some trustees are also board directors of The Perse School Cambridge International Limited.

Recruitment and appointment of new trustees

The School's Nominations & Governance Committee is appointed by the Governing Board and its terms of reference require it to:

- Identify and keep under review the range and balance of skills, experience, and other qualities – either specific or general – which need to be represented on the Governing Board.
- Review the composition of the Governing Board to ensure that such skills, experience and other qualities are represented on the Governing Board or, if they are not, to identify which are missing or out of balance.
- Consider the re-appointment of trustees.
- Identify and consider the appointment of new trustees.
- Make recommendations to the Governing Board for the appointment or re-appointment of trustees.

All new trustees receive a comprehensive information pack giving them information about the School, its governance, management, and policies. A trustees' handbook is issued to all trustees annually with updates being available throughout the year on the trustees' portal. All trustees receive annual safeguarding updates.

All new trustees meet the Chair or Vice-chair of the Governing Board as part of the appointment process. They also meet the Head and the Bursar and the Clerk, and have a tour of the School (wherever possible) before attending their first meeting of the Governing Board. All new trustees are subject to appropriate safer recruitment checks and safeguarding training.

The School encourages trustees to attend seminars organised by the Association of Governing Bodies of Independent Schools (AGBIS).

The School circulates trustees with the details of other courses and seminars run by the Association of Governing Bodies of Independent Schools, the Independent Schools' Bursars Association and by professional firms providing services to charities and education. The School also runs its own updates for trustees and holds annual strategy seminars with trustees, senior Perse staff and external speakers as well as seminars, again using external speakers. Briefings by senior management to committees and the Board ensure relevant trustees are kept abreast of new legislation and the external auditor annually updates the Audit & Risk Committee and, through that Committee, the Finance & General Purposes Committee with accounting and regulatory matters which may affect the Group.

Surveys are undertaken in order to identify the training needs of individual trustees.

Trustee involvement in School life

The trustees help guide, shape and support specific aspects of the School's life through the various committees and the training and strategy sessions detailed above. Key School policies are approved on an annual cycle by the Full Board and all trustees are regularly updated on safeguarding and have access to the School's Designated Safeguarding Lead. During 2023/24 the Governor with Special Interest in Safeguarding with emphasis on Safer

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Recruitment and Child Protection met termly with the safeguarding teams and carried out an annual review of the Single Central Register.

Trustees meet pupil representatives of the School Council (the Upper), Pupil Organised Democracy (the Prep) and the Pelican Parliament (the Pelican). Trustees also visit extra-curricular activities, and sample lessons via learning walks.

ORGANISATIONAL MANAGEMENT

The day to day running of the School is delegated to the Head (and through him to the Head of the Junior Division), each with their team of teaching staff and the Bursar and her team of administrative and support staff. The Head and/or Bursar attend committee and Board meetings. The running of the subsidiary company is through its board which reports to the Full board via the Finance & General Purposes Committee.

Personnel and Professional Advisors

Clerk to the Governors and Company Secretary

MA Hastings LLB

Heads and Bursar

| | |
|----------------------|--|
| EC Elliott MA | Head of the Perse School |
| JWS Piper BA | Head of the Perse Preparatory School and Junior Division |
| F Heftman BA | Head of the Perse Pelican Nursery and Pre-preparatory School |
| A Shakespeare MA FCA | Bursar |

| | |
|--|--------------------|
| RSM UK Audit LLP 1st Floor, Platinum Building St John's Innovation Park Cowley Road Cambridge CB4 0DF | Registered Auditor |
|--|--------------------|

| | |
|---|---------|
| Lloyds Bank plc Barclays Bank plc Coutts & Co | Bankers |
|---|---------|

| | |
|--|------------|
| Farrer & Co, London Ashtons Legal, Cambridge Veale Wasborough Vizards, Bristol | Solicitors |
|--|------------|

| | |
|--|---------------------|
| CCLA Senator House 85 Queen Victoria Street London EC4V 4ET | Investment Managers |
|--|---------------------|

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Financial probity is ensured by having suitably qualified individuals on the Finance & General Purposes Committee and the Audit & Risk Committee. The Audit & Risk Committee and the Finance & General Purposes Committee receive an annual report from the external auditor and the Finance & General Purposes Committee receives termly reports from the Bursar on the financial position of the School. The Finance & General Purposes Committee reviews and recommends the annual budget to the Full Board and considers the latest management accounts with any significant variances against budget and an agreed set of Key Performance Indicators. The Bursar considers management accounts, produced monthly, with variances analysed and explained by the Chief Financial Officer.

The Schools are staffed with paid employees, both full-time and part-time. Parents assist voluntarily with fund-raising and some school activities.

CHARITABLE OBJECTS

The object of the charity, as set out in its Memorandum of Association, is the advancement of education by the provision and conduct of the School known as the Perse School Cambridge together with any of its affiliated or subsidiary Schools (howsoever the same shall from time to time be known) and by ancillary or incidental educational activities and any other associated activities for the benefit of the community as a whole.

The object of the School is a purpose falling within section 3(1)(b) of the Charities Act 2006, i.e.: the advancement of education. It is a purpose for the public benefit and is therefore a charitable purpose as defined in section 2(1) of the Act.

The Perse School educates boys and girls from age 3 – 18 on three sites; the Pelican (ages 3 – 7), the Prep (ages 7 – 11) and the Upper (ages 11 – 18). Children thus progress through three different schools but have the benefits of being part of one larger institution with an integrated curriculum and pastoral care system.

Vision and values

“To love learning and strive for the greater good”

To realise this vision, The Perse will

- a. deliver academic excellence through a stimulating curriculum, outstanding teaching, independent research, and an international outlook which promote intellectual curiosity and scholarship
- b. provide high quality pastoral care to meet individual needs, and support the development of happy, balanced and considerate pupils
- c. offer a rounded education, rich in rewarding extracurricular activities which provide enjoyable opportunities for pupils to develop life skills, responsibility, resilience and perspective
- d. maintain a safe, well ordered, caring, happy community in which pupils develop a positive moral framework, recognise the importance of wellbeing, develop an understanding of the law, and an appreciation of the spiritual dimension to life
- e. value one another through a commitment to kindness, care, consideration, inclusion, equality and diversity
- f. value the environment by caring for our sites , the wider environment, and by acting sustainably

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- g. provide high quality training, support and encouragement for all staff to ensure ongoing personal and institutional development
- h. finance means tested fees assistance to ensure The Perse is accessible, and help those outside the School through partnership and charitable work

A Perse education is 3 dimensional, and all pupils and teaching staff are expected to contribute to the School's academic, pastoral and extra curricular programmes.

To work at The Perse is to care. We care for our pupils, we care for each other, we care for our School, we care for the wider community and the environment, and we care about all that we do.

A common set of values, shown below, has been agreed which define the behaviour expected of all Perse students and staff.

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We value
Endeavour



Which means we
 Aim high and challenge ourselves
 Try our best and are not afraid to make mistakes

So we
 Aim to be the best we can reasonably be
 Set high standards and value the efforts people make to reach them
 Are organised and punctual
 Develop the resilience needed to embrace setbacks as learning opportunities
 Win and lose honourably and graciously
 Lead by example

We value
Intellectual curiosity and scholarship



Which means we
 Love learning, thinking deeply and being creative
 Welcome reasoned debate

So we
 Develop a lifelong love of learning, acquiring the qualities and skills needed for successful study
 Go beyond the curriculum and exam specifications
 Celebrate original thought, research and creativity
 Learn to communicate well both orally and in writing
 Invite challenge; listen to and value other perspectives
 Reflect on our learning to become more effective learners

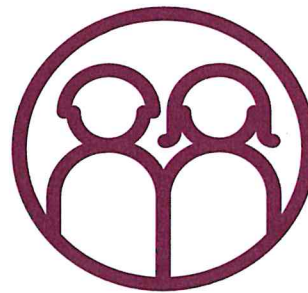
We value
Breadth and balance



Which means we
 Are involved, engaged and committed
 Take full advantage of the opportunities we are given

So we
 Take on personal responsibility
 Learn to play our part in a team
 Honour our commitments
 Broaden our horizons by trying new activities
 Find enjoyment and personal development in extra curricular learning
 Keep a sense of perspective

We value
One another and our environment



Which means we
 Each play our part in creating a kind and considerate community
 Care for ourselves, each other, and those in need

So we
 Are honest, kind, courteous, and caring in all we do
 Balance the needs of the individual and the community
 Act responsibly to keep ourselves and others safe and healthy
 Look after the school and wider environment
 Acknowledge and appreciate the contributions of others, treat all fairly, and recognise that diversity is a strength

PUBLIC BENEFIT

The trustees confirm that they have given regard to the Charity Commission's guidance on public benefit. The objects of the School are for the 'public benefit' as that term is used in the Charities Act 2011 for the following reasons:

Provision of benefit to public in general

Children eligible for admission as pupils of the School form a public rather than a private group for the following reasons:

1. The group of potential beneficiaries described in the objects of the School represent a sizable number of individuals. The School's catchment area has a school age population of some 230,000. This group constitutes a broad and significant section of the public.
2. There is no personal or contractual link or characteristic which potential beneficiaries must share in order to be eligible for admission as a pupil of the School.
3. The objects of the School are open and inclusionary. No person in poverty is excluded by the objects from eligibility for admission as a pupil of the School. The School carries out its objects in this regard through the breadth of its access and its bursary provision.

ENVIRONMENTAL AND SOCIAL GOVERNANCE

Sustainability

The School is committed to reducing its impact on the environment and ensuring that, where practicable, its buildings are sustainable for future generations to enjoy. During 2022/23 the School set up a Sustainability Group which, in conjunction with third party consultants and pupil and staff surveys held at all three sites, formulated an Environmental Sustainability Policy and Environmental Sustainability KPIs. The group meets termly to review progress and discuss new initiatives in areas such as catering, estates and teaching and learning and it interacts with the Student Green Team at the Upper (the student group which holds open forums where students can share ideas and lead on new projects to enhance the school environment) and with representatives from the Prep and the Pelican.

New building projects in the school are undertaken with energy efficiency and environmental impact being included as top priorities. The new Science extension completed in 2023/24 includes 86 photovoltaic panels and the new swimming pool and sports centre has achieved BREEAM 'excellent' status and includes a further 37 photovoltaic panels and electric vehicle charging points.

The Peter Hall Performing Arts Centre, which opened in 2018, has an A rating in its Energy Performance Certificate (EPC). On the roof is a solar farm with 49 south facing solar panels (photovoltaic panels) generating 12.5Kwp and there is also a rainwater harvester which collects around 500 litres of rainwater for the irrigation of plants on Ellison Court. The building benefits from two ground source heat pumps (GSHP) which generate an annual heat of 168,000 kWhth. Under-floor heating, which is also more efficient, also serves the adjacent classics building. The classics block also has a sedum roof installed that offers a habitat for butterflies and other insects.



The Outdoor Pursuits Centre is generating heat with an air source heat pump and the Upper and Abington site each have a borehole and water storage tank. This water is used on the sports pitches during the summer months.

There is an annual programme of LED replacement and re-glazing of the older buildings on all sites.

Copies of the Environmental Sustainability Policy and KPIs can be found on the School's website.

The Perse School Streamlined Energy & Carbon Reporting 2023-24

Greenhouse Gas (GHG) Emissions

In line with the Greenhouse Gas Protocol (GHG) Corporate Accounting and Reporting Standard, The Perse School continues to be engaged in a process aimed at reducing our energy and greenhouse gas emissions.

The Perse School maintains scopes one (1), two (2) and three (3) emissions, which includes electricity and natural gas, and a small amount of DERV fuel. The Perse School also maintains transport emissions inclusive of school owned/operated vehicles and employee owned/operated vehicles (whereby mileage is claimed as a company expense).

The Perse School previously devised a strategy to reduce our overall carbon footprint significantly by:

- Purchasing energy efficient equipment where appropriate in offices and classrooms,
- Replacing heating and hot water systems with energy-efficient equipment where possible,
- Adopting behavioural change measures where possible.

The Perse School has a longstanding commitment to tackling climate change. Calculated carbon footprint for the current fiscal year is **309.555 tCO₂e**, whilst energy consumption was **3,222,982 kWh (3,223 MWh)**.

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Methodology

The Perse School has reported all emission sources under the Companies Act 2006 (Strategic Report and Director’s Reports) Regulations 2013 as required. Reporting of calculated emissions is in line with the GHG Protocol Corporate Accounting and Reporting Standard and emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2024.

The reporting period is the financial year 2023 / 2024, the same as that covered by the Annual Report and Financial Statements. The boundaries of the GHG inventory are defined using the operational control approach. In general, the emissions reported are the same as those which would be reported based on a financial control boundary.

2023 / 2024 Emissions

Location-based

| Scope 1 | tCO2e | Scope 2 | tCO2e | Scope 3 | tCO2e |
|------------------|---------|-------------|---------|-------------------|--------|
| Natural gas | 254.704 | Electricity | 355.556 | Electricity (T&D) | 31.426 |
| Company vehicles | 15.474 | | | Personal vehicles | 1.784 |
| Other fuels* | 6.166 | | | | |

Market-based

| Scope 1 | tCO2e | Scope 2 | tCO2e | Scope 3 | tCO2e |
|------------------|---------|-------------|-------|-------------------|--------|
| Natural gas | 254.704 | Electricity | 0.00 | Electricity (T&D) | 31.426 |
| Company vehicles | 15.474 | | | Personal vehicles | 1.784 |
| Other fuels* | 6.166 | | | | |

Total location based tCO2e: **665.111** *Diesel & petrol for grounds equipment and machinery
 Total market based tCO2e: **309.555**

Scope 1, 2 and scope 3 carbon intensity (market): 0.18 (tCO2e/pupil number)

The intensity metric (market based) is calculated on a total pupil number of 1,705. Emissions have decreased by 5.59% since our previous reporting period.

Efficiency Measures Taken

1. 6 solar PV panels added to the new East Building.
2. 37 solar PV panels added to the new Sports Centre.
3. 86 solar PV panels added to the Science building.
4. Continued to roll out LED luminaires across all sites.
5. Both new Sports Centre and East Building maintain new air source heat pumps (ASHPs).
6. Completed our Energy Savings Opportunity Scheme (ESOS) obligations.

Objectives for 2024 / 2025

1. A new solar PV array for The Pelican School to be added.
2. Continue to roll out LED luminaires across all sites.
3. More use of timers and sensors on external lighting.
4. Closer monitoring of utilities, notably a pledge to take water readings on a weekly basis to allow for early identification of water leaks.
5. Determine actions to be undertaken for the next steps of ESOS i.e., action plans.

The Perse School will report on progress within the next set of financial accounts.

INCLUSIVITY, EQUALITY AND DIVERSITY

The School is committed to ensuring equality of opportunity for all who learn and work here, with one of its key values being 'valuing one another.' It is committed to the principle of equal opportunities that opposes discrimination on the basis of the following protected characteristics: sex, sexual orientation, marital or civil partnership status, gender reassignment, race, religion or beliefs, pregnancy and maternity, disability and age.

During 2019/2020 an Inclusion, Equality and Diversity working group was formed, with representation from students, teachers, parents, support staff, alumni and governors, with the ongoing remit to consider equality and inclusion and assist in the formulation of the I E & D Strategic Development Plan and the Inclusion, Equality and Diversity Policy. Students lead assemblies, peer-teach on issues which affect the School community and inform development of the RSE curriculum. Through the School's diversity calendar the School has raised awareness and supported a wide range of events, seeking to explore different perspectives and respect the experience of others.

The School's Inclusion, Equality and Diversity Policy can be found on the School's website.

ENGAGEMENT WITH STAKEHOLDERS

Engagement with suppliers, customers and others in a business relationship with the School

The School's supplier and customer engagement, including all policies and contracts are designed to ensure a fair and transparent approach to all business transactions.

The School has in place clear and transparent tariffs for all facilities available for external use and these charges are annually benchmarked against other comparable facilities to ensure they represent fair value.

The School actively encourages local community and customer engagement in regard to the use, development and expansion of these facilities and services.

The School operates a transparent procurement process through a value based approval structure, therefore ensuring all services and products are assessed under the same best value and risk mitigation criteria.

The School completes regular relationship management meetings with all strategic services suppliers to ensure effective contract management and engagement.

Engagement with employees

The School encourages staff contribution at all levels.

The School encourages the involvement of its employees through regular staff meetings that disseminate information of particular concern to employees and through regular staff surveys and staff committees for receiving their views. Termly meetings are held of the Common Room Salaries, Conditions of Service and Facilities Committee, and of the Support Staff Committee, at which staff concerns can be raised through their representatives. The School has a Staff Social Committee which organises social events open to all staff.

The School intranet also provides information and access to professional development and support, including wellbeing. New staff are fully inducted and both teachers and support staff take part in training both before the start of and during the school year.

The School recognises its responsibilities under the Equality Act 2010 and supports the principle of equal opportunities and opposes discrimination based on any protected characteristic. Being a committed equal

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opportunities employer, the School will take every possible step to ensure that employees and prospective employees are treated equally and fairly.

The School is committed to fostering an inclusive workplace that provides equal opportunities, including for disabled persons. Applications from disabled candidates are given full and fair consideration based on skills and abilities. The School remains committed to the ongoing professional development of disabled employees. Training programs and promotion opportunities are made accessible to all, ensuring that career progression is based on merit and capability rather than physical ability. Employees who become disabled are supported through training and workplace adjustments, ensuring their continued employment and career progression.

Employee engagement is a priority, with systematic communication through briefings, meetings, and internal updates and newsletters. Regular consultations ensure employees' views are considered in decision-making. Leadership actively engage with the Staff Committee and elected Representatives to ensure that the views of employees can be taken into account in making decisions which affect their interests. The School actively engages with employees to achieve a common awareness on the part of all employees of the financial and economic factors affecting the performance of the School. Leaders actively engage with employees through forums, town hall meetings, and an open-door policy. Employee interests are integral to decision-making, leading to a range of workplace improvements. The School remains dedicated to maintaining a supportive and inclusive work environment that enables all employees to contribute meaningfully.

Investment in staff

The trustees are keen to attract and retain the best teaching and key support staff and set salaries and other terms of remuneration in order to try to achieve this. The remuneration of key management personnel is set by the Governors' Senior Staff Salaries Committee which comprises the Chair, the Vice-chair, the Chair of the Finance & General Purposes Committee, The Chair of the Education Committee and a trustee with Human Resources expertise. Remuneration is reviewed annually with reference to relevant publicly available information and benchmarking surveys

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors for the purposes of company law) are responsible for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources of the charitable company for the year. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable

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company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to Disclosure on Information to Auditors

The trustees also confirm that, so far as each of the trustees is aware, at the time the report is approved

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.



STRATEGIC REPORT

ACHIEVEMENT AND PERFORMANCE

Provision of beneficial purpose

The School provides the following demonstrable benefits, all of which flow, directly or indirectly, from the School’s charitable purpose to advance education:

The School provides a high quality education to 1,705 pupils (2022/23: 1,704)

The School educates 1,705 pupils thereby relieving pressure on local schools which would otherwise need to find additional places for these pupils and provides a financial benefit to the State at no cost to the taxpayer (other than the value of the fiscal benefits of charitable status). Using estimates of the average annual cost to the taxpayer of a place at a state school, the School saves the State over £12m each year.

An Independent Schools Inspectorate (ISI) inspection took place in March 2023. This was a Focused Compliance and Educational Quality Inspection for which the School met all of the required standards on compliance and for every key inspection criteria for educational quality the School received the highest possible grading of excellent. This followed on from a clean sweep of top grades in the 2016 inspection.

A Material Change Inspection took place in February 2024 and all standards and regulations were met.

The full reports are available on the School’s website: www.perse.co.uk

Academic results

Examination results continue to be among the most successful in the country. The School is the 2nd top performing co-educational day school in the UK at A-level (source: The Times).

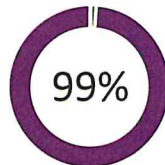
A level results 2024



45% graded A*



82* graded A* - A

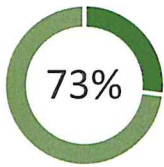


99% graded A* - C

GCSE results 2024



53% graded 9



73% graded 9 - 8



88% graded 9 - 7

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Nearly all Perse students choose to proceed to university (2024: 176 pupils progressed to university, of which 155 were Russell Group) with 37 pupils securing places at Oxford and Cambridge. More detail of the university destinations and courses for 2023/24 can be found on the School website.

Selection policy and bursary awards

The School aims to ensure an academically selective entry from the widest possible social spectrum. To further that aim, the School offers means-tested bursaries from its own resources and through the generosity of gifts from a number of benefactors. The School is actively seeking further benefactions and support for its bursary scheme so that it may continue to meet bursary demand.

Some 71 children within the School benefited from some kind of means-tested bursary award in the 2023/24 academic year, receiving awards which equate to 48.21 full fee paying places. The total value of these means tested awards in the 2023/24 academic year was £1,015k (2022/23: £987k). Bursaries are funded by a mixture of restricted and unrestricted funds. All bursaries are re-assessed annually by means of a detailed means-testing process. Awards made range from 5% of fees up to 100+% bursaries. Bursaries are also made available to cover costs of extras such as middle school devices, lunches, some outdoor pursuits activities and key school trips.

The School provides broader benefits to children, the local community and society

The School's core values are embedded in its curricular and extra-curricular provision and in 2023/24 many Perse students pursued opportunities to broaden their knowledge and test their skills against peers elsewhere regionally, nationally and internationally.

Valuing and supporting one another is one of the cornerstones of a Perse education and, with the School's commitment to its charitable purposes, the belief in community extends well beyond the school gates.

As part of the School's regular community outreach work, activities continued as part of the Primary Partnership which started in 2008/09 to develop relationships with local primary schools and to provide access for them to the School's specialist facilities and teaching. The School continues to provide digital and other resources in modern languages, computer science and maths to local primary schools. Additionally, the School funded the provision of group music at one primary school and assisted with after school sports clubs.

Choirs from the School joined with pupils from four local primary schools for a performance of 'The Voyage'.

The School supports a local sixth form college in their UCAS process, specifically with preparation interviews led by subject specialists from the School.

The School also hosts a number of local and national competitions:

- The Perse School runs an annual coding competition (The Perse Coding Team Challenge), launched in 2017 and open nationwide to pupils in Years 7 to 11. The challenge is free to enter with prizes for the top three teams and over 7,500 students from across the UK and overseas take part;
- The School hosts the annual Ludi Scaenici Latin play competition;
- The School hosts the Eastern Region Modern Foreign Language Debating competitions for sixth formers;
- The national Perse Aristotelian Award is in its fourth year – a research essay competition for Year 9 pupils with arts/humanities and sciences categories.

School facilities including the Sports facilities and the Music School are used by local clubs, groups, music groups and societies.

Further details of the School's outreach and partnership activities can be found at: www.schoolstogether.org.

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In 2011 The Perse School formed a partnership with Christel House Schools, a charity that transforms children's lives by building and running learning centres in some of the world's most deprived communities. The charity was set up in 1998 by Christel De Haan with support from the late Ron Haylock (former Perse pupil), and today has seven learning centres in four countries helping over 4,500 children. The Perse School supports Christel House by sending its teachers and students to Christel House to share expertise and experiences; raising funds; participating in joint educational projects; and by one of its teachers being a trustee of Christel House Europe. Throughout 2023/24, pupils continued to raise money for Christel House projects, and Perse staff and pupils volunteered at Christel House, Bangalore.

Students, staff and parents work together to support a number of charities, both local and international through a series of activities including non-uniform days, sponsored events and charity music events. Each year the School supports Link to Hope, a charity that sends shoeboxes filled with Christmas gifts to families and elderly people and in 2023/24 549 shoeboxes were donated. During Values Week the Student Council arranged a variety of activities designed around the School's values and donations were collected by students, parents and staff throughout the week to support Cambridge Food Bank. The annual Emmaus Sleepout for Year 9 raised funds for the charity as well as collecting items for sale in the Emmaus second-hand shop. In total during 2023-24 Perse pupils, staff and parents raised over £40k for charity.

The Perse Summer School is open to young people aged 7 – 14 from the local area with a range of academic, creative and performing arts, sport and outdoor pursuits, and technology and computing options. In 2023/24 over 600 children attended from more than 50 different schools.

Perse staff hold leadership or advisory roles in an array of aspects of education, from curriculum reform to student skills for university, and support young people from all walks of life in many different ways.

Section 172 Statement

In accordance with Section 172 of the Companies Act 2006, the Directors (who form the Board of Trustees) complied with their duty to promote the success of the School through their approval of the School's Development Plan and on-going review of performance against this. All decisions are made in line with the School's Development Plan, capital Master Plan and cash flow forecasts, with the long-term interests of the charity and its stakeholders in mind.

Culture, and employee welfare and engagement are important to trustees. The School has a structure of regular staff meetings, staff committees and working groups and a variety of tools to promote well-being available to all staff. The School has a Flexible Working Policy and supports flexible working practices.

The trustees are aware that the quality and range of the education that the School offers can only be maintained at a high level of excellence by continual investment in staff, equipment and buildings. The trustees pay tribute to the dedication and commitment of all the staff – teaching and support staff – who together contribute to this community of learning.

The School encourages the involvement of its employees through regular staff meetings, and through staff surveys and staff committees.

The School recognises its responsibilities under the Equality Act 2010 and supports the principle of equal opportunities and opposes discrimination based on any protected characteristic. Being a committed equal opportunities employer, the School will take every possible step to ensure that employees and prospective employees are treated equally and fairly.

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The trustees also continue to recognise with gratitude the support received by the School from volunteers – at all educational stages – from the Parents’ Associations and from individual contributions of finance, time and expertise.

Trustees understand the importance of maintaining productive relationships with stakeholders, underlined by a strong sense of purpose.

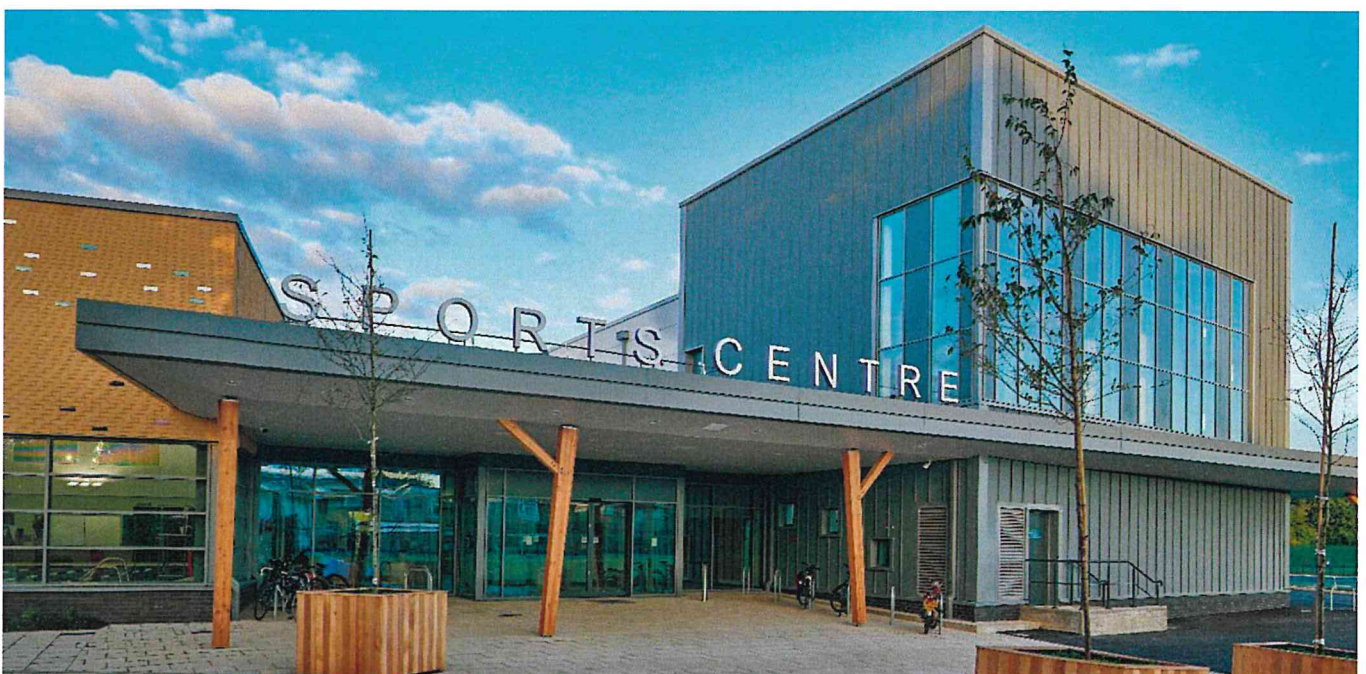
Trustees are mindful of the School’s impact on the community and the environment. The School’s commitment to communities, social action and enrichment sit at the heart of everything it does, and this is reflected in its curriculum and in the School’s four core values (see page 10).

As a registered charity, the School is committed to making the biggest difference to its pupils, inside and outside the classroom, regardless of their background. The School’s reputation and business conduct are paramount to its future success and ability to deliver value to its various stakeholders. The School has an experienced Trustee Board who are responsible for ensuring corporate governance best practice is followed, supported by the Audit & Risk Committee, Finance & General Purposes Committee, Education Committee, Nominations & Governance Committee and Strategy Committee.

Promoting the success of the charitable company

The trustees have established a Code of Conduct within the General Statement of the Responsibilities of Members of the Governing Board which provides a structure for the responsibilities and expectations associated with the role. This key document, aligned to the School’s values, provides trustees with an understanding of what is required and enables them to be transparent, open and accountable in what they do. The Code of Conduct recognises that decisions should be taken in the interests of all stakeholders with the aim of maintaining a reputation for high standards of business conduct. In accordance with section 172 of the Companies Act 2006, each of the trustees acts in the way he or she considers to be in good faith and which would most likely promote the success of the School and to achieve its charitable purpose. Other areas of the Trustees’ Report also cover how the School fosters relationships with key stakeholders.

INVESTMENT IN FACILITIES AND INFRASTRUCTURE



The trustees are aware that the quality and range of the education that the School offers can only be maintained at a high level of excellence by ongoing investment not only in staff but also in equipment and buildings. In 2023/24 the School concluded the construction of a new sports hall, climbing wall and swimming pool at its Hills Road site, an additional floor above the Design and Technology building (completed January 2024) and the extension to the science block. All building works have been consistent with pupil numbers and the School's Development Plan. The School has also continued its investment in the ICT infrastructure to support and enhance its digital learning provision and in its grounds and maintenance teams and equipment.

INVESTMENT IN NEW OPPORTUNITIES

Expansion outside the UK

The School recognises the importance of developing sources of revenue other than tuition fees to help fund the capital programme, its bursary scheme and its outreach work.

The partnership with the Perse School Singapore in Upper Bukit Timah ended in 2023/24. A new partnership has been formed to create The Perse Singapore, a co-educational 3 – 18 school for 1,400 students, following the International Cambridge curriculum until iGCSE. The Perse Singapore opened its junior section (3 – 11) in January 2025 and will extend to the senior school in 2026 on a redeveloped campus at 58 Chestnut Drive, Singapore.

The four core values of The Perse – intellectual curiosity and scholarship, endeavour, breadth and balance, and care for one another and our environment – will form the heart of the school's ethos. They will underpin everything at the school, guiding the curriculum and teaching style, the rigorous academic standards and ensuring a well-rounded education.

The school will be independently owned and operated. The Perse School Cambridge International (TPSCI) will provide services supporting the setting up of the school and the ongoing running of the school, ensuring the successful transfer of the Perse ethos, values and curriculum.

The partnership continues to establish The Perse School Muscat, a 3 – 18 co-educational school in Oman.

The partnerships between international schools and The Perse School Cambridge International Limited gives Perse Cambridge students and staff greater international exposure and will provide opportunities for exchange programmes and visits. They will also provide an income stream to The Perse School Cambridge International Limited.

RISK MANAGEMENT

The Perse School's Board of Governors is responsible for the consideration and management of the risks faced by the School and the wider Group.

The principal risks that the Group and the School faces are:

- The impact of changes to existing charitable exemptions, specifically the introduction of VAT on tuition fees and the loss of business rate relief;
- The impact of the economy on parents' and carers' ability to pay fees and its impact on the demand for school places, and other pressures on cash flow;
- Retention and recruitment of quality staff;

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- The changing educational and charitable requirements for independent schools;
- The impact of an adverse event on the School which may have an effect on the reputation of the School;
- The impact of a loss of infrastructure, whether that be access to buildings (e.g. through fire) or a loss of IT systems, including through a cyber attack.

The trustees have given consideration to the major risks to which the School is exposed and are content with the management of those risks. In the majority of areas, systems designed to mitigate those risks have been in place for some time. In further reviewing the situation, the trustees continue to extend the systems, and their range, to provide comprehensive cover of the risks as they are identified and to obtain robust levels of insurance cover in areas such as loss of infrastructure. The School's risk management schedule, which includes all of the above risks, is reviewed by the Governing Board and by its Finance & General Purposes Committee and its Audit & Risk Committee. The Governing Board's committees' terms of reference reflect the risk management monitoring roles of each committee.

In particular, during 2023/24, the School evolved its response to the introduction of VAT on independent school fees, taking professional advice on mitigation strategies and the maximising of potential VAT reclaims. A single issue board meeting was held in September 2024 to consider this issue and its impact on the School both in the short and longer term.

The trustees also look annually at the School's performance by comparison to benchmarking reports on the independent school sector produced by independent professional firms and by reference to publicly available information.

Each of the three schools has a Crisis Preparation and Response Manual which includes a Disaster Recovery/Business Continuity Plan which are reviewed annually and supported by external consultants.

The School regularly uses external consultants to review the effectiveness of different areas of the School's operations and to advise on external factors that might affect the School.

During the year, the School used external consultants to review its management of Safeguarding, Health & Safety, and to carry out reviews of ICT and data protection. The trustees' Audit & Risk Committee meets termly and acts as a further check and balance on both the management and the governance of the School.

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The Group's accounts include the results of the year's financial activities for The Perse School and its two wholly owned subsidiaries.

Fundraising activities

The School raises funds for some projects and for bursaries and partnerships through the Alumni and Development Office (ADO). The ADO fundraises from former pupils, parents and friends; it does not seek to raise funds from the general public as it focuses on developing lasting relationships with those who have an existing connection with the School. The ADO team organise alumni activities, run fundraising events and raise funds for bursaries and outreach through the annual Leavers' gift, legacy and other appeals. The details of the fundraising approach are set out in the School's Fundraising and Donation Acceptance Code which is reviewed annually by the Trustees and is available on the School's website.

The Perse is registered with the Fundraising Regulator and adheres to the Code of Fundraising Practice, which is the document underlying the School's own Fundraising and Donation Acceptance Code. By adhering to the School's

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Fundraising and Donation Acceptance Code any volunteer acting on the School's behalf commits to adhering to the Code of Fundraising Practice. During 2023/24 the School complied with fundraising standards. Complaints relating to fundraising activities are raised with the Business Development Director or the Bursar. The School aims to resolve any informal complaint within 15 working days of receipt. There were no complaints during 2023/24.

Bursaries and partnerships continued to be the focus of the ADO's work in 2023/24, in particular the Perse Giving Day. The School also continued to benefit from regular donations from current and past parents, Old Perseans and friends of the School.

Financial outcome

Income

Tuition fee income continues to be the principal funding source for the group. During the 2023/24 academic year the number of pupils in the School was 1,705, with 1,265 pupils in the Upper School (2022/23: 1,264); in the Prep 283 (2022/23: 283) and the Pelican 157 (2022/23: 157). Tuition fee increases were 5.5% at the Upper and 6% at the Prep and Pelican Schools (2022/23 8.95% for all three schools).

The School continued to let its facilities and residential properties and run other activities such as after school clubs, late stay, Summer School and Club Pelican in 2023/24.

Legacies and donations continue to be a most welcome and significant part of the School's income and totalled £318k during the year (2022/23: £242k).

The consolidated accounts also include the income from the School's overseas projects.

Expenditure

Staff costs continue to be the largest area of the School's expenditure, reflecting the continuing investment in staff required to support the School.

The School also spent £2,585k on the maintenance and improvement of its grounds and premises in 2023/24 (excluding staff costs and depreciation) and delivered its planned ICT programme in full, spending £515k (excluding staff costs).

Surplus

The overall surplus for the group for the year was £4,018k (2022/23: £3,923k). This figure, which is inclusive of fundraising, is consistent with the School's strategic and development plans. The surplus is required to meet the costs of the School's investment in its plant and buildings and to pay back bank borrowings taken out to fund that investment.

Reserves

The general reserves held by the School principally represent the tangible fixed assets, largely comprising by value the land, buildings and equipment of the three schools – each on its own site. Unrestricted funds total £69,674k (2023: £65,491k) and the other unrestricted reserves consist of three designated funds to provide bursaries totalling £1,689k (2023: £2,199k) and one designated fund for those donations without a specific restriction totalling £932k (2023: £893k).

In the current economic climate, the trustees expect only modest levels of income receivable from the underlying investments in the medium-term; consequently the trustees will continue to give consideration to an increase in the level of these funds, and also seek alternative ways of obtaining future funding of bursaries and scholarships. One of the focuses of the Alumni and Development Office is the joint establishment of a permanent bursaries fund

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and the funding of current bursaries (depending on donor wishes), alongside donations towards the School's outreach programme.

The unrestricted funds, being largely represented by the School's land, buildings and equipment, are not liquid assets.

The restricted and endowed funds held by the School principally represent the 1910 endowment and later additions, investments for bursaries and partnerships, and the development appeals to fund new building and bursaries. Where income arises it is spent as soon as is practicable on the specified purpose. For details of restricted funds see note 16 to the accounts.

Policy on reserves

The trustees recognise the need for prudent financial management of the School's borrowings, and to build reserves over time. The current policy, successfully implemented, is to manage the net free reserves position out of free cash flow generated by operations. The School's policy generally is to build reserves to a level consistent with prudent financial management, taking into account the need to maintain the School sites and fund future capital expenditure. The trustees review this policy annually.

The trustees view the development plan for the School as the most effective and prudent way to ensure the long-term future of the School. The Pelican, Prep and the Upper schools all have their own development plans with site and age range specific focuses. The individual school plans are co-ordinated by the Heads and Bursar to deliver a coherent whole, and each plan contains a number of common 3 - 18 elements. School development planning is both a bottom up (staff contributions) and top down (management guided) process. The Governing Board formally reviews development plans on an annual basis at the autumn meeting of the Education Committee which reports to the December meeting of the Full Board. The implementation of individual plans is also subject to review by appropriate board committees.

In agreeing the school development plan and annual foci, careful thought is given to the pace and extent of change which needs to be managed to ensure the resources and capacity exist for changes to be successfully implemented. An evaluation of the progress in implementing the development plan and the success of individual foci takes place on a termly basis at Executive Leadership Team level.

On the basis of the definition of free reserves set out by the Charities SORP (FRS102), the School has net negative free reserves. At 31 August 2024 the value of total reserves was £75.1m (£71.1m 2022/23) and net negative free reserves stood at £7,047k (£12,319k net negative free reserves 2022/23), being the value of unrestricted funds after deducting operational fixed assets and committed expenditure.

Investments

Investment powers and authority

The School Scheme permits the trustees to consolidate the investments and the money belonging to the School into one combined pool constituted as a common investment fund. The School's Memorandum of Association allows it to appoint an investment manager and delegate to that person discretionary powers in relation to the management of the School's investments within the limits of the School's investment policy.

Investment policy

The trustees determined in July 2006 that a good investment return and a reasonable level of security, combined with a strategic site advantage for the School would be provided by investing long term investment funds in Cambridge property which lies adjacent to the Hills Road site. Four residential properties were let to third parties for the 2023/24 financial year.

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The School also has short term investment funds held for identified expenditure e.g. capital expenditure and short term bursary expenditure, and to meet general cash flow needs. For short term funds, capital preservation is of paramount importance with income generation a secondary objective. Short term assets should be held in cash or near cash investments denominated in sterling:

- Either deposited by the School itself with institutions meeting the requirements of the School's Internal Treasury Management Policy, or
- Deposited by the School's authorised professional investment manager, who must be regulated by the FCA, in accordance with the investment mandate in force between the authorised professional investment manager and the School.

The performance of the investments

The School's residential investment properties were valued at 31 August 2024 by Carter Jonas Estate Agents and Property Consultants and as at 31 August 2024 the value of the investment is shown at this market valuation of £4,874k (2023: £5,935k). These properties represent long-term investments. Rental income of £147k was received in the year. It is anticipated that the properties will continue to be available for commercial rent during the forthcoming financial year. The Abington site, purchased in 2021/22, is shown at cost.

The School's short term investments have been placed in accordance with the policy outlined above and have achieved a return commensurate with the School's risk management and liquidity requirements and market conditions.

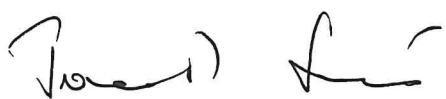
Performance compared with policy

Both long term and short term investments have met the overall policy of the trustees to protect the value of the capital, prior to its possible disbursement, while achieving a reasonable level of current income.

Auditors

RSM UK Audit LLP have indicated their willingness to continue in office.

The Trustees' Report and Strategic Report on pages 4 to 25 were approved by the trustees on 18th March 2025 and signed on their behalf by:



J Scott
Governor & Chair of Board of Trustees



G Proudfoot
Governor & Chair of Finance & General Purposes Committee

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic 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 the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Report.

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the 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 group's and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

THE PERSE SCHOOL

Independent Auditors' Report to the Members of The Perse School

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

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

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

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

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the parent charitable company's governing document, tax legislation and Charities (Protection and Social Investment) Act 2016. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report and remaining alert to any new or unusual transactions which may not be in accordance with the governing documents.

The most significant laws and regulations that have an indirect impact on the financial statements are The Education (Independent School Standards) Regulations 2014, Keeping Children Safe in Education under section 175 of the Education Act 2002, and the UK General Data Protection Regulation (UK GDPR). We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these law and regulations.

The group audit engagement team identified the risk of management override of controls and the completeness of certain income streams as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to any significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates and performing tests of detail in relation to completeness of income.

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

Use of our report

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

THE PERSE SCHOOL

Independent Auditors' Report to the Members of The Perse School

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.



LARAGH JEANROY (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
1st Floor, Platinum Building
St John's Innovation Park
Cowley Road
Cambridge
CB4 0DF

Date 30/4/2025

THE PERSE SCHOOL
Consolidated Statement of Financial Activities
For the year ended 31 August 2024

| | Note | Unrestricted Funds £'000 | Designated Funds £'000 | Restricted Funds £'000 | Endowed Funds £'000 | Total Funds 2024 £'000 | Total Funds 2023 £'000 |
|--|------|--------------------------------|------------------------------|------------------------------|---------------------------|---------------------------------|---------------------------------|
| INCOME FROM: | | | | | | | |
| Donations and legacies | | - | 3 | 315 | - | 318 | 242 |
| Charitable Activities | | | | | | | |
| Tuition fees | 2 | 32,729 | - | - | - | 32,729 | 30,051 |
| Other educational income | | 1,171 | - | - | - | 1,171 | 1,153 |
| Other ancillary activities | 3 | 2,177 | - | - | - | 2,177 | 2,066 |
| Other Trading Activities | | | | | | | |
| Lettings | | 68 | - | - | - | 68 | 69 |
| Subsidiary trading activities | | 1,079 | - | - | - | 1,079 | 860 |
| Investments | 5 | 764 | 36 | 25 | - | 825 | 685 |
| TOTAL INCOME | | 37,989 | 39 | 340 | - | 38,368 | 35,126 |
| EXPENDITURE ON: | | | | | | | |
| Raising funds | | | | | | | |
| Fundraising | | (148) | - | - | - | (148) | (130) |
| Investment property costs | | (40) | - | - | - | (40) | (62) |
| Charitable activities | | | | | | | |
| Operating costs | | (32,498) | - | - | - | (32,498) | (30,165) |
| Bank interest | | (580) | - | - | - | (580) | (500) |
| Grants, awards and prizes | | - | - | (156) | - | (156) | (144) |
| Other activities | | (208) | - | (24) | - | (232) | (216) |
| TOTAL EXPENDITURE | 6 | (33,474) | - | (180) | - | (33,654) | (31,217) |
| NET INCOME | | 4,515 | 39 | 160 | - | 4,714 | 3,909 |
| Transfers between funds | | 447 | (442) | (10) | 5 | - | - |
| Other recognised gains/(losses) | | (779) | (68) | 151 | - | (696) | 14 |
| NET MOVEMENT IN FUNDS | 16 | 4,183 | (471) | 301 | 5 | 4,018 | 3,923 |
| Balances b/fwd 1 September | | 65,491 | 3,092 | 1,987 | 528 | 71,098 | 67,175 |
| Balances c/fwd 31 August | | 69,674 | 2,621 | 2,288 | 533 | 75,116 | 71,098 |

THE PERSE SCHOOL
Balance Sheets
As at 31 August 2024

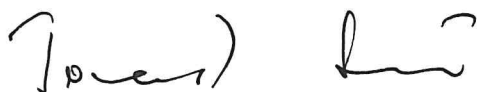
Charity number: 1120654
Company registration number: 5977683

| | Note | Group 2024 £'000 | Group 2023 £'000 | School 2024 £'000 | School 2023 £'000 |
|--|------|------------------------|------------------------|-------------------------|-------------------------|
| FIXED ASSETS | | | | | |
| Tangible assets | 8 | 75,598 | 57,733 | 75,587 | 57,733 |
| Investments | 9 | 10,040 | 10,701 | 10,040 | 10,701 |
| | | <u>85,638</u> | <u>68,434</u> | <u>85,627</u> | <u>68,434</u> |
| CURRENT ASSETS | | | | | |
| Stock | | 30 | 47 | 30 | 47 |
| Debtors | 10 | 945 | 1,203 | 926 | 856 |
| Cash at bank and in hand | 11 | 7,697 | 15,862 | 6,990 | 15,673 |
| | | <u>8,672</u> | <u>17,112</u> | <u>7,946</u> | <u>16,576</u> |
| CURRENT LIABILITIES | | | | | |
| Creditors | 12 | (8,442) | (6,271) | (8,323) | (6,211) |
| NET CURRENT ASSETS/(LIABILITIES) | | <u>230</u> | <u>10,841</u> | <u>(377)</u> | <u>10,365</u> |
| TOTAL ASSETS PLUS CURRENT ASSETS/(LIABILITIES) | | <u>85,868</u> | <u>79,275</u> | <u>85,250</u> | <u>78,799</u> |
| CREDITORS: amounts falling due after more than one year | 13 | (10,752) | (8,177) | (10,752) | (8,177) |
| TOTAL NET ASSETS | | <u>75,116</u> | <u>71,098</u> | <u>74,498</u> | <u>70,622</u> |
| CAPITAL AND RESERVES | | | | | |
| Endowed Funds | 16 | 533 | 528 | 533 | 528 |
| Restricted Funds | 16 | 2,288 | 1,987 | 2,288 | 1,987 |
| Designated Funds | 16 | 2,621 | 3,092 | 2,621 | 3,092 |
| Unrestricted Funds | 16 | 69,674 | 65,491 | 69,056 | 65,015 |
| TOTAL FUNDS | | <u>75,116</u> | <u>71,098</u> | <u>74,498</u> | <u>70,622</u> |

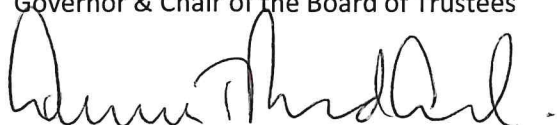
As permitted by Section 408 of the Companies Act 2006, the Statement of Financial Activities of the parent Charity is not presented as part of these financial statements. The Charity's surplus for the year was £3,872k (2023: £3,845k).

The notes on pages 37 to 52 form part of these financial statements.

The financial statements were approved and authorised for issue by the trustees at their meeting on 18 March 2025 and signed by



J Scott
 Governor & Chair of the Board of Trustees



G Proudfoot
 Governor & Chair of the Finance & General Purposes Committee

THE PERSE SCHOOL
Consolidated Cash Flow Statement and Notes
For the year ended 31 August 2024

| | Note | 2024 £'000 | 2023 £'000 |
|--|------|-----------------|---------------|
| Net cash provided by operating activities | A | 6,609 | 5,111 |
| Cash flows from investing activities | | | |
| Investment income received | | 856 | 645 |
| Purchase of tangible fixed assets | | (20,071) | (4,776) |
| (Purchase)/Sale of investments | | (35) | 28 |
| | | <u>(12,641)</u> | <u>1,008</u> |
| Cash flows from financing activities | | | |
| Advance fee payments received | | 6,317 | 411 |
| Advance fee payments utilised in payment of fees to the School | | (584) | (539) |
| Repayment of project borrowing | | (667) | (667) |
| Bank interest paid | | (590) | (431) |
| | | <u>(8,165)</u> | <u>(218)</u> |
| Change in cash and cash equivalents in the year | | | |
| | | <u>15,862</u> | <u>16,080</u> |
| Cash and cash equivalents at the beginning of the year | | | |
| | | <u>7,697</u> | <u>15,862</u> |
| Cash and cash equivalents at the end of the year | 11 | | |

A. RECONCILIATION OF NET MOVEMENT IN FUNDS TO CASH USED IN OPERATING ACTIVITIES

| | 2024 £'000 | 2023 £'000 |
|------------------------------------|---------------|---------------|
| Net income for the year | 4,714 | 3,909 |
| Interest and rent from investments | (825) | (685) |
| Interest paid | 580 | 499 |
| Depreciation | 1,685 | 1,677 |
| Decrease/(increase) in stock | 17 | (5) |
| Decrease/(increase) in debtors | 239 | (511) |
| Increase in creditors | 209 | 227 |
| | <u>6,609</u> | <u>5,111</u> |

Basis of accounting

The financial statements have been prepared under the historical cost convention and 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 (FRS102) (Charities SORP(FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the requirements of the Companies Act 2006, including the provisions of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008, and under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value.

The Perse School is an incorporated charity domiciled and registered in England, which constitutes a Public Benefit entity as defined by FRS 102. The address of its registered office is set out on page 4. Assets and liabilities are initially recognised at cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The charitable company was dormant up to 31 August 2007. Effective from 1 September 2007, the assets and undertaking relating to the Perse School, which had previously been held by the unincorporated charity registered in England and Wales numbered 311434, were transferred to the charitable company. The endowment assets remained within the unincorporated charity, renamed The Perse School Endowment, with the charitable company acting as its trustee and which, for accounting purposes, is amalgamated into the accounts of the charitable company under a Uniting Order issued by the Charity Commission. (The Perse School Endowment now carries as registration number 1120654-1).

The financial statements have been prepared in sterling, which is the functional currency of the group. Monetary amounts in these financial statements are rounded to the nearest £'000.

Going Concern

The group has net current assets of £230k at 31 August 2024. The trustees have considered the financial position of the group, the level of free reserves, liquidity, the 2024/25 budget and accompanying cash flow forecast, together with the long term strategic plan, the level of admissions and the change in VAT exemptions and loss of business rates relief for school activities. As a consequence, the trustees believe the group is well placed to manage its business risks successfully and that there are no material uncertainties in applying the going concern basis of preparation.

Reduced disclosures for subsidiaries

As a qualifying entity within the meaning of FRS 102, the charitable company has chosen to take advantage in its individual financial statements of the following disclosure exemptions:

- Section 7 – Presentation of a statement of cash flows, related notes and disclosures.

Group accounts

These financial statements consolidate the results of the charitable company and its wholly owned subsidiaries on a line by line basis. A separate Statement of Financial Activities has not been presented for the parent charitable company on the basis of the exemption provided under section 408 of the Companies Act 2006.

Income

Income from donations and legacies

Income received from donations, legacies and other voluntary sources where there is no stipulated use is recognised in the General Fund when received. Individual reserve funds are maintained for donations, legacies and other income received where the donor stipulates a specific use.

Income is included in the accounts at the point when the Charity is entitled to the income, there is probability of receipt and the monetary value can be measured with sufficient reliability.

Income from charitable activities

Fees and other educational income receivable are accounted for in the period in which the service is provided. Fees receivable are stated after deduction of bursaries and other allowances.

Income from other trading activities

Turnover within the group's subsidiary companies is measured at the fair value of the consideration received or receivable and represents the amounts for services or goods provided in the normal course of the business, net of discounts. Turnover is recognised upon provision of services or delivery of goods.

Lettings income is accounted for in the period to which the letting relates.

Income from investments

Rental income from the investment properties is accounted for in the period to which the rental relates. Bank interest is accounted for in the period during which the interest earning balances are held.

Expenditure

All expenditure, including irrecoverable VAT, is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category.

- **Educational costs:** comprise the costs directly attributable to the provision of education to the pupils across all four sites and include: salary costs for all teachers; salary costs for support staff who work substantially with pupils; text books, stationary and all educational materials and ICT across all sites.
- **Support costs:** comprise salary costs of staff working within central office functions such as general management and finance; insurance costs for all schools; marketing and website costs; professional fees of lawyers and general consultants; costs of postage, telephones and general office support; governance costs.
- **Welfare costs:** include the costs of providing catering and health services within the three schools as well as all costs relating to compliance with health and safety legislation.
- **Premises costs:** include all costs related to the maintenance of the school sites and grounds plus related services and depreciation.

Termination payments

The best estimate of the expenditure required to settle an obligation for termination benefits is recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Employee benefits – Pensions

Retirement benefits to employees of the charitable company and its group are provided by the Teachers' Pension Scheme (TPS) and the Aviva Pension Trust for Independent Schools (APTIS) in respect of teaching staff and the National Employment Savings Trust (NEST) and Aviva Group Personal Pension Scheme (Aviva) for all other staff.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charitable company and its group in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a projected unit credit method.

The TPS is an unfunded multi-employer scheme with contributions calculated on a pay-as-you-go basis and no obligation to fund a past deficit with no underlying assets to assign between employers. Consequently there is insufficient information to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions are recognised in the period to which they relate.

Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

The APTIS, NEST and Aviva Schemes are defined contribution schemes, the assets of the schemes being held separately from those of the School in independently administered funds.

Contributions are made for teaching staff to the Teachers' Pension Scheme. Contributions are also made for teaching staff to APTIS and for support staff to group personal pension schemes which are of a defined contribution nature. The costs of the School's contributions to all schemes are charged to the Statement of Financial Activities as they fall due.

Employee benefits - Other

Short term employee benefits including holiday pay are recognised as an expense in the period in which the services are received from the employee involved.

Tangible Assets

Tangible fixed assets of a long-term nature with a cost exceeding £5,000 are capitalised on the balance sheet as fixed assets and depreciated as detailed below. Land and buildings acquired prior to 1995 are shown at their historic valuation less depreciation of the buildings.

Depreciation is provided at the following annual rates in order to write off each asset over its useful economic life: Freehold buildings 50 years straight line; new artificial surfaces 20 years straight line; Plant, equipment, furniture and fittings 6 years straight line; pianos 10 years straight line; ICT equipment 3 years straight line; Databases over their expected useful economic life.

Freehold land

Freehold land is not depreciated.

Operating leases

Payments made under operating leases are written off to the Statement of Financial Activities on a straight line basis over the lease term.

Investments

Investment properties are carried in the balance sheet at market value. The properties are valued in accordance with section 10 of Charities SORP FRS 102, i.e. at open market value, with the intention of obtaining a revaluation by an external valuer at least once every three years or at any stage if the trustees have reason to believe that values have changed materially. Investment properties are not depreciated. Investment property income is included in the Statement of Financial Activities on a receivable basis.

Investments in the subsidiary companies are accounted for in the balance sheet at cost less impairment.

Stocks

Stocks are included in the balance sheet at the lower of cost and net realisable value.

Debtors

Trade and other debtors are recognised as the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any discounts due.

Cash at bank and in hand

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

Creditors or provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised as their settlement amount after allowing for any trade discounts due. Provisions are measured at the best estimate of the amounts required to settle the obligation.

Fees received in advance of education to be provided in future years are accounted for as a liability until either taken to income in the term when used or else refunded.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Funds

Unrestricted funds comprise the accumulated funds which are neither restricted nor designated funds. They are available for use at the discretion of the trustees in furtherance of the general objects of the charitable company.

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purpose and use of the designated funds are set out in the notes to the accounts.

Restricted funds comprise the unexpended balance of donations and grants held in trust to be applied for specific purposes.

Endowed funds comprise trust funds which are subject to specific trusts declared by the donors or with their authority. The condition of the trust is that the capital element is not expendable. The income arising from the investments is applied only in accordance with the conditions imposed by the donors (where specified) or for the general purposes of the School.

Tax accounting policy

The School is a registered charity and it is not liable to United Kingdom income tax or corporation tax on charitable activities. The School is a registered charity, and as such is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried on in the furtherance of the school's primary objectives, if these profits and surpluses are applied solely for charitable purposes.

1. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

In the application of the Charitable Group’s accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Critical areas of judgement

In addition to the trustees’ assessment of the going concern status of the group, the following other specific judgements, estimates and assumptions were critical to the preparation of these financial statements:

Useful economic lives of tangible fixed assets

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. Useful economic lives and residual values are reviewed annually and reassessed where necessary to better reflect the actual usage of the assets involved.

Provision of fee debtors

The trustees consider whether fee debtors are recoverable. Where there is an indication that recoverability is unlikely, the amounts involved are recognised as a provision for bad debts. This assessment requires an estimation of future likely cash flows in order to calculate the appropriate amount of any provision.

| | 2024 £’000 | 2023 £’000 |
|---|----------------|----------------|
| 2. TUITION FEES | | |
| Gross fees | 34,340 | 31,582 |
| Less: total bursaries, scholarships and allowances | <u>(1,765)</u> | <u>(1,675)</u> |
| | 32,575 | 29,907 |
| Add back: bursaries and allowances paid for by restricted funds | <u>154</u> | <u>144</u> |
| | <u>32,729</u> | <u>30,051</u> |
| 3. OTHER ANCILLARY ACTIVITIES | | |
| School lunches | 1,528 | 1,449 |
| Tuck shop and vending machines | 131 | 116 |
| Sundry income | <u>518</u> | <u>501</u> |
| | <u>2,177</u> | <u>2,066</u> |

4. SUBSIDIARY TRADING ACTIVITIES

The charitable company controls all of the issued share capital of two trading subsidiary companies (see note 9), each of which is incorporated in England and Wales – please refer to page 4 for a list of these companies. The registered office for both subsidiaries is The Perse School, Hills Road, Cambridge, CB2 8QF. The Perse School Trading Company Limited has been dormant since 1 September 2019. The Perse School Cambridge International Limited is engaged in commercial trading activities relating to and in support of the charitable company, and it donates all of its taxable profits to the parent entity under Gift Aid each year. The results and financial position of this trading subsidiary is summarised in aggregate below using information extracted from the audited financial statements.

THE PERSE SCHOOL
Notes to the Consolidated Financial Statements
For the year ended 31 August 2024

4. SUBSIDIARY TRADING ACTIVITIES

| | 2024 | 2023 |
|---------------------|------------|------------|
| | £'000 | £'000 |
| Turnover | 1,080 | 861 |
| Investment income | 14 | - |
| Operating costs | (455) | (364) |
| Profit for the year | <u>639</u> | <u>497</u> |
| | | |
| Total assets | 774 | 547 |
| Total liabilities | (158) | (73) |
| Total funds | <u>616</u> | <u>474</u> |

Transactions during the year between the charitable company and its subsidiaries are detailed below:

| | 2024 | 2023 |
|---|-----------|-----------|
| | £'000 | £'000 |
| Owed by subsidiary companies to the School at 1 September | 11 | 153 |
| Recharges for services in the year | 249 | 178 |
| Gift Aid receipts | 497 | 420 |
| Cash receipts from the subsidiary companies | (721) | (740) |
| Owed by subsidiary companies to the School at 31 August | <u>36</u> | <u>11</u> |

| 5. INVESTMENT INCOME | Unrestricted | Designated | Restricted | Total | Total |
|-------------------------|--------------|------------|------------|------------|------------|
| | Funds | Funds | Funds | 2024 | 2023 |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Lettings income | 147 | - | 7 | 154 | 115 |
| Bank and other interest | 617 | 36 | 18 | 671 | 570 |
| | <u>764</u> | <u>36</u> | <u>25</u> | <u>825</u> | <u>685</u> |

6. TOTAL EXPENDITURE

| | Staff costs | Depreciation | Other costs | 2024 | 2023 |
|------------------------------|---------------|--------------|--------------|---------------|---------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Cost of raising funds | | | | | |
| Fundraising | 105 | - | 43 | 148 | 130 |
| Investment property costs | - | - | 40 | 40 | 62 |
| | | | | | |
| Charitable activities | | | | | |
| Educational | 18,153 | - | 2,696 | 20,849 | 18,902 |
| Premises | 1,844 | 1,685 | 2,585 | 6,114 | 5,839 |
| Welfare | 128 | - | 2,038 | 2,166 | 2,054 |
| Support | 2,192 | - | 1,177 | 3,369 | 3,370 |
| Total school operating costs | <u>22,317</u> | <u>1,685</u> | <u>8,496</u> | <u>32,498</u> | <u>30,165</u> |
| | | | | | |
| Bank interest | - | - | 580 | 580 | 500 |
| Grants, awards and prizes | - | - | 156 | 156 | 144 |
| | | | | | |
| Other activities | - | - | 232 | 232 | 216 |
| | | | | | |
| Total | <u>22,422</u> | <u>1,685</u> | <u>9,547</u> | <u>33,654</u> | <u>31,217</u> |

THE PERSE SCHOOL
Accounting Policies
For the year ended 31 August 2024

Support costs relate to School operating costs consisting principally of administration and bursary department expenditure.

| | 2024 | 2023 |
|---------------------------------|--------------|--------------|
| | £'000 | £'000 |
| Other costs for School running | 470 | 563 |
| Marketing and communications | 208 | 158 |
| Insurance and professional fees | 491 | 526 |
| Governance | 8 | 4 |
| | <u>1,177</u> | <u>1,251</u> |

Operating Leases

The amount paid under operating leases during the year was £254k (2023: £403k).

Auditor's Remuneration

Fees payable to the auditor for statutory audit during the year were £24k (2023: £22k) for the School, £nil (2023: £nil) for The Perse School Trading Company Limited and £2k (2023: £1k) for The Perse School Cambridge International Limited. Fees payable for tax compliance (including VAT advice) were £21k for the School (2023:£4k) and £2k (2023: £2k) for The Perse School Cambridge International Limited.

7. STAFF COSTS

| | 2024 | 2023 |
|--------------------------|---------------|---------------|
| | £'000 | £'000 |
| Group | | |
| Gross salaries | 17,002 | 15,575 |
| National insurance costs | 1,940 | 1,780 |
| Pension costs | 3,394 | 2,904 |
| Other costs | 86 | 68 |
| | <u>22,422</u> | <u>20,327</u> |

Included in the above figures are termination payments of £5k (2023: £47k) for the School. No funding was received in relation to these payments.

The average number of employees of the School and the Group during the year is shown below:

| | 2024 | 2023 |
|-------------|------------|------------|
| | No. | No. |
| Teaching | 202 | 198 |
| Support | 187 | 173 |
| Fundraising | 3 | 3 |
| | <u>392</u> | <u>374</u> |

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The number of employees receiving gross pay net of salary sacrifice and inclusive of the value of benefits-in-kind were:

| | 2024 | 2023 |
|---------------------|------|------|
| | No. | No. |
| £60,000 - £70,000 | 47 | 35 |
| £70,001 - £80,000 | 23 | 15 |
| £80,001 - £90,000 | 9 | 4 |
| £90,001 - £100,000 | 2 | 3 |
| £100,001 - £110,000 | 3 | - |
| £110,001 - £120,000 | 1 | 2 |
| £120,001 - £130,000 | 1 | 1 |
| £130,001 - £140,000 | 1 | - |
| £140,001 - £150,000 | - | 1 |
| £180,001 - £190,000 | 1 | - |
| £240,001 - £250,000 | 1 | - |
| £250,001 - £260,000 | - | 1 |

The gross pay included in the salary bands includes additional salary in lieu of employer pension contributions. The number of higher paid staff with benefits accruing under defined benefit schemes at 31st August was 73 (2023:54).

The key management personnel of the Group and the School comprise the trustees, the Bursar, the Heads and Deputy Heads of the Upper School, the Perse Preparatory School and the Perse Pelican Nursery and Pre-preparatory School, the Director of Communications, the Development Director, the Director of HR, the Director of ICT, the Deputy Bursar and the Business Development Director. The total employee benefits of the key management personnel of the Group and the School were £2,306k (2023: £2,169k) and comprise gross pay net of salary sacrifice, benefits-in-kind and employers' national insurance and pension contributions.

Trustees

The trustees received no remuneration during the year (2023:£nil). One trustee was reimbursed for travel expenses in connection with meetings of the trustees £903 (2023: £nil); £nil was spent on training costs for trustees in the year (2023: nil). Indemnity insurance for trustees is included in the School's professional indemnity insurance premium of £8k (2023: £8k). Donations made by trustees totalled £1k (2023: £7k).

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| 8. FIXED ASSETS OF THE GROUP | Freehold land and Buildings £'000 | Plant, equipment Furniture & fittings £'000 | Total £'000 |
|-------------------------------------|---|---|----------------|
| Cost or valuation | | | |
| At 1 September 2023 | 72,281 | 1,869 | 74,150 |
| Additions | 18,716 | 834 | 19,550 |
| Disposals | - | - | - |
| At 31 August 2024 | 90,997 | 2,703 | 93,700 |
| Depreciation | | | |
| At 1 September 2023 | 15,363 | 1,054 | 16,417 |
| Charge for the year | 1,435 | 250 | 1,685 |
| On disposals | - | - | - |
| At 31 August 2024 | 16,798 | 1,304 | 18,102 |
| Net book value | | | |
| At 31 August 2024 | 74,199 | 1,399 | 75,598 |
| At 31 August 2023 | 56,918 | 815 | 57,733 |

| FIXED ASSETS OF THE SCHOOL | Freehold land and Buildings £'000 | Plant, equipment Furniture & fittings £'000 | Total £'000 |
|-----------------------------------|---|---|----------------|
| Cost or valuation | | | |
| At 1 September 2023 | 72,281 | 1,869 | 74,150 |
| Additions | 18,716 | 823 | 19,539 |
| Disposals | - | - | - |
| At 31 August 2024 | 90,997 | 2,692 | 93,689 |
| Depreciation | | | |
| At 1 September 2023 | 15,363 | 1,054 | 16,417 |
| Charge for the year | 1,435 | 250 | 1,685 |
| On disposals | - | - | - |
| At 31 August 2024 | 16,798 | 1,304 | 18,102 |
| Net book value | | | |
| At 31 August 2024 | 74,199 | 1,388 | 75,587 |
| At 31 August 2023 | 56,918 | 815 | 57,733 |

Included within tangible fixed assets are the following which are not depreciated:

| | 2024 £'000 | 2023 £'000 |
|--------------------------------------|---------------|---------------|
| Land | 856 | 856 |
| Assets in the course of construction | 23,301 | 7,599 |
| Performing Arts Centre Public Art | 94 | 94 |

9. FIXED ASSET INVESTMENTS

| GROUP | Freehold land and buildings £'000 | Other Investments £'000 | Total £'000 |
|-------------------|---|-------------------------------|----------------|
| Cost or valuation | | | |
| At 1 September | 7,485 | 3,216 | 10,701 |
| Additions | 35 | - | 35 |
| Revaluation | (1,096) | 400 | (696) |
| At 31 August | 6,424 | 3,616 | 10,040 |

| SCHOOL | Freehold land and buildings £'000 | Group Undertakings £'000 | Other Investments £'000 | Total £'000 |
|-------------------|---|--------------------------------|-------------------------------|----------------|
| Cost or valuation | | | | |
| At 1 September | 7,485 | - | 3,216 | 10,701 |
| Additions | 35 | - | - | 35 |
| Revaluation | (1,096) | - | 400 | (696) |
| At 31 August | 6,424 | - | 3,616 | 10,040 |

The opening balance of freehold land and buildings comprises four residential properties and land in Abington adjacent to the School's playing fields. All four residential properties were available for commercial letting throughout the year in 2024; (2023: four properties). An independent valuation was undertaken by Carter Jonas, Chartered Surveyors, in who confirmed the valuation of the properties as at 31 August 2024. Additions are shown at cost (including refurbishment). The Abington site is held for the potential expansion of the School's facilities.

Other investments are 679,748.04 COIF Charities Ethical Investment Fund Accumulation Units, purchased for £3million with a mid market valuation at 31 August 2024 of £3.616million.

The School owns the whole share capital (amounting to £100) of The Perse School Trading Company Limited. The company was dormant from 1 September 2019 (see note 4).

The School owns the whole share capital (amounting to £1) of The Perse School Cambridge International Limited. The principal activities of the company are advising on the setting up of and the provision of services to overseas schools and the licensing of the School's brand internationally and, commencing 2024/25, the commercial hire of the Perse Sports Centre. The company was incorporated in England and Wales on 15 January 2018. At 31 August 2024, the company had turnover of £1,099k (2023: £861k), profit before taxation of £639k (2023: £497k) and net assets of £616k (2023: £474k).

| | Group 2024 £'000 | Group 2023 £'000 | School 2024 £'000 | School 2023 £'000 |
|--------------------------------|------------------------|------------------------|-------------------------|-------------------------|
| 10. DEBTORS | | | | |
| Trade debtors | 605 | 802 | 563 | 444 |
| Other debtors | 24 | 10 | 24 | 10 |
| Amounts owed by subsidiary | - | - | 36 | 11 |
| Prepayments and accrued income | 313 | 391 | 303 | 391 |
| | 945 | 1,203 | 926 | 856 |

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| | Group 2024 £'000 | Group 2023 £'000 | School 2024 £'000 | School 2023 £'000 |
|---|------------------------|------------------------|-------------------------|-------------------------|
| 11. CASH AT BANK AND IN HAND | | | | |
| Cash at bank and in hand | <u>7,697</u> | <u>15,862</u> | <u>6,990</u> | <u>15,673</u> |
| | | | | |
| 12. CREDITORS DUE WITHIN ONE YEAR | | | | |
| PAC loan | 667 | 667 | 667 | 667 |
| Trade creditors | 1,605 | 2,202 | 1,493 | 2,195 |
| Tax and social security costs | 464 | 467 | 464 | 467 |
| Accruals and deferred income | 1,270 | 1,301 | 1,263 | 1,248 |
| Advance fee payment scheme (note 14) | 2,964 | 473 | 2,964 | 473 |
| Fees paid in advance | 857 | 629 | 857 | 629 |
| Other creditors | 615 | 532 | 615 | 532 |
| | <u>8,442</u> | <u>6,271</u> | <u>8,323</u> | <u>6,211</u> |
| | | | | |
| 13. CREDITORS DUE AFTER MORE THAN ONE YEAR | | | | |
| PAC loan | 7,334 | 8,000 | 7,334 | 8,000 |
| Advance fee payment scheme (note 14) | 3,418 | 177 | 3,418 | 177 |
| | <u>10,752</u> | <u>8,177</u> | <u>10,752</u> | <u>8,177</u> |
| | | | | |
| Repayable >1 yr < 2 yrs | | | | |
| PAC loan | 666 | 666 | 666 | 666 |
| Advance fee payment scheme | 1,925 | 143 | 1,925 | 143 |
| | | | | |
| Repayable >2 yrs < 5yrs | | | | |
| PAC loan | 1,998 | 1,998 | 1,998 | 1,998 |
| Advance fee payment scheme | 1,466 | 34 | 1,466 | 34 |
| | | | | |
| Repayable >5 yrs | | | | |
| PAC loan | 4,670 | 5,336 | 4,670 | 5,336 |
| Advance fee payment scheme | 27 | - | 27 | - |
| | <u>10,752</u> | <u>8,177</u> | <u>10,752</u> | <u>8,177</u> |

A term loan of up to £12 million was agreed with Lloyds Bank plc on 22 January 2016. The interest rate on this loan is 1.81% over base rate. The loan is repayable over eighteen years in equal termly instalments, commencing when the loan is fully drawn down and the first repayment was made in September 2018. The purpose of the loan was to finance the construction of the Performing Arts Centre.

The term loan is secured by a charge on the School's Glebe Road properties, the Preparatory School site and the Upper School site.

14. ADVANCE FEE PAYMENTS OF THE GROUP AND THE SCHOOL

The School accepts payment of fees in advance from parents covering periods of up to 7 academic years. No guarantee is provided by the School regarding the future level of fees.

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

| | 2024 | 2023 |
|----------------------------|--------------|------------|
| | £'000 | £'000 |
| Within one year | 2,964 | 473 |
| More than one year | | |
| - Within one to two years | 1,925 | 143 |
| - Within two to five years | 1,466 | 34 |
| - > 5 years | 27 | - |
| | <u>3,418</u> | <u>177</u> |
| Total advance fee payments | <u>6,382</u> | <u>650</u> |

The balance represents the accrued liability under the contracts. Movements during the year were:

| | 2024 | 2023 |
|--|--------------|--------------|
| | £'000 | £'000 |
| Balance at the beginning of the year | 650 | 765 |
| New contracts | 6,317 | 411 |
| Amounts accrued to contracts as debt-financing costs | 9 | 13 |
| Amounts utilised in payment of fees to the School | <u>(594)</u> | <u>(539)</u> |
| Balance at the end of the year | <u>6,382</u> | <u>650</u> |

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

| | Tangible fixed assets | Investments | Net Current Assets/(liabilities) | Long term Liabilities | Total |
|--------------------|-----------------------------|---------------|-------------------------------------|--------------------------|---------------|
| 2024 | £'000 | £'000 | £'000 | £'000 | £'000 |
| GROUP | | | | | |
| Endowed Funds | 35 | 498 | - | - | 533 |
| Restricted Funds | - | 1,699 | 589 | - | 2,288 |
| Designated Funds | - | 289 | 2,332 | - | 2,621 |
| Unrestricted Funds | 75,563 | 7,554 | (2,691) | (10,752) | 69,674 |
| | <u>75,598</u> | <u>10,040</u> | <u>230</u> | <u>(10,752)</u> | <u>75,116</u> |
| SCHOOL | | | | | |
| Endowed Funds | 35 | 498 | - | - | 533 |
| Restricted Funds | - | 1,699 | 589 | - | 2,288 |
| Designated Funds | - | 289 | 2,332 | - | 2,621 |
| Unrestricted Funds | 75,552 | 7,554 | (3,298) | (10,752) | 69,056 |
| | <u>75,587</u> | <u>10,040</u> | <u>(377)</u> | <u>(10,752)</u> | <u>74,498</u> |

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| | Tangible fixed assets | Investments | Net Current Assets | Long term Liabilities | Total |
|--------------------|--------------------------|---------------|-----------------------|--------------------------|---------------|
| 2023 | £'000 | £'000 | £'000 | £'000 | £'000 |
| GROUP | | | | | |
| Endowed Funds | 35 | 493 | - | - | 528 |
| Restricted Funds | - | 1,538 | 449 | - | 1,987 |
| Designated Funds | - | 707 | 2,385 | - | 3,092 |
| Unrestricted Funds | 57,698 | 7,963 | 8,007 | (8,177) | 65,491 |
| | <u>57,733</u> | <u>10,701</u> | <u>10,841</u> | <u>(8,177)</u> | <u>71,098</u> |
| SCHOOL | | | | | |
| Endowed Funds | 35 | 493 | - | - | 528 |
| Restricted Funds | - | 1,538 | 449 | - | 1,987 |
| Designated Funds | - | 707 | 2,385 | - | 3,092 |
| Unrestricted Funds | 57,698 | 7,963 | 8,007 | (8,177) | 65,015 |
| | <u>57,733</u> | <u>10,701</u> | <u>10,365</u> | <u>(8,177)</u> | <u>70,622</u> |

16. CAPITAL AND RESERVES OF THE GROUP AND THE SCHOOL – 2024
GROUP UNRESTRICTED AND TOTAL FUNDS

| | 2023 £'000 | Income £'000 | Expenditure £'000 | Revaluation £'000 | Transfers £'000 | 2024 £'000 |
|--------------|---------------|-----------------|----------------------|----------------------|--------------------|---------------|
| Endowed | 528 | - | - | - | 5 | 533 |
| Restricted | 1,987 | 340 | (180) | 151 | (10) | 2,288 |
| Designated | 3,092 | 39 | - | (68) | (442) | 2,621 |
| Unrestricted | 65,491 | 37,989 | (33,474) | (779) | 447 | 69,674 |
| Total | <u>71,098</u> | <u>38,368</u> | <u>(33,654)</u> | <u>(696)</u> | <u>-</u> | <u>75,116</u> |

SCHOOL UNRESTRICTED AND TOTAL FUNDS

| | 2023 £'000 | Income £'000 | Expenditure £'000 | Revaluation £'000 | Transfers £'000 | 2024 £'000 |
|--------------|---------------|-----------------|----------------------|----------------------|--------------------|---------------|
| Endowed | 528 | - | - | - | 5 | 533 |
| Restricted | 1,987 | 340 | (180) | 151 | (10) | 2,288 |
| Designated | 3,092 | 39 | - | (68) | (442) | 2,621 |
| Unrestricted | 65,015 | 37,641 | (33,268) | (779) | 447 | 69,056 |
| Total | <u>70,622</u> | <u>38,020</u> | <u>(33,448)</u> | <u>(696)</u> | <u>-</u> | <u>74,498</u> |

GROUP AND SCHOOL ENDOWED FUNDS

| | 2023 £'000 | Income £'000 | Expenditure £'000 | Revaluation £'000 | Transfers £'000 | 2024 £'000 |
|--------------------|---------------|-----------------|----------------------|----------------------|--------------------|---------------|
| Endowment | 335 | - | - | - | - | 335 |
| CCC Bursary | 60 | - | - | - | - | 60 |
| Farrell Bursary | 18 | - | - | - | - | 18 |
| PYE Foundation | 26 | - | - | - | - | 26 |
| Enduring Gift | 75 | - | - | - | - | 75 |
| Bursaries | | | | | | |
| Rouse Award | 10 | - | - | - | - | 10 |
| Aristotelian Award | 4 | - | - | - | 5 | 9 |
| Total | <u>528</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>5</u> | <u>533</u> |

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GROUP AND SCHOOL RESTRICTED FUNDS

| | 2023 | Income | Expenditure | Revaluation | Transfers | 2024 |
|-------------------------|--------------|------------|--------------|-------------|-------------|--------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Prizes and travel | 83 | 4 | (3) | - | (5) | 79 |
| CCC Bursary | - | 2 | (2) | - | - | - |
| AC Hawkins Bequest | 15 | - | - | - | - | 15 |
| Old Perseans | 25 | 1 | (5) | - | - | 21 |
| Millennium Bursary | 65 | - | - | - | - | 65 |
| Earnshaw-Smith Bursary | 204 | 1 | (10) | - | - | 195 |
| Neve Bursary | 4 | - | - | - | - | 4 |
| Annual Fund | 364 | 50 | (36) | 37 | - | 415 |
| Most Good | 159 | 267 | - | 50 | - | 476 |
| Enduring Gift PAC | 201 | 1 | - | 23 | (5) | 220 |
| Enduring Gift Bursaries | 807 | 11 | (116) | 41 | - | 743 |
| Enduring Gift Outreach | 33 | 1 | (6) | - | - | 28 |
| Enduring Gift PES | 27 | 2 | (2) | - | - | 27 |
| Total | 1,987 | 340 | (180) | 151 | (10) | 2,288 |

GROUP AND SCHOOL DESIGNATED FUNDS

| | 2023 | Income | Expenditure | Revaluation | Transfers | 2024 |
|-------------------|--------------|-----------|-------------|-------------|--------------|--------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Enduring Gift | 893 | 39 | - | - | - | 932 |
| Current Bursaries | 1,202 | - | - | - | (92) | 1,110 |
| Future Bursaries | 975 | - | - | (68) | (350) | 557 |
| Travel Bursaries | 22 | - | - | - | - | 22 |
| Total | 3,092 | 39 | - | (68) | (442) | 2,621 |

CAPITAL AND RESERVES OF THE GROUP AND THE SCHOOL – 2023

GROUP UNRESTRICTED AND TOTAL FUNDS

| | 2022 | Income | Expenditure | Revaluation | Transfers | 2023 |
|--------------|---------------|---------------|-----------------|-------------|-----------|---------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Endowed | 528 | - | - | - | - | 528 |
| Restricted | 1,901 | 243 | (160) | 7 | (4) | 1,987 |
| Designated | 3,267 | 49 | - | - | (224) | 3,092 |
| Unrestricted | 61,479 | 34,773 | (30,996) | 7 | 228 | 65,491 |
| Total | 67,175 | 35,065 | (31,156) | 14 | - | 71,098 |

SCHOOL UNRESTRICTED AND TOTAL FUNDS

| | 2022 | Income | Expenditure | Revaluation | Transfers | 2023 |
|--------------|---------------|---------------|-----------------|-------------|-----------|---------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Endowed | 528 | - | - | - | - | 528 |
| Restricted | 1,901 | 243 | (160) | 7 | (4) | 1,987 |
| Designated | 3,267 | 49 | - | - | (224) | 3,092 |
| Unrestricted | 61,081 | 34,571 | (30,872) | 7 | 228 | 65,015 |
| Total | 66,777 | 34,863 | (31,032) | 14 | - | 70,622 |

GROUP AND SCHOOL ENDOWED FUNDS

| | 2022 | Income | Expenditure | Revaluation | Transfers | 2023 |
|-------------------------|------------|----------|-------------|-------------|-----------|------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Endowment | 335 | - | - | - | - | 335 |
| CCC Bursary | 60 | - | - | - | - | 60 |
| Farrell Bursary | 18 | - | - | - | - | 18 |
| PYE Foundation | 26 | - | - | - | - | 26 |
| Enduring Gift Bursaries | 75 | - | - | - | - | 75 |
| Rouse Award | 10 | - | - | - | - | 10 |
| Aristotelian Award | 4 | - | - | - | - | 4 |
| Total | 528 | - | - | - | - | 528 |

GROUP AND SCHOOL RESTRICTED FUNDS

| | 2022 | Income | Expenditure | Revaluation | Transfers | 2023 |
|-------------------------|--------------|------------|--------------|-------------|------------|--------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Prizes and travel | 82 | 3 | (2) | - | - | 83 |
| CCC Bursary | - | 1 | (1) | - | - | - |
| AC Hawkins Bequest | 15 | - | - | - | - | 15 |
| Old Perseans | 30 | - | (5) | - | - | 25 |
| Millennium Bursary | 64 | 1 | - | - | - | 65 |
| Earnshaw-Smith Bursary | 212 | 1 | (110) | 1 | - | 204 |
| Neve Bursary | 4 | - | - | - | - | 4 |
| Annual Fund | 351 | 60 | (48) | 1 | - | 364 |
| Most Good | - | 159 | - | - | - | 159 |
| Enduring Gift PAC | 203 | 2 | - | 4 | (4) | 201 |
| Enduring Gift Bursaries | 877 | 13 | (87) | - | - | 807 |
| Enduring Gift Outreach | 36 | 2 | (5) | - | - | 33 |
| Enduring Gift PES | 27 | 1 | (2) | 1 | - | 27 |
| Total | 1,901 | 243 | (160) | 7 | (4) | 1,987 |

GROUP AND SCHOOL DESIGNATED FUNDS

| | 2022 | Income | Expenditure | Revaluation | Transfers | 2023 |
|-------------------|--------------|-----------|-------------|-------------|--------------|--------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Enduring Gift | 844 | 49 | - | - | - | 893 |
| Current Bursaries | 1,076 | - | - | - | 126 | 1,202 |
| Future Bursaries | 1,325 | - | - | - | (350) | 975 |
| Travel Bursaries | 22 | - | - | - | - | 22 |
| Total | 3,267 | 49 | - | - | (224) | 3,092 |

Enduring Gift

In March 2015 the School launched its 'Enduring Gift' campaign. Donations received through the Enduring Gift campaign were allocated between the following fund categories:

Endowed funds: donations where the donor has stipulated that the income generated should provide bursaries for the future.

Restricted funds: donations received for the provision of bursaries, the Performing Arts Centre and Outreach.

Designated funds: donations received which may be used at the discretion of the trustees in furtherance of the general objects of the charity but principally designated for the provision of bursaries and outreach.

Thereafter, the focus of the School's fundraising has been for the support of bursaries and outreach.

ENDOWED FUNDS

Endowment

The endowment fund represents the original capital of the independent educational regional charity scheme of 1910.

Bursaries and scholarships

The Cambridgeshire County Council (CCC) Bursary was established in 1978 from a donation of £16,000. The donation was made to generate income to provide bursaries for the benefit of children who at the time of the award are day pupils from maintained primary schools in Cambridge.

The Farrell Bursary was established in 1978 by a donation of £5,000 in memory of Michael Farrell from his widow. Income is applied in making bursary awards to pupils resident within 25 miles of the city of Cambridge.

The Pye Bursary was established and endowed in 1978 by a donation of £7,000 from the Pye Foundation. Income is applied in making bursary awards to pupils resident within 25 miles of the city of Cambridge.

In June 2017 a donation was received for £10,000 to fund prizes for the School's annual Rouse Awards and in 2021 and 2022 £10,000 was received to fund the Aristotelian Prize.

RESTRICTED FUNDS

Prizes and Travel

The Prizes and Travel Fund was set up from various donations and bequests to be used for the awarding of prizes to pupils of the School and from donations from Rouse (1965) of £1,600 and Cooper (1971) of £1,000 and Howie and Perrett (1988) of £1,000 to be used for travel bursaries which are awarded annually at the Head's discretion.

The A C Hawkins Bequest Fund was established in 1973 out of a legacy of £7,132 to be applied towards helping pupils learn to swim.

Bursaries and Scholarships

The Old Persean Society made a donation in 2000 of £69,707. Income and capital generated by the donation is to be used to provide bursaries for sixth form students.

The Millennium Appeal Bursary Fund was set up from donations and bequests to the School from a campaign appeal launched in 1997.

The estate of Georgina Earnshaw-Smith gifted funds for a bursary to be established in the name of her late husband, Eric Earnshaw-Smith, relating to classical, literary, other arts or humanities studies.

A legacy was received in 2011 from the late Maureen Neve with the clear requests that the money be used to provide a bursary or bursaries. The first Neve bursary was awarded in the 2011/12 academic year.

Annual Fund

The Annual Fund was established in 2002 as an annual appeal encouraging regular donations to raise funds for bursaries and specific projects nominated by the School. Three pupils currently benefit from Annual Fund bursaries (2023: 3).

Most Good

Where donors are linked to an existing campaign, such as the Annual Fund or An Enduring Gift, donations received are included within these funds' income. The School has two new initiatives – the Leavers' Gift (both Prep and Upper) and the Giving Day. Donations from these specific activities, and amounts received from new donors, have been included under 'Most Good' as the fundraising initiative is for donations which will go towards either bursaries or outreach – to do the most good.

DESIGNATED FUNDS

The Current Bursaries Fund was set up in order to assist with the financing of means-tested bursary awards. The fund was established from allocations from the income and expenditure account. An amount has been transferred from unrestricted funds to the Current Bursaries Fund so as to maintain the level of the fund at the equivalent of approximately one full academic year's worth of bursary awards, which is estimated to be £1,100k for the year 2024/25.

The Future Bursaries Fund was established in 2011/12, and the opening balance is made up of transfers from unrestricted funds of the annual balance between 5% of gross fee income and actual bursary spend in the year funded by the School from that year's operations, up to and including the year ended 31 August 2020. The fund is now being expended at a rate of £350k per annum, via transfer to unrestricted reserves, to fund bursaries provided by the School.

The Travel Bursaries Fund was established to provide means tested assistance for some school trips.

17. PENSION ARRANGEMENTS

Defined Benefit Scheme

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for some of its teaching staff. The pension charge for the year includes contributions payable to the TPS of £2,680k (2023: £2,321k) and at the year-end £414k (2023: £282k) was accrued in respect of contributions to this scheme.

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

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2020 and the Valuation Report was published in October 2023.

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

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

From 1st August 2024 the School implemented phased withdrawal from the TPS. The Scheme was therefore closed to new entrants from this date, new members of the teaching staff being enrolled in the APTIS scheme (see below) with a similar cost to the School as membership of the TPS.

Group Personal Pension Schemes

The School operates three group personal pension schemes. The Schemes are defined contribution schemes, the assets of the schemes being held separately from those of the School in independently administered funds. The School's contributions to the schemes were 13.75% (2023: 13.75%) for the Aviva non teaching staff pension scheme with employee contributions of 6.25% (2023: 6.25%). The second scheme is the NEST scheme which the School uses to fulfil its obligations under auto-enrolment legislation. Contribution rates for this scheme were 6% for the employer (2023: 6%) and 3% for employees (2023: 3%). The third scheme is the APTIS (Aviva Pension Trust for Independent Schools) scheme which is available to members of the teaching staff as an alternative to the Teachers' Pension Scheme. Contribution rates for this scheme were up to 23.68% (combined pension and death in service benefit) (2023:23.68%) maximum, although employees may opt for a lower employer contribution to be paid, subject to a minimum of 13.75% with additional taxable salary received in lieu. Employee contributions were 6.25% minimum (2023: 6.25%)

Employer contributions paid to the schemes in the year were £713k (2023: £572k) and the amount due to the schemes at 31 August 2024 was £94k (2023: £71k).

18. RELATED PARTY TRANSACTIONS

One trustee (2023: four) had children attending the School as at 31 August 2024. Fees were paid on the same terms as for all other children attending the School (see note 4).

19. OPERATING LEASES GROUP AND SCHOOL

At 31 August 2024 the Group and the School had annual commitments under operating leases which expire as shown in the banding below :

| | Land & Buildings £'000 | Office Equipment & vehicles £'000 | Total 2024 £'000 | Land & Buildings £'000 | Office Equipment & vehicles £'000 | Total 2023 £'000 |
|---------------|------------------------------|--|------------------------|------------------------------|--|------------------------|
| Within 1 year | 34 | 267 | 301 | 12 | 289 | 301 |
| 2 – 5 years | 136 | 278 | 414 | 24 | 313 | 337 |
| >5 years | 34 | - | 34 | - | - | - |
| | <u>204</u> | <u>545</u> | <u>749</u> | <u>36</u> | <u>602</u> | <u>638</u> |

THE PERSE SCHOOL
Accounting Policies
For the year ended 31 August 2024

At 31 August 2024 the Group and the School had contracted with tenants under non-cancellable operating leases for the following future minimum lease payments:

| Amount due: | 2024 | 2023 |
|---------------|-------|-------|
| | £'000 | £'000 |
| Within 1 year | 89 | 126 |
| 2 – 5 years | 76 | - |
| | 165 | 126 |

20. CAPITAL COMMITMENTS

At 31 August 2024 the School had capital commitments of £1,123k contracted but not provided for in the financial statements (2023: £20,077k) relating to the construction of The Perse School Sports Centre and the Science extension works.

21. NET DEBT RECONCILIATION

| | 1 September 2023 | Cash flows | 31 August 2024 |
|--------------------------|---------------------|------------|-------------------|
| | £'000 | £'000 | £'000 |
| Cash at bank and in hand | 15,862 | (8,165) | 7,697 |
| Bank loans | (8,667) | 667 | (8,000) |
| Net Debt | 7,195 | (7,498) | (303) |

22. ANALYSIS OF PRIOR YEAR TOTAL FUNDS

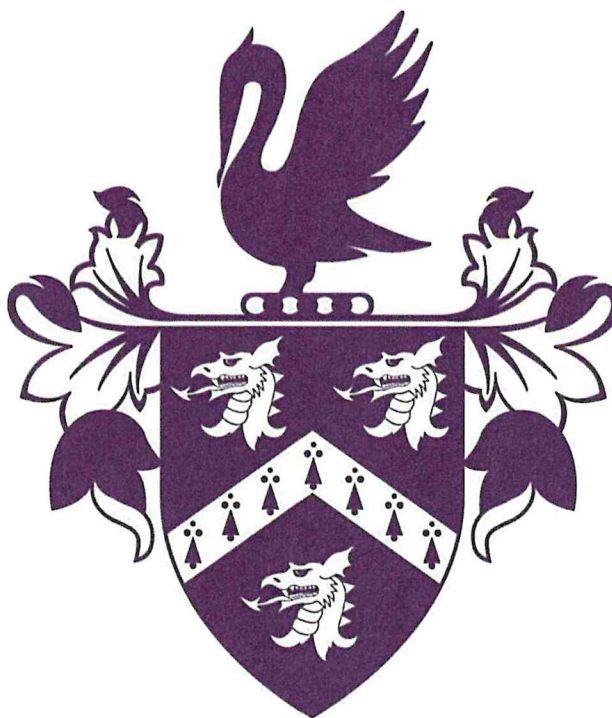
| | Unrestricted Funds £'000 | Designated Funds £'000 | Restricted Funds £'000 | Endowed Funds £'000 | Total Funds 2023 £'000 |
|----------------------------------|--------------------------------|------------------------------|------------------------------|---------------------------|---------------------------------|
| INCOME FROM: | | | | | |
| Donations and legacies | - | 15 | 227 | - | 242 |
| Charitable Activities- | | | | | |
| Tuition fees | 30,051 | - | - | - | 30,051 |
| Other educational income | 1,153 | - | - | - | 1,153 |
| Other ancillary activities | 2,066 | - | - | - | 2,066 |
| Other Trading Activities | | | | | |
| Lettings | 69 | - | - | - | 69 |
| Subsidiary trading activities | 860 | - | - | - | 860 |
| Investments | 635 | 34 | 16 | - | 685 |
| TOTAL INCOME | 34,834 | 49 | 104 | - | 35,126 |
| EXPENDITURE ON: | | | | | |
| Raising funds | | | | | |
| Fundraising | (130) | - | - | - | (130) |
| Investment property costs | (62) | - | - | - | (62) |
| Charitable activities | | | | | |
| Operating costs | (30,165) | - | - | - | (30,165) |
| Bank interest | (500) | - | - | - | (500) |
| Grants, awards and prizes | - | - | (144) | - | (144) |
| Other activities | (200) | - | (16) | - | (216) |
| TOTAL EXPENDITURE | (31,057) | - | (160) | - | (31,217) |
| NET INCOME | 3,777 | 49 | 83 | - | 3,909 |
| Transfers between funds | 228 | (224) | (4) | - | - |
| Other recognised losses | 7 | - | 7 | - | 14 |
| NET MOVEMENT IN FUNDS | 4,012 | (175) | 86 | - | 3,923 |
| Balances b/fd 1 September | 61,479 | 3,267 | 1,901 | 528 | 67,175 |
| Balances c/fd 31 August | 65,491 | 3,092 | 1,987 | 528 | 71,098 |

THE PERSE SCHOOL

England & Wales - Charity number 1120654

Accounts

Registered in England and Wales
Charity Number: 1120654
Company Number: 5977683



The Perse School
A Charitable Company Limited by Guarantee

Annual Report
and
Consolidated Financial Statements
For the year ended
31 August 2023

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THE PERSE SCHOOL
General Information
For the year ended 31 August 2023

A Charitable Company limited by Guarantee

| | |
|---------------------------------------|--|
| Company number | 5977683 |
| Registered Charity Number | 1120654 |
| Principal address & registered office | The Perse School, Hills Road, Cambridge, CB2 8QF |

Trustees and Governors

Nominated by Trinity College Cambridge:

Vacant

Nominated by Gonville & Caius College Cambridge:

J D Hawkes PhD FSA FRAS (from 1 September 2023)

AD Oliver MA MPhil PhD LittD

Co-opted:

A Y-C Au MA FCA – Vice Chair

H Bettinson MA PhD

K Davies MA FCA

WMR Dawkins BA

D S Ferguson MA Oxon (from 1 September 2023)

NM Finlayson-Brown BA

S Freestone OBE DL MEd GRSM LRAM ARCM

CP Hancock KC MA LLM (OP)

SD Lebus MA

RC StH Mason BSc MBBS MRCP MBA (until 31 August 2023)

GJ Proudfoot MA

SC Roberts MA

JW Scott MA - Chair

M Singh MBA Master Mariner

S A Shakir-Khalil MA

SL Steele CTA

D Williams MB Bch FRCP FRPCH

(OP) = Old Persean

THE PERSE SCHOOL
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Personnel and Professional Advisors

Clerk to the Governors and Company Secretary

MA Hastings LLB

Heads and Bursar

| | |
|----------------------|--|
| EC Elliott MA | Head of the Perse School |
| JWS Piper BA | Head of the Perse Preparatory School and Junior Division |
| F Heftman BA | Head of the Perse Pelican Nursery and Pre-preparatory School |
| A Shakespeare MA FCA | Bursar |

| | |
|---|--------------------|
| RSM UK Audit LLP Blenheim House Newmarket Road Bury St Edmunds IP33 3SB | Registered Auditor |
|---|--------------------|

| | |
|--|---------|
| Lloyds Bank plc Barclays Bank plc HSBC Bank plc Coutts & Co Santander UK plc | Bankers |
|--|---------|

| | |
|--|------------|
| Farrer & Co, London Ashtons Legal, Cambridge Veale Wasborough Vizards, Bristol | Solicitors |
|--|------------|

| | |
|--|---------------------|
| CCLA Senator House 85 Queen Victoria Street London EC4V 4ET | Investment Managers |
|--|---------------------|

The Perse School's subsidiary companies are as follows:

| | Company reg.no |
|--|-----------------------|
| The Perse School Trading Company Limited (dormant) | 09636505 |
| The Perse School Cambridge International Limited | 11149877 |

Website address:

www.perse.co.uk

TRUSTEES' REPORT

The trustees present their report, including their Strategic Report, and the consolidated financial statements for the year ended 31 August 2023. The financial statements have been prepared on the basis of the accounting policies set out on pages 32 to 35 of the financial statements and comply with the charity's scheme and applicable law.

OBJECTS AND POLICIES

The Perse School is a charitable company limited by guarantee and not having a share capital that is governed by Memorandum and Articles of Association dated 23 October 2006 as amended by special resolutions dated 13 March 2008, 10 December 2009, 26 June 2014 and 6 August 2014.

The School was founded as a charity by the will of Dr Stephen Perse in 1615.

The object of the charity, as set out in its Memorandum of Association, is the advancement of education by the provision and conduct of the School known as the Perse School Cambridge together with any of its affiliated or subsidiary Schools (howsoever the same shall from time to time be known) and by ancillary or incidental educational activities and any other associated activities for the benefit of the community as a whole.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Group Structure

On 1 September 2007 the School, having until then been an unincorporated charity, became a charitable company limited by guarantee. The endowment assets at this date remained within the unincorporated charity, renamed The Perse School Endowment (registration number 1120654-1), with the charitable company acting as its trustee.

The Group during the year comprised The Perse School and two wholly owned subsidiaries:

- The Perse School Trading Company Limited. This company was dormant from 1 September 2019; and
- The Perse School Cambridge International Limited (incorporated on 15 January 2018). The business of the company is the undertaking of trading activities in the UK and overseas for the benefit of the Charity. Trading activities include but are not limited to activities connected to: overseas schools; education technology platforms; school memorabilia; letting of premises; and general education consultancy.

Governing Board

The Perse Upper School (the Upper), the Perse Prep School (the Prep) and the Perse Pelican Nursery and Pre-Preparatory School (the Pelican) (the three of which are known collectively as The Perse School) have a single Governing Board composed of the trustees, who are also the directors of the charitable company. A list of trustees is set out on page 3 of this Report. The Perse Prep School and The Perse Pelican Nursery and Pre-Preparatory School together form the 'Junior Division'.

The School's Articles of Association empower it to have up to twenty trustees (who are the directors and governors of the Charity and also its members). Three of the trustees are nominated - two are nominated by the Council of Gonville and Caius College (one currently vacant) and one by the Council of Trinity College (currently vacant). The seventeen other trustees are co-opted by the Board.

All trustees are appointed for a term of three years and may thereafter be reappointed for two further terms each of three years. In exceptional circumstances, a trustee who has served three consecutive terms in office may be reappointed for further periods.

During the year there were five Governing Board committees that dealt with matters concerning all three schools:

THE PERSE SCHOOL
Annual Report and Consolidated Financial Statements
For the year ended 31 August 2023

Meeting termly:

- Audit & Risk Committee;
- Education Committee;
- Finance & General Purposes Committee; and
- Nominations & Governance Committee.

Meeting annually:

- Senior Staff Salaries Committee.

Other committees, groups and panels are formed for specific purposes and meet as the need arises, currently:

- Staff Committee (re grievance and disciplinary matters);
- Appeal Committee (re grievance and disciplinary matters);
- Complaints Panel (re the complaints procedure);
- Strategy Committee, and
- Teachers Pension Scheme Working Group.

All committees report to the Governing Board in line with their terms of reference.

In addition, some trustees are also board directors of The Perse School Cambridge International Limited.

Recruitment and appointment of new trustees

The School's Nominations & Governance Committee is appointed by the Governing Board and its terms of reference require it to:

- Identify and keep under review the range and balance of skills, experience, and other qualities – either specific or general – which need to be represented on the Governing Board.
- Review the composition of the Governing Board to ensure that such skills, experience and other qualities are represented on the Governing Board or, if they are not, to identify which are missing or out of balance.
- Consider the re-appointment of trustees.
- Identify and consider the appointment of new trustees.
- Make recommendations to the Governing Board for the appointment or re-appointment of trustees.

All new trustees receive a comprehensive information pack giving them information about the School, its governance, management, and policies. A trustees' handbook is issued to all trustees annually with updates being available throughout the year on the trustees' portal. All trustees receive annual safeguarding updates.

All new trustees meet the Chair or Vice-chair of the Governing Board as part of the appointment process. They also meet the Head and the Bursar and the Clerk, and have a tour of the School (wherever possible) before attending their first meeting of the Governing Board. All new trustees are subject to appropriate safer recruitment checks and safeguarding training.

The School encourages trustees to attend, seminars organised by the Association of Governing Bodies of Independent Schools (AGBIS).

The School circulates trustees with the details of other courses and seminars run by the Association of Governing Bodies of Independent Schools, the Independent Schools' Bursars Association and by professional firms providing services to charities and education. The School also runs its own updates for trustees and holds annual strategy seminars with trustees, senior Perse staff and external speakers as well as seminars, again using external speakers. Briefings by senior management to committees and the Board ensure relevant trustees are kept abreast of new legislation and the external auditor annually updates the Audit & Risk Committee and, through that Committee, the Finance & General Purposes Committee with accounting and regulatory matters which may affect the Group.

Surveys are undertaken in order to identify the training needs of individual trustees.

Trustee involvement in School life

The trustees help guide, shape and support specific aspects of the School's life through the various committees and the training and strategy sessions detailed above. Key School policies are approved on an annual cycle by the Full Board and all trustees are regularly updated on safeguarding and have access to the School's Designated Safeguarding Lead. During 2022/23 the Governor with Special Interest in Safeguarding with emphasis on Safer Recruitment and Child Protection met termly with the safeguarding teams and carried out an annual review of the Single Central Register.

Trustees meet pupil representatives of the School Council (the Upper), Pupil Organised Democracy (the Prep) and the Pelican Parliament (the Pelican). Trustees also attend School sporting events and productions, and sample lessons via learning walks.

Organisational management

The day to day running of the School is delegated to the Head (and through him to the Head of the Junior Division), each with their team of teaching staff and the Bursar and her team of administrative and support staff. The Head and/or Bursar attend committee and Board meetings. The running of the subsidiary company is through its board which reports to the Full board via the Finance & General Purposes Committee.

Financial probity is ensured by having suitably qualified individuals on the Finance & General Purposes Committee and the Audit & Risk Committee. The Audit & Risk Committee and the Finance & General Purposes Committee receive an annual report from the external auditor and the Finance & General Purposes Committee receives termly reports from the Bursar on the financial position of the School. The Finance & General Purposes Committee reviews and recommends the annual budget to the Full Board and considers the latest management accounts with any significant variances against budget and an agreed set of Key Performance Indicators. The Bursar considers management accounts, produced monthly, with variances analysed and explained by the Chief Financial Officer.

The Schools are staffed with paid employees, both full-time and part-time. Parents assist voluntarily with fund-raising and some school activities.

Engagement with suppliers, customers and others in a business relationship with the School

The School's supplier and customer engagement, including all policies and contracts are designed to ensure a fair and transparent approach to all business transactions.

The School has in place clear and transparent tariffs for all facilities available for external use and these charges are annually benchmarked against other comparable facilities to ensure they represent fair value.

The School actively encourages local community and customer engagement in regard to the use, development and expansion of these facilities and services.

The School operates a transparent procurement process through a value based approval structure, therefore ensuring all services and products are assessed under the same best value and risk mitigation criteria.

The School completes regular relationship management meetings with all strategic services suppliers to ensure effective contract management and engagement.

Engagement with employees

The School encourages staff contribution at all levels. The Heads, Bursar and members of the Executive Leadership Team meet regularly with regional forums to share best practice.

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The School encourages the involvement of its employees through regular staff meetings that disseminate information of particular concern to employees and through regular staff surveys and staff committees for receiving their views. Termly meetings are held of the Common Room Salaries, Conditions of Service and Facilities Committee, and of the Support Staff Committee, at which staff concerns can be raised through their representatives.

The School intranet also provides information and access to professional development and support, including wellbeing, as well as a weekly staff bulletin.

New staff are fully inducted and both teachers and support staff take part in training both before the start of and during the school year.

The School is committed to ensuring equality of opportunity for all who learn and work here, with one of its key values being 'valuing one another.' It is committed to the principle of equal opportunities that opposes discrimination on the basis of the following protected characteristics: sex, sexual orientation, marital or civil partnership status, gender reassignment, race, religion or beliefs, pregnancy and maternity, disability and age. During 2019/2020 an Inclusion, Equality and Diversity working group was formed, with representation from students, teachers, parents, support staff, alumni and governors, to consider equality and inclusion and assist in the formulation of the I E & D Strategic Development Plan and the Inclusion, Equality and Diversity Policy. Students lead assemblies, peer-teach on issues which affect the School community and inform development of the RSE curriculum. Through the School's diversity calendar the School has raised awareness and supported a wide range of events, seeking to explore different perspectives and respect the experience of others.

The School's Inclusion, Equality and Diversity Policy can be found on the School's website.

Investment in staff

The trustees are keen to attract and retain the best teaching and key support staff and set salaries and other terms of remuneration in order to try to achieve this. The remuneration of key management personnel is set by the Governors' Senior Staff Salaries Committee which comprises the Chair, the Vice-chair, the Chair of the Finance & General Purposes Committee, The Chair of the Education Committee and a trustee with Human Resources expertise. Remuneration is reviewed annually with reference to relevant publicly available information and benchmarking surveys

Statement of trustees' responsibilities

The trustees (who are also directors for the purposes of company law) are responsible for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources of the charitable company for the year. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

THE PERSE SCHOOL
Annual Report and Consolidated Financial Statements
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The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to Disclosure on Information to Auditors

The trustees also confirm that, so far as each of the trustees is aware, at the time the report is approved:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

CHARITABLE OBJECTS

The object of the charity, as set out in its Memorandum of Association, is the advancement of education by the provision and conduct of the School known as the Perse School Cambridge together with any of its affiliated or subsidiary Schools (howsoever the same shall from time to time be known) and by ancillary or incidental educational activities and any other associated activities for the benefit of the community as a whole.

The object of the School is a purpose falling within section 3(1)(b) of the Charities Act 2006, i.e.: the advancement of education. It is a purpose for the public benefit and is therefore a charitable purpose as defined in section 2(1) of the Act.

The Perse School educates boys and girls from age 3 – 18 on three sites; the Pelican (ages 3 – 7), the Prep (ages 7 – 11) and the Upper (ages 11 – 18). Children thus progress through three different schools but have the benefits of being part of one larger institution with an integrated curriculum and pastoral care system.

Vision and values

The Perse School's vision for the pupils and staff is to love learning and strive for the greater good. To realise this vision, The Perse will:

- a) Promote academic excellence through a challenging curriculum, outstanding teaching and a culture of endeavour, intellectual curiosity and scholarship.
- b) Provide high quality pastoral care to meet individual needs, and support the development of happy, balanced and considerate pupils.
- c) Offer a rounded education, rich in rewarding extracurricular opportunities, which develop life skills, character, resilience and perspective.
- d) Maintain a safe, well ordered community in which pupils develop a strong moral framework, an understanding of the law, and an appreciation of the spiritual dimension to life.
- e) Value one another through a commitment to kindness, consideration, inclusion, equality and diversity.
- f) Value the environment by caring for our sites and acting sustainably.
- g) Provide high quality professional development for all staff to ensure ongoing personal and institutional improvement.
- h) Finance means tested bursaries to ensure The Perse is accessible and help those outside the school through outreach and charitable work.

We value
Endeavour



Which means we

Aim high and challenge ourselves
 Try our best and are not afraid to make mistakes

So we

Aim to be the best we can reasonably be
 Set high standards and value the efforts people make to reach them
 Are organised and punctual
 Develop the resilience needed to embrace setbacks as learning opportunities
 Win and lose honourably and graciously
 Lead by example

We value
Intellectual curiosity and scholarship



Which means we

Love learning, thinking deeply and being creative
 Welcome reasoned debate

So we

Develop a lifelong love of learning, acquiring the qualities and skills needed for successful study
 Go beyond the curriculum and exam specifications
 Celebrate original thought, research and creativity
 Learn to communicate well both orally and in writing
 Invite challenge; listen to and value other perspectives
 Reflect on our learning to become more effective learners

We value
Breadth and balance



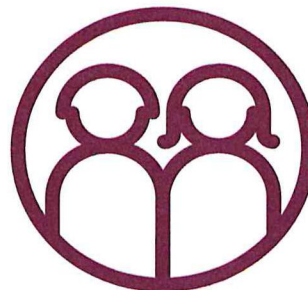
Which means we

Are involved, engaged and committed
 Take full advantage of the opportunities we are given

So we

Take on personal responsibility
 Learn to play our part in a team
 Honour our commitments
 Broaden our horizons by trying new activities
 Find enjoyment and personal development in extra curricular learning
 Keep a sense of perspective

We value
One another and our environment



Which means we

Each play our part in creating a kind and considerate community
 Care for ourselves, each other, and those in need

So we

Are honest, kind, courteous, and caring in all we do
 Balance the needs of the individual and the community
 Act responsibly to keep ourselves and others safe and healthy
 Look after the school and wider environment
 Acknowledge and appreciate the contributions of others, treat all fairly, and recognise that diversity is a strength

THE PERSE SCHOOL
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A Perse education is three dimensional and all pupils and teaching staff are expected to contribute to the School's academic, pastoral and extra-curricular programmes.

The School endeavours to provide a broad and balanced education appropriate to the needs of each pupil in order to cater for the full development of their varied talents and to achieve high academic standards leading, from the Upper School, to university entry, as well as to achievements throughout the schools in cultural, sporting and other fields. The School aims to ensure an academically selective entry from the widest possible social spectrum, thereby preserving its tradition of breadth of access and continuing to meet public benefit requirements.

A common set of values, shown on page 10, has been agreed which define the behaviour expected of all Perse students and staff.

PUBLIC BENEFIT

The trustees confirm that they have given regard to the Charity Commission's guidance on public benefit. The objects of the School are for the 'public benefit' as that term is used in the Charities Act 2011 for the following reasons:

Provision of benefit to public in general

Children eligible for admission as pupils of the School form a public rather than a private group for the following reasons:

1. The group of potential beneficiaries described in the objects of the School represent a sizable number of individuals. The School's catchment area has a school age population of some 230,000. This group constitutes a broad and significant section of the public.
2. There is no personal or contractual link or characteristic which potential beneficiaries must share in order to be eligible for admission as a pupil of the School.
3. The objects of the School are open and inclusionary. No person in poverty is excluded by the objects from eligibility for admission as a pupil of the School. The School carries out its objects in this regard through the breadth of its access and its bursary provision.

Selection policy and bursary awards

The School aims to ensure an academically selective entry from the widest possible social spectrum. To further that aim, the School offers means-tested bursaries from its own resources and through the generosity of gifts from a number of benefactors. The School is actively seeking further benefactions and support for its bursary scheme so that it may continue to meet bursary demand.

Some 77 children within the School benefited from some kind of means-tested bursary award in the 2022/23 academic year, receiving awards which equate to 51.17 full fee paying places. The total value of these awards in the 2022/23 academic year was £987k (2021/22: £1,004k).

Bursaries are funded by a mixture of restricted and unrestricted funds. All bursaries are re-assessed annually by means of a detailed means-testing system. Awards made range from 5% of fees up to 100+% bursaries. Bursaries are also made available to cover costs of extras such as middle school devices, lunches, some outdoor pursuits activities and key school trips.

THE PERSE SCHOOL
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Carbon and Energy Reporting

In line with the Greenhouse Gas Protocol (GHG) Corporate Accounting and Reporting Standard, The Perse School continues to be engaged in a process aimed at reducing its energy and greenhouse gas emissions.

The Perse School maintains scope one (1), two (2) and three (3) emissions, which include electricity, diesel and natural gas. The Perse School also maintains transport emissions inclusive of school owned and operated vehicles, and employee vehicles (whereby mileage is claimed against the company).

The Perse School devised a strategy to reduce its overall carbon footprint significantly, including:

- Encouraging employees to purchase renewable technology cars i.e., hybrid vehicles;
- Purchasing energy efficient equipment where appropriate in offices and classrooms;
- Replacing HVAC systems with energy-efficient equipment where possible;
- Adopting behavioural change measures where possible.

The Perse School has a longstanding commitment to tackling climate change. Reported energy consumption for the current fiscal year was 3,430,454.10 kWh (3,430.45 MWh).

Methodology:

The School has reported all of its emission sources under the Companies Act 2006 (Strategic Report and Director’s Reports) Regulations 2013 as required. Reporting of calculated emissions is in line with the GHG Protocol Corporate Accounting and Reporting Standard and emission factors from the UK Government’s GHG Conversion Factors for Company Reporting 2023.

The reporting period is the financial year 2022/2023, the same as that covered by the Annual Report and Financial Statements. The boundaries of the GHG inventory are defined using the operational control approach. In general, the emissions reported are the same as those which would be reported based on a financial control boundary.

2022/2023 Emissions

Location-based

| Scope 1 | tCO2e | Scope 2 | tCO2e | Scope 3 | tCO2e |
|------------------|--------|-------------|--------|-------------------|-------|
| Natural gas | 301.46 | Electricity | 344.78 | Electricity (T&D) | 29.83 |
| Company vehicles | 7.36 | | | Personal vehicles | 1.78 |
| Other fuels* | 19.29 | | | | |

Market-based

| Scope 1 | tCO2e | Scope 2 | tCO2e | Scope 3 | tCO2e |
|------------------|--------|-------------|-------|-------------------|-------|
| Natural gas | 301.46 | Electricity | 0.00 | Electricity (T&D) | 29.83 |
| Company vehicles | 7.36 | | | Personal vehicles | 1.78 |
| Other fuels* | 19.29 | | | | |

Total location based tCO2e: **704.51**

Total market based tCO2e: **359.72**

*Diesel & petrol for grounds equipment and machinery

Scope 1, 2 and scope 3 carbon intensity (market) 0.21 (tCO2e/pupil number)

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The intensity metric (market based) is calculated on a total pupil number of 1,704. Emissions have decreased by 61.65% since our previous reporting period.

Efficiency Measures Taken

1. Installation of air source heat pump in Grounds Keepers Bungalow
2. Smart meter installation at 125 Long Road
3. Continual upgrade to LEDs across all buildings

Objectives for 2023 / 2024

1. Lighting: Continue to evolve and install low energy lighting across its building portfolio
2. Continual review of existing office equipment and company policies
3. Reviewing supply contracts to determine feasibility of renewable energy.
4. Finalising the Energy Savings Opportunity Scheme (ESOS) phase 3 compliance.

The Perse School will report on progress within the next set of financial accounts.

Sustainability

The School is committed to reducing its impact on the environment and ensuring that, where practicable, its buildings are sustainable for future generations to enjoy. During 2022/23 the School set up a Sustainability Group which, in conjunction with third party consultants and pupil and staff surveys held at all three sites, formulated an Environmental Sustainability Policy and Environmental Sustainability KPIs. The group meets termly to review progress and discuss new initiatives in areas such as catering, estates and teaching and learning and it interacts with the Student Green Team at the Upper (the student group which holds open forums where students can share ideas and lead on new projects to enhance the school environment) and with representatives from the Prep and the Pelican.

During 2022/23 The Prep School was awarded an Eco Schools Green Flag Award for its work on reducing waste and increasing bio-diversity across the school site.

New building projects in the school are undertaken with energy efficiency and environmental impact being included as top priorities.

The Peter Hall Performing Arts Centre, which opened in 2018, has an A rating in its Energy Performance Certificate (EPC). On the roof is a solar farm with 49 south facing solar panels (Photovoltaic Panels) generating 12.5Kwp and there is also a rainwater harvester which collects around 500 litres of rainwater for the irrigation of plants on Ellison Court. The building benefits from two ground source heat pumps (GSHP) which generate an expected annual heat of 168,000 kWh. Under-floor heating, which is also more efficient, also serves the adjacent classics building. The classics block also has a sedum roof installed that offers a habitat for butterflies and other insects.

The Outdoor Pursuits Centre is generating heat with an air source heat pump and the Upper and Abington site each have a borehole and water storage tank. This water is used on the sports pitches during the summer months.

Looking ahead to the current capital projects, the new Science extension includes photovoltaic panels and the new swimming pool and sports centre has BREEAM status as a planning condition and the installation of further electric vehicle charging points.

There is an annual programme of LED replacement and re-glazing of the older buildings on all sites.

Copies of the Environmental Sustainability Policy and KPIs can be found on the School's website.

STRATEGIC REPORT

ACHIEVEMENT AND PERFORMANCE

PROVISION OF BENEFICIAL PURPOSE

The School provides the following demonstrable benefits, all of which flow, directly or indirectly, from the School's charitable purpose to advance education:

The School provides a high quality education to 1,704 pupils (2021/22: 1,695)

The School educates 1,704 pupils thereby relieving pressure on local schools which would otherwise need to find additional places for these pupils and provides a financial benefit to the State at no cost to the taxpayer (other than the value of the fiscal benefits of charitable status). Using estimates of the average annual cost to the taxpayer of a place at a state school, the School saves the State over £13.1m each year.

The last Independent Schools Inspectorate (ISI) inspection took place in March 2023. This was a Focused Compliance and Educational Quality Inspection for which the School met all of the required standards on compliance and for every key inspection criteria for educational quality the School received the highest possible grading of excellent. This followed on from a clean sweep of top grades in the 2016 inspection.

The full reports are available on the School's website: www.perse.co.uk

Academic results

Examination results continue to be among the most successful in the country. For the thirteenth year in succession, more than three-quarters of A Level entries were graded at either A* or A.

| | % A* | Cumulative % A* - A | Cumulative % A* - B | Cumulative % A* - C |
|---------------|---------|------------------------|------------------------|------------------------|
| Perse A level | 48 | 78 | 93 | 98 |

At GCSE, 79% of entries were graded 9 or 8 (broadly equivalent to the old A* grade) and 93% of entries were graded 9 – 7 (equivalent to A* - A).

| | Cumulative % Grade 9 | Cumulative % Grade 8 | Cumulative % Grade 7 | Cumulative % Grade 6 | Cumulative % Grade 5 |
|-------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Perse | 45 | 71 | 86 | 96 | 99.5 |

(% cumulative)

Students also took Trinity, Rockscool and ABRSM music exams.

Nearly all Perse students choose to proceed to university. Details of the university destinations for 2022/23 can be found on page 120 of The Perse School Annual Review available on the School website.

The School's core values are embedded in its curricular and extra-curricular provision.

Many Perse students pursued opportunities to broaden their knowledge and test their skills against peers elsewhere.

During 2022/23 there were the following examples:

- Arkwright Engineering scholarships;
- Gold, silver and bronze awards, and the overall title in the British Physics Olympiad and the British Astronomy and Astrophysics Olympiad
- Gold, silver and bronze awards in the Senior Physics Challenge, the Online Senior Physics Challenge, the Intermediate Physics Challenge, the Online Intermediate Physics Challenge, the Junior Physics Challenge and the Junior Astrophysics Challenge;
- Gold award at the International Chemistry Olympiad;
- Gold, silver and bronze awards in the UK Chemistry Olympiad;
- Roentgenium, gold, silver and copper awards in the Cambridge Chemistry Challenge for Lower Sixth;
- National finalists in the Top of the Bench competition;
- First and second places in the European DNA Essay competition;
- Gold, silver and bronze awards in the first round of the British Biology Olympiad, Intermediate Olympiad and the National Biology Challenge;
- Winners of the UK Space Design Competition;
- Achieving 'flight status' in the European Astro Pi Challenge;
- Representing the UK in the International Space Settlement Design Competition;
- Gold, silver and bronze awards in the Senior Maths Challenge, the Intermediate Maths Challenge and the Junior Maths Challenge, with prizes won in the British Maths Olympiad;
- Qualifying for the Primary Maths Challenge and the Junior, Intermediate and Senior Kangaroo;
- Obtaining distinctions in the Maths Olympiad for Girls;
- Qualifying for the final of the Oxford University Computing Challenge;
- Winning entry in the Sheffield University Philosophy Essay Competition;
- Participation in the Ethics Cup at King's College London;
- Participation in the International Public Policy Forum essay competition;
- Finalist in the English-speaking Union's Performing Shakespeare competition;
- National finalists in the Oxford Union Schools Debating competition;
- Finalists in the International Competition for Young Debaters;
- Finalists in the Manchester Schools Debating Competition;
- Gold, silver and bronze awards in the first round of the UK Linguistics Olympiad with a distinction awarded in round two;
- Finalists in the Foreign Language Spelling Bee national finals;
- Category winners and Category National winner in the Anthea Bell Prize for Young Translators in both Mandarin, French and German;
- First place, gold awards and credits in the Education Perfect International Languages Championships (Japanese section);
- Winners in the National Language Competition;
- Second place in the Senior Greek verse category, and second in the junior Latin dramatic reading category; first place in the intermediate Latin prose category and first place in the intermediate Greek prose category and runner up in the intermediate Greek verse category of the Cambridge Classical Association Reading Competition;
- Winning the Emanuel Trophy Piano Competition;
- National Finalist at the Rotary Young Musician Competition;
- Winners of the 2023 Senior and Junior Schools' Challenge national finals;

In cricket the 1st XI Girls reached the East final of the School Sport Magazine Cup; U15 Girls reached the East final of the School Sport Magazine Cup and were County champions in the Lady Taverners indoor competition; U13 Girls were County champions in the ESCA Cup and the Lady Taverners indoor competition. One student was selected for

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elite women's side The Blaze's Academy squad and two students were selected for the Emerging Players Programme with Sunrisers, the ECB East and London Regional Development Centre for Girls.

In hockey, the U13 girls were National runners-up and East Champions; U14 girls were County Champions; U16 girls reached the National Tier 1 Cup semi-finals; the U12 boys were East Runners-up; the U13 boys were County Champions, East Champions and fourth at the National Finals; the U14 boys were County Champions, East Champions and sixth at the National Finals; the U18 boys reached the National Tier 2 cup quarter finals. Students secured places in the England Hockey Talent Academy for both Girls and Boys. In indoor hockey, the U16 boys were County Champions, East Champions and fifth at the National Finals, and the U18 boys and U16 and U18 girls were all County Champions.

In rugby, individual students were selected to play for the Northampton Saints U18 Junior Academy and the U16 and U15 Player Development Group.

In tennis, players were selected for the girls' U18 doubles semi-finals at the National Finals of the Play Your Way to Wimbledon competition at the All-England Club and the boys' U16 singles and doubles titles at the LTA Junior Welsh Open.

In netball, the U16 team were County champions and reached the East finals; U14 team were County champions and reached the East finals; U18 team reached the East finals. Five students were selected for the Saracens Mavericks Future Academy and one student won a silver medal playing for the Republic of Ireland at the Netball Europe U17 Challenge tournament in Gibraltar and earned Ireland's player of the competition award.

In athletics, students won gold at the National Prep Schools Championships and in the ESAA Track & Field Cup. The Intermediate Boys and Intermediate Girls teams reached the East Anglia A finals and the Junior Girls qualified for the B finals.

In orienteering, Perse students secured bronze in the British Orienteering Championships and bronze and silver awards in the British Schools Orienteering Championships and the British Schools Score Orienteering Championships.

In cross-country, in the ESAA National Schools Cup Junior Girls (U13) were County champions, East Central champions and came 10th in the National Finals. Senior Boys (U17) were County champions and came fourth in the East Central finals. Junior Boys (U13) were eighth in the East Central finals. ESAA Schools Championships.

In shooting, students participated in the BSSRA National Schools Championships with students then gaining team places in the England A,B and C teams for the British Schools Small-bore Rifle Association National Match.

In addition to academic and curricular achievements, Perse pupils participate in many extra-curricular areas which help develop a broad range of skills and qualities, including a comprehensive drama provision with performances of Bee Musical, Treachery at Traitor's Quay, The Twits, The Demon Headmaster, A Monster Calls, Blood on the Bannisters, Legally Blonde, The Wolves of Willoughby Chase and the Railway Children. The School's Outdoor Pursuits activities also resumed with activities and trips to the Lakes, the Peak District, Norfolk, North Wales, Scotland, Sweden and Bolivia.

A full review of all the School's activities is included in the School's Annual Review available on the School website.

The School provides broader benefits to children, the local community and society

Valuing and supporting one another is one of the cornerstones of a Perse education and, with the School's commitment to its charitable purposes, the belief in community extends well beyond the school gates.

As part of the School's regular community outreach work, activities continued as part of the Primary Partnership which started in 2008/09 to develop relationships with local primary schools and to provide access for them to the School's specialist facilities and teaching. The School continues to provide digital and other resources in modern languages, computer science and maths to local primary schools. Additionally, the School funded the provision of group music at one primary school and assisted with the development of outdoor spaces and provided a local history course.

Choirs from the School joined with pupils from two local primary schools for an 'O Fortuna' concert at Saffron Hall. The concert was the result of a Perse community outreach project which saw Upper Sixth students mentor pupils from the two schools in music.

The School supports a local sixth form college in their UCAS process, specifically with preparation interviews led by subject specialists from the School.

The School also hosts a number of local and national competitions:

- The Perse School runs an annual coding competition (The Perse Coding Team Challenge), launched in 2017 and open nationwide to pupils in Years 7 to 11. The challenge is free to enter with prizes for the top three teams and over 7,500 students from across the UK and overseas take part;
- The School hosts the annual Ludi Scaenici Latin play competition;
- The School hosts the Eastern Region Modern Foreign Language Debating competitions for sixth formers;
- The national Perse Aristotelian Award is in its second year – a research essay competition for Year 9 pupils with arts/humanities and sciences categories;

and provides Community Lectures, as well as the use of the Sports Centre and the Music School by local clubs, groups, music groups and societies.

Further details of the School's outreach and partnership activities can be found at: www.schoolstogether.org.

In 2011 The Perse School formed a partnership with Christel House Schools, a charity that transforms children's lives by building and running learning centres in some of the world's most deprived communities. The charity was set up in 1998 by Christel De Haan with support from the late Ron Haylock (former Perse pupil), and today has seven learning centres in four countries helping over 4,500 children. The Perse School supports Christel House by sending its teachers and students to Christel House to share expertise and experiences; raising funds; participating in joint educational projects; and by one of its teachers being a trustee of Christel House Europe. Throughout 2022/23, pupils continued to raise money for Christel House projects, including the annual 'Glow the Distance' event.

Students, staff and parents work together to support a number of charities, both local and international through a series of activities including non-uniform days, sponsored events and charity music events. Each year the School supports Link to Hope, a charity that sends shoeboxes filled with Christmas gifts to families and elderly people in Eastern Europe and in 2022/23 612 shoeboxes were donated. During Values Week the Student Council arranged a variety of activities designed around the School's values and donations were collected by students, parents and staff throughout the week to support Cambridge Food Bank. The annual Emmaus Sleepout for Year 9 raised over £4,000 for the charity as well as collecting items for sale in the Emmaus second-hand shop.

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The Perse Summer School is open to young people aged 7 – 14 from the local area with a range of academic, creative and performing arts, sport and outdoor pursuits, and technology and computing options. In 2022/23 636 children attended from more than 60 different schools.

Perse staff hold leadership or advisory roles in an array of aspects of education, from curriculum reform to student skills for university, and support young people from all walks of life in many different ways, including:

- Advising Cambridge Assessment on public exam standards and regulations;
- Membership of the Headmasters' and Headmistresses' Conference education committee shaping curriculum and assessment;
- Acting as Independent Schools Inspectorate Inspectors;
- Supporting Christel House, conducting staff training and collaborative work between students to develop the growing relationship between the two schools. Christel House schools work with the very poorest pupils in their communities to break the cycle of poverty.
- Acting as Examiners and developing exam specifications for a range of exam boards;
- Acting as exam moderators;
- Coaching for local and national sports clubs and teams;
- Assisting with community air cadet units;
- Developing community support groups;
- Contributing to curriculum development;
- Co-ordinating charity events and working in local charities;
- Authoring and co-authoring textbooks;
- Delivering seminars;
- Developing websites for schemes of work;
- Working with local choirs and music groups;
- Professional tutoring of PGCE trainees, guiding and supporting their development;
- Acting as marker/co-ordinator at the International Maths Olympiad;
- Leading local scout movement groups and Duke of Edinburgh;
- Acting as governors of other schools;

Investment in staff and staff welfare

The trustees are aware that the quality and range of the education that the School offers can only be maintained at a high level of excellence by continual investment in staff, equipment and buildings. The trustees pay tribute to the dedication and commitment of all the staff – teaching and support staff – who together contribute to this community of learning.

The School encourages the involvement of its employees through regular staff meetings that disseminate information of particular concern to employees, and through staff surveys and staff committees for receiving their views. Termly meetings are held of the Staff Salaries Committee at which any staff concerns can be raised through their elected representatives.

The School recognises its responsibilities under the Equality Act 2010 and supports the principle of equal opportunities and opposes discrimination based on any protected characteristic. Being a committed equal opportunities employer, the School will take every possible step to ensure that employees and prospective employees are treated equally and fairly.

The valuable contribution of supporters

The trustees continue to recognise with gratitude the support received by the School – at all educational stages – from the Parents' Associations and from individual contributions of finance, time and expertise.

Continued investment in infrastructure

Significant building works, both to accommodate increased pupil numbers and to improve facilities, have been a feature of the School over the past ten years. All building works have been consistent with pupil numbers and the School's Development Plan.

In 2022/23 the School started the construction of a new sports hall, climbing wall and swimming pool at its Hills Road site, with completion aimed for the end of 2023/24. Construction also started on an additional floor above the Design and Technology building (completed January 2024) and the extension to the science block which is due for completion by September 2024.

Expansion outside the UK

The School recognises the importance of developing sources of revenue other than tuition fees to help fund the capital programme, its bursary scheme and its outreach work.

The Perse School Singapore opened in January 2020 for pupils aged 6 – 11. The campus is at Upper Bukit Timah, a residential area in Singapore, and close to Bukit Timah nature reserve. During 2022/23 its pupils engaged in a broad and innovative curriculum that closely follows the Cambridge Primary Programme, incorporating Singapore Maths and Mandarin as a second language. Blending innovation and tradition, the school uses the most up-to-date educational technologies in the classroom to prepare pupils for a global future. The four core values of the Perse – intellectual curiosity and scholarship, endeavour, breadth and balance and respect for one another and our environment – form the heart of the school's ethos.

The partnership with the Perse School Suzhou ended in 2022/23. A new partnership has been formed to open The Perse School Muscat, a 3 – 18 co-educational school in Oman with a planned opening date of 2026.

The partnerships between international schools and The Perse School Cambridge International Limited gives Perse Cambridge students and staff greater international exposure and will provide opportunities for exchange programmes and visits. They will also provide an income stream to The Perse School Cambridge International Limited.

Section 172 Statement

In accordance with Section 172 of the Companies Act 2006, the Directors (who form the Board of Trustees) complied with their duty to promote the success of the School through their approval of the School's Development Plan and on-going review of performance against this. All decisions are made in line with the School's Development Plan, capital Master Plan and cash flow forecasts, with the long-term interests of the charity and its stakeholders in mind.

Culture, and employee welfare and engagement are important to trustees. As detailed above, the School has a structure of regular staff meetings, staff committees and working groups and a variety of tools to promote well-being available to all staff. As a School, it already supports flexible working practices.

Trustees understand the importance of maintaining productive relationships within stakeholders, underlined by a strong sense of purpose. Members of the trustees' sub committees and member of the Executive Leadership Team proactively collaborate with a variety of stakeholders within the education sector to share knowledge and learnings as appropriate.

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Trustees are mindful of the School's impact on the community and environment. The School's communities, social action and enrichment sit at the heart of everything it does, and this is reflected in its curriculum and in the School's four core values (see page 10).

As a registered charity, the School is committed to making the biggest difference to its pupils, inside and outside the classroom, regardless of their background. The School's reputation and business conduct are paramount to its future success and ability to deliver value to its various stakeholders. The School has an experienced Trustee Board who are responsible for ensuring corporate governance best practice is followed, supported by the Audit & Risk Committee, Finance & General Purposes Committee, Education Committee, Nominations & Governance Committee and Strategy Committee.

Promoting the success of the charitable company

The trustees have established a Code of Conduct within the General Statement of the Responsibilities of Members of the Governing Board which provides a structure for the responsibilities and expectations associated with the role. This key document, aligned to the School's values, provides trustees with an understanding of what is required and enables them to be transparent, open and accountable in what they do. The Code of Conduct recognises that decisions should be taken in the interests of all stakeholders with the aim of maintaining a reputation for high standards of business conduct. In accordance with section 172 of the Companies Act 2006, each of the trustees acts in the way he or she considers to be in good faith and which would most likely promote the success of the School and to achieve its charitable purpose. Other areas of the Trustee's Report also cover how the School fosters relationships with key stakeholders. Please see pages 7 and 8.

RISK MANAGEMENT

The Perse School's Board of Governors is responsible for the consideration and management of the risks faced by the School and the wider Group.

The principal risks that the Group and the School faces are:

- The impact of the economy on parents' and carers' ability to pay fees, and other pressures on cash flow;
- Retention and recruitment of quality staff;
- The changing educational and charitable requirements for independent schools;
- The impact of an adverse event on the School which may have an effect on the reputation of the School;
- The impact of possible future changes to existing charitable exemptions (VAT, corporation tax, business rate relief) and increases in the contribution rates to The Teachers' Pension Scheme ;
- The impact of a loss of infrastructure, whether that be access to buildings (e.g. through fire) or a loss of IT systems, including through a cyber attack.

The trustees have given consideration to the major risks to which the School is exposed and are content with the management of those risks. In the majority of areas, systems designed to mitigate those risks have been in place for some time. In further reviewing the situation, the trustees continue to extend the systems, and their range, to provide comprehensive cover of the risks as they are identified and to obtain robust levels of insurance cover in areas such as loss of infrastructure. The School's risk management schedule, which includes all of the above risks, is reviewed by the Governing Board and by its Finance & General Purposes Committee and its Audit & Risk Committee. The Governing Board's committees' terms of reference reflect the risk management monitoring roles of each committee.

The trustees also look annually at the School's performance by comparison to benchmarking reports on the independent school sector produced by independent professional firms and by reference to publicly available information.

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Each of the three schools has a Crisis Preparation and Response Manual which includes a Disaster Recovery/Business Continuity Plan which are reviewed annually and supported by external consultants.

The School regularly uses external consultants to review the effectiveness of different areas of the School's operations and to advise on external factors that might affect the School.

During the year, the School again used external consultants to review its management of Safeguarding, Health & Safety, and to carry out reviews of ICT and data protection. The trustees' Audit & Risk Committee meets termly and acts as a further check and balance on both the management and the governance of the School.

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The Group's accounts include the results of the year's financial activities for The Perse School and its two wholly owned subsidiaries.

Fundraising activities

The School raises funds for some projects and for bursaries and partnerships through the Alumni and Development Office (ADO). The ADO fundraises from former pupils, parents and friends; it does not seek to raise funds from the general public as it focuses on developing lasting relationships with those who have an existing connection with the School. The ADO team organise alumni activities, run fundraising events and raise funds for bursaries and outreach through the annual Leavers' gift, legacy and other appeals. The details of the fundraising approach are set out in the School's Fundraising and Donation Acceptance Code which is reviewed annually by the Trustees and is available on the School's website.

The Perse is registered with the Fundraising Regulator and adheres to the Code of Fundraising Practice, which is the document underlying the School's own Fundraising and Donation Acceptance Code. By adhering to the School's Fundraising and Donation Acceptance Code any volunteer acting on the School's behalf commits to adhering to the Code of Fundraising Practice. During 2022/23 the School complied with fundraising standards. Complaints relating to fundraising activities are raised with the Business Development Director or the Bursar. The School aims to resolve any informal complaint within 15 working days of receipt. There were no complaints during 2022/23.

Bursaries and partnerships continued to be the focus of the ADO's work in 2022/23.

The School also continued to benefit from contributions into the Annual Fund in the form of regular donations from current and past parents, Old Perseans and friends of the School.

Investment in facilities

The trustees are aware that the quality and range of the education that the School offers can only be maintained at a high level of excellence by continual investment not only in staff but also in equipment and buildings. In 2022/23 the School started the construction of a new sports hall, climbing wall and swimming pool at its Hills Road site, with completion aimed for the end of 2023/24. Construction also started on an additional floor above the Design and Technology building (completed January 2024) and the extension to the science block which is due for completion by September 2024. The School has also continued its investment in the ICT infrastructure to support and enhance its digital learning provision and in its grounds and maintenance teams and equipment.

Financial outcome

Income

Tuition fee income continues to be the principal funding source for the group. During the 2022/23 academic year the number of pupils in the School was 1,704, with 1,264 pupils in the Upper School (2021/22: 1,256); in the Prep

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283 (2021/22: 281) and the Pelican 157 (2021/22: 158). Tuition fee increases were 8.95% for all three schools (2021/22 2.95% for all three schools).

The School continued to let its facilities and residential properties and run other activities such as after school clubs, late stay, Summer School and Club Pelican in 2022/23.

Legacies and donations continue to be a most welcome and significant part of the School's income and totalled £242k during the year (2021/22: £286k).

The consolidated accounts also include the income from the School's overseas projects.

Expenditure

Staff costs continue to be the largest area of the School's expenditure, reflecting the continuing investment in staff required to support the School.

The School also spent £2,471k on the maintenance and improvement of its grounds and premises in 2022/23 (excluding staff costs and depreciation) and delivered its planned ICT programme in full, spending £794k (excluding staff costs) (2021/22: £722k).

Surplus

The overall surplus for the group for the year was £3,923k (2021/22: £3,971k). This figure, which is inclusive of fundraising, is consistent with the School's strategic and development plans. With capital expenditure of £50m over the past 13 years, and further capital expenditure on the first floor addition to the Design and Technology block, the extension to the Science block and the new indoor swimming pool and sports centre planned, the surplus is required to meet the costs of the School's investment in its plant and buildings and to pay back bank borrowings taken out to fund that investment.

Reserves

The general reserves held by the School principally represent the tangible fixed assets, largely comprising by value the land, buildings and equipment of the three schools – each on its own site. Unrestricted funds total £65,491k (2021: £61,479k) and the other unrestricted reserves consist of three designated funds to provide bursaries totalling £2,199k (2022: £2,423k) and one designated fund for those donations without a specific restriction totalling £893k (2022: £844k).

In the current economic climate, the trustees expect only modest levels of income receivable from the underlying investments in the medium-term; consequently the trustees will continue to give consideration to an increase in the level of these funds, and also seek alternative ways of obtaining future funding of bursaries and scholarships. One of the focuses of the Alumni and Development Office is the joint establishment of a permanent bursaries fund and the funding of current bursaries (depending on donor wishes), alongside donations towards the School's outreach programme.

The unrestricted funds, being largely represented by the School's land, buildings and equipment, are not liquid assets.

The restricted and endowed funds held by the School principally represent the 1910 endowment and later additions, investments for bursaries and partnerships, and the development appeal to fund new building and bursaries. Where income arises it is spent as soon as is practicable on the specified purpose. For details of restricted funds see note 16 to the accounts.

Policy on reserves

The trustees recognise the need for prudent financial management of the School's borrowings, and to build reserves over time. The current policy, successfully implemented, is to manage the net free reserves position out of free cash flow generated by operations. The School's policy generally is to build reserves to a level consistent

with prudent financial management, taking into account the need to maintain the School sites and fund future capital expenditure. The trustees review this policy annually.

The trustees view the development plan for the School as the most effective and prudent way to ensure the long-term future of the School. The Pelican, Prep and the Upper schools all have their own development plans with site and age range specific focuses. The individual school plans are co-ordinated by the Heads and Bursar to deliver a coherent whole, and each plan contains a number of common 3 - 18 elements. School development planning is both a bottom up (staff contributions) and top down (management guided) process. The Governing Board formally reviews development plans on an annual basis at the autumn meeting of the Education Committee which reports to the December meeting of the Full Board. The implementation of individual plans is also subject to review by appropriate board committees.

In agreeing the school development plan and annual foci, careful thought is given to the pace and extent of change which needs to be managed to ensure the resources and capacity exist for changes to be successfully implemented. An evaluation of the progress in implementing the development plan and the success of individual foci takes place on a termly basis at Executive Leadership Team level.

On the basis of the definition of free reserves set out by the Charities SORP (FRS102), the School has net negative free reserves. At 31 August 2023 the value of total reserves was £71.1m (£67.2m 2021/22) and net negative free reserves stood at £12,319k (£8,998k net free reserves 2021/22), being the value of unrestricted funds after deducting operational fixed assets and committed expenditure.

Investments

Investment powers and authority

The School Scheme permits the trustees to consolidate the investments and the money belonging to the School into one combined pool constituted as a common investment fund. The School's Memorandum of Association allows it to appoint an investment manager and delegate to that person discretionary powers in relation to the management of the School's investments within the limits of the School's investment policy.

Investment policy

The trustees determined in July 2006 that a good investment return and a reasonable level of security, combined with a strategic site advantage for the School would be provided by investing long term investment funds in Cambridge property which lies adjacent to the Hills Road site. Four residential properties were let to third parties for the 2022/23 financial year.

The School also has short term investment funds held for identified expenditure e.g. capital expenditure and short term bursary expenditure, and to meet general cash flow needs. For short term funds, capital preservation is of paramount importance with income generation a secondary objective. Short term assets should be held in cash or near cash investments denominated in sterling:

- (i) Either deposited by the School itself with institutions meeting the requirements of the School's Internal Treasury Management Policy, or

- (ii) Deposited by the School's authorised professional investment manager, who must be regulated by the FCA, in accordance with the investment mandate in force between the authorised professional investment manager and the School.

The performance of the investments

The School's residential investment properties were valued at 31 August 2021 by Savills (UK) Limited, Chartered Surveyors, and as at 31 August 2023 the value of the investment is shown at this market valuation of £5,935k (2022:

£5,935k). These properties represent long-term investments. Rental income of £115k was received in the year. It is anticipated that the properties will continue to be available for commercial rent during the forthcoming financial year. The Abington site, purchased in 2021/22, is shown at cost.

The School's short term investments have been placed in accordance with the policy outlined above and have achieved a return commensurate with the School's risk management and liquidity requirements and market conditions.


Performance compared with policy

Both long term and short term investments have met the overall policy of the trustees to protect the value of the capital, prior to its possible disbursement, while achieving a reasonable level of current income.

Auditors

RSM UK Audit LLP have indicated their willingness to continue in office.

The Trustees' Report and Strategic Report on pages 5 to 24 were approved by the trustees on 19 March 2024 and signed on their behalf by:



J Scott
Governor & Chair of Board of Trustees



G Proudfoot
Governor & Chair of Finance & General Purposes Committee

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic 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 the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Report.

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 9, 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 group's and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the parent charitable company's governing document, tax legislation and Charities (Protection and Social Investment) Act 2016. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

THE PERSE SCHOOL

Independent Auditors' Report to the Members of The Perse School

The most significant laws and regulations that have an indirect impact on the financial statements are The Education (Independent School Standards) Regulations 2014, Keeping Children Safe in Education under section 175 of the Education Act 2002, and the UK General Data Protection Regulation (UK GDPR). We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these law and regulations.

The group audit engagement team identified the risk of management override of controls and the completeness of certain income streams as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates and performing tests of detail in relation to completeness of income.

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

Use of our report

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

RSM UK Audit LLP

LARAGH JEANROY (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
Blenheim House
Newmarket Road
Bury St Edmunds
IP33 3SB

Date *3/5/2024*

THE PERSE SCHOOL
Consolidated Statement of Financial Activities
For the year ended 31 August 2023

| | Note | Unrestricted Funds £'000 | Designated Funds £'000 | Restricted Funds £'000 | Endowed Funds £'000 | Total Funds 2023 £'000 | Total Funds 2022 £'000 |
|--|------|--------------------------------|------------------------------|------------------------------|---------------------------|---------------------------------|---------------------------------|
| INCOME FROM: | | | | | | | |
| Donations and legacies | | - | 15 | 227 | - | 242 | 286 |
| Charitable Activities | | | | | | | |
| Tuition fees | 2 | 30,051 | - | - | - | 30,051 | 28,521 |
| Other educational income | | 1,153 | - | - | - | 1,153 | 943 |
| Other ancillary activities | 3 | 2,066 | - | - | - | 2,066 | 1,850 |
| Other Trading Activities | | | | | | | |
| Lettings | | 69 | - | - | - | 69 | 45 |
| Subsidiary trading activities | | 860 | - | - | - | 860 | 585 |
| Investments | 5 | 635 | 34 | 16 | - | 685 | 207 |
| TOTAL INCOME | | 34,834 | 49 | 243 | - | 35,126 | 32,437 |
| EXPENDITURE ON: | | | | | | | |
| Raising funds | | | | | | | |
| Fundraising | | (130) | - | - | - | (130) | (146) |
| Investment property costs | | (62) | - | - | - | (62) | (59) |
| Charitable activities | | | | | | | |
| Operating costs | | (30,165) | - | - | - | (30,165) | (27,631) |
| Bank interest | | (500) | - | - | - | (500) | (231) |
| Grants, awards and prizes | | - | - | (144) | - | (144) | (266) |
| Other activities | | (200) | - | (16) | - | (216) | (28) |
| TOTAL EXPENDITURE | 6 | (31,057) | - | (160) | - | (31,217) | (28,361) |
| NET INCOME | | 3,777 | 49 | 83 | - | 3,909 | 4,076 |
| Transfers between funds | | 228 | (224) | (4) | - | - | - |
| Other recognised gains/(losses) | | 7 | - | 7 | - | 14 | (105) |
| NET MOVEMENT IN FUNDS | 16 | 4,012 | (175) | 86 | - | 3,923 | 3,971 |
| Balances b/fwd 1 September | | 61,479 | 3,267 | 1,901 | 528 | 67,175 | 63,204 |
| Balances c/fwd 31 August | | 65,491 | 3,092 | 1,987 | 528 | 71,098 | 67,175 |

THE PERSE SCHOOL
Balance Sheets
As at 31 August 2023

Charity number: 1120654
Company registration number: 5977683

| | Note | Group 2023 £'000 | Group 2022 £'000 | School 2023 £'000 | School 2022 £'000 |
|--|------|------------------------|------------------------|-------------------------|-------------------------|
| FIXED ASSETS | | | | | |
| Tangible assets | 8 | 57,733 | 52,455 | 57,733 | 52,455 |
| Investments | 9 | 10,701 | 10,714 | 10,701 | 10,687 |
| | | <u>68,434</u> | <u>63,169</u> | <u>68,434</u> | <u>63,142</u> |
| CURRENT ASSETS | | | | | |
| Stock | | 47 | 42 | 47 | 42 |
| Debtors | 10 | 1,203 | 643 | 856 | 779 |
| Cash at bank and in hand | 11 | 15,862 | 16,080 | 15,673 | 15,562 |
| | | <u>17,112</u> | <u>16,765</u> | <u>16,576</u> | <u>16,383</u> |
| CURRENT LIABILITIES | | | | | |
| Creditors | 12 | (6,271) | (3,757) | (6,211) | (3,746) |
| NET CURRENT ASSETS | | <u>10,841</u> | <u>13,008</u> | <u>10,365</u> | <u>12,637</u> |
| TOTAL ASSETS PLUS CURRENT ASSETS | | <u>79,275</u> | <u>76,177</u> | <u>78,799</u> | <u>75,779</u> |
| CREDITORS: amounts falling due after more than one year | | | | | |
| | 13 | (8,177) | (9,002) | (8,177) | (9,002) |
| TOTAL NET ASSETS | | <u>71,098</u> | <u>67,175</u> | <u>70,622</u> | <u>66,777</u> |
| CAPITAL AND RESERVES | | | | | |
| Endowed Funds | 16 | 528 | 528 | 528 | 528 |
| Restricted Funds | 16 | 1,987 | 1,901 | 1,987 | 1,901 |
| Designated Funds | 16 | 3,092 | 3,267 | 3,092 | 3,267 |
| Unrestricted Funds | 16 | 65,491 | 61,479 | 65,015 | 61,081 |
| TOTAL FUNDS | | <u>71,098</u> | <u>67,175</u> | <u>70,622</u> | <u>66,777</u> |

As permitted by Section 408 of the Companies Act 2006, the Statement of Financial Activities of the parent Charity is not presented as part of these financial statements. The Charity's surplus for the year was £3,845k (2022: £4,064k).

The notes on pages 36 to 53 form part of these financial statements.

The financial statements were approved and authorised for issue by the trustees at their meeting on 19 March 2024 and signed by



J Scott
 Governor
 Chairman of the Board of Trustees



G Proudfoot
 Governor
 Chair of the Finance & General Purposes Committee

THE PERSE SCHOOL
Consolidated Cash Flow Statement and Notes
For the year ended 31 August 2023

| | Note | 2023 £'000 | 2022 £'000 |
|--|------|---------------|---------------|
| Net cash provided by operating activities | A | 5,111 | 6,017 |
| Cash flows from investing activities | | | |
| Investment income received | | 645 | 198 |
| Purchase of tangible fixed assets | | (4,776) | (1,901) |
| Sale of investments | | 28 | - |
| | | <u>1,008</u> | <u>4,314</u> |
| Cash flows from financing activities | | | |
| Advance fee payments received | | 411 | 498 |
| Advance fee payments utilised in payment of fees to the School | | (539) | (537) |
| Repayment of project borrowing | | (667) | (667) |
| Bank interest paid | | (431) | (207) |
| | | <u>(218)</u> | <u>3,401</u> |
| Change in cash and cash equivalents in the year | | | |
| | | <u>16,080</u> | <u>12,679</u> |
| Cash and cash equivalents at the beginning of the year | | | |
| | | <u>15,862</u> | <u>16,080</u> |
| Cash and cash equivalents at the end of the year | 11 | | |

A. RECONCILIATION OF NET MOVEMENT IN FUNDS TO CASH USED IN OPERATING ACTIVITIES

| | 2023 £'000 | 2022 £'000 |
|--|---------------|---------------|
| Net income for the year | 3,909 | 4,076 |
| Interest and rent from investments | (685) | (207) |
| Interest paid | 499 | 231 |
| Depreciation | 1,677 | 1,616 |
| (Increase) in stock | (5) | (5) |
| (Increase)/decrease in debtors | (511) | 131 |
| Increase in creditors | 227 | 175 |
| Net cash provided by operating activities | <u>5,111</u> | <u>6,017</u> |

Basis of accounting

The financial statements have been prepared under the historical cost convention and 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 (FRS102) (Charities SORP(FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the requirements of the Companies Act 2006, including the provisions of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008, and under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value.

The Perse School is an incorporated charity domiciled and registered in England, which constitutes a Public Benefit entity as defined by FRS 102. The address of its registered office is set out on page 3. Assets and liabilities are initially recognised at cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The charitable company was dormant up to 31 August 2007. Effective from 1 September 2007, the assets and undertaking relating to the Perse School, which had previously been held by the unincorporated charity registered in England and Wales numbered 311434, were transferred to the charitable company. The endowment assets remained within the unincorporated charity, renamed The Perse School Endowment, with the charitable company acting as its trustee and which, for accounting purposes, is amalgamated into the accounts of the charitable company under a Uniting Order issued by the Charity Commission. (The Perse School Endowment now carries as registration number 1120654-1).

The financial statements have been prepared in sterling, which is the functional currency of the group. Monetary amounts in these financial statements are rounded to the nearest £'000.

Going Concern

The group has net current assets of £11million at 31 August 2023. The trustees have considered the financial position of the group, the level of free reserves, liquidity, the 2023/24 budget and accompanying cash flow forecast, together with the long term strategic plan, the level of admissions and the potential future change in VAT exemptions for school activities. As a consequence, the trustees believe the group is well placed to manage its business risks successfully and that there are no material uncertainties in applying the going concern basis of preparation.

Reduced disclosures for subsidiaries

As a qualifying entity within the meaning of FRS 102, the charitable company has chosen to take advantage in its individual financial statements of the following disclosure exemptions:

- Section 7 – Presentation of a statement of cash flows, related notes and disclosures.

Group accounts

These financial statements consolidate the results of the charitable company and its wholly owned subsidiaries on a line by line basis. A separate Statement of Financial Activities has not been presented for the parent charitable company on the basis of the exemption provided under section 408 of the Companies Act 2006.

Income

Income from donations and legacies

Income received from donations, legacies and other voluntary sources where there is no stipulated use is recognised in the General Fund when received. Individual reserve funds are maintained for donations, legacies and other income received where the donor stipulates a specific use.

Income is included in the accounts at the point when the Charity is entitled to the income, there is probability of receipt and the monetary value can be measured with sufficient reliability.

Income from charitable activities

Fees and other educational income receivable are accounted for in the period in which the service is provided. Fees receivable are stated after deduction of bursaries and other allowances.

Income from other trading activities

Turnover within the group's subsidiary companies is measured at the fair value of the consideration received or receivable and represents the amounts for services or goods provided in the normal course of the business, net of discounts. Turnover is recognised upon provision of services or delivery of goods.

Lettings income is accounted for in the period to which the letting relates.

Income from investments

Rental income from the investment properties is accounted for in the period to which the rental relates. Bank interest is accounted for in the period during which the interest earning balances are held.

Expenditure

All expenditure, including irrecoverable VAT, is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category.

- **Educational costs:** comprise the costs directly attributable to the provision of education to the pupils across all four sites and include: salary costs for all teachers; salary costs for support staff who work substantially with pupils; text books, stationary and all educational materials and ICT across all sites.
- **Support costs:** comprise salary costs of staff working within central office functions such as general management and finance; insurance costs for all schools; marketing and website costs; professional fees of lawyers and general consultants; costs of postage, telephones and general office support; governance costs.
- **Welfare costs:** include the costs of providing catering and health services within the three schools as well as all costs relating to compliance with health and safety legislation.
- **Premises costs:** include all costs related to the maintenance of the school sites and grounds plus related services and depreciation.

Termination payments

The best estimate of the expenditure required to settle an obligation for termination benefits is recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Employee benefits – Pensions

Retirement benefits to employees of the charitable company and its group are provided by the Teachers' Pension Scheme (TPS) and the Aviva Pension Trust for Independent Schools (APTIS) in respect of teaching staff and the National Employment Savings Trust (NEST) and Aviva Group Personal Pension Scheme (Aviva) for all other staff.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charitable company and its group in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a projected unit credit method.

The TPS is an unfunded multi-employer scheme with contributions calculated on a pay-as-you-go basis and no obligation to fund a past deficit with no underlying assets to assign between employers. Consequently there is insufficient information to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions are recognised in the period to which they relate.

Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

The APTIS, NEST and Aviva Schemes are defined contribution schemes, the assets of the schemes being held separately from those of the School in independently administered funds.

Contributions are made for teaching staff to the Teachers' Pension Scheme. Contributions are also made for teaching staff to APTIS and for support staff to group personal pension schemes which are of a defined contribution nature. The costs of the School's contributions to all schemes are charged to the Statement of Financial Activities as they fall due.

Employee benefits - Other

Short term employee benefits including holiday pay are recognised as an expense in the period in which the services are received from the employee involved.

Tangible Assets

Tangible fixed assets of a long-term nature with a cost exceeding £5,000 are capitalised on the balance sheet as fixed assets and depreciated as detailed below. Land and buildings acquired prior to 1995 are shown at their historic valuation less depreciation of the buildings.

Depreciation is provided at the following annual rates in order to write off each asset over its useful economic life: Freehold buildings 50 years straight line; new artificial surfaces 20 years straight line; Plant, equipment, furniture and fittings 6 years straight line; pianos 10 years straight line; ICT equipment 3 years straight line; Databases over their expected useful economic life.

Freehold land

Freehold land is not depreciated.

Operating leases

Payments made under operating leases are written off to the Statement of Financial Activities on a straight line basis over the lease term.

Investments

Investment properties are carried in the balance sheet at market value. The properties are valued in accordance with section 10 of Charities SORP FRS 102, i.e. at open market value, with the intention of obtaining a revaluation by an external valuer at least once every three years or at any stage if the trustees have reason to believe that values have changed materially. Investment properties are not depreciated. Investment property income is included in the Statement of Financial Activities on a receivable basis.

Investments in the subsidiary companies are accounted for in the balance sheet at cost less impairment.

Stocks

Stocks are included in the balance sheet at the lower of cost and net realisable value.

Debtors

Trade and other debtors are recognised as the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any discounts due.

Cash at bank and in hand

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

Creditors or provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised as their settlement amount after allowing for any trade discounts due. Provisions are measured at the best estimate of the amounts required to settle the obligation.

Fees received in advance of education to be provided in future years are accounted for as a liability until either taken to income in the term when used or else refunded.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Funds

Unrestricted funds comprise the accumulated funds which are neither restricted nor designated funds. They are available for use at the discretion of the trustees in furtherance of the general objects of the charitable company.

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purpose and use of the designated funds are set out in the notes to the accounts.

Restricted funds comprise the unexpended balance of donations and grants held in trust to be applied for specific purposes.

Endowed funds comprise trust funds which are subject to specific trusts declared by the donors or with their authority. The condition of the trust is that the capital element is not expendable. The income arising from the investments is applied only in accordance with the conditions imposed by the donors (where specified) or for the general purposes of the School.

Tax accounting policy

The School is a registered charity and it is not liable to United Kingdom income tax or corporation tax on charitable activities. The School is a registered charity, and as such is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried on in the furtherance of the school's primary objectives, if these profits and surpluses are applied solely for charitable purposes.

1. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

In the application of the Charitable Group's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Critical areas of judgement

In addition to the trustees' assessment of the going concern status of the group, the following other specific judgements, estimates and assumptions were critical to the preparation of these financial statements:

Useful economic lives of tangible fixed assets

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. Useful economic lives and residual values are reviewed annually and reassessed where necessary to better reflect the actual usage of the assets involved.

Provision of fee debtors

The trustees consider whether fee debtors are recoverable. Where there is an indication that recoverability is unlikely, the amounts involved are recognised as a provision for bad debts. This assessment requires an estimation of future likely cash flows in order to calculate the appropriate amount of any provision.

| | 2023 £'000 | 2022 £'000 |
|---|----------------|----------------|
| 2. TUITION FEES | | |
| Gross fees | 31,582 | 29,882 |
| Less: total bursaries, scholarships and allowances | <u>(1,675)</u> | <u>(1,627)</u> |
| | 29,907 | 28,255 |
| Add back: bursaries and allowances paid for by restricted funds | 144 | 266 |
| | <u>30,051</u> | <u>28,521</u> |
| 3. OTHER ANCILLARY ACTIVITIES | | |
| School lunches | 1,449 | 1,341 |
| Tuck shop and vending machines | 116 | 88 |
| Sundry income | <u>501</u> | <u>421</u> |
| | <u>2,066</u> | <u>1,850</u> |

4. SUBSIDIARY TRADING ACTIVITIES

The charitable company controls all of the issued share capital of two trading subsidiary companies (see note 9), each of which is incorporated in England and Wales – please refer to page 4 for a list of these companies. The registered office for both subsidiaries is The Perse School, Hills Road, Cambridge, CB2 8QF. The Perse School Trading Company Limited has been dormant since 1 September 2019. The Perse School Cambridge International Limited is engaged in commercial trading activities relating to and in support of the charitable company, and it donates all of its taxable profits to the parent entity under Gift Aid each year. The results and financial position of this trading subsidiary is summarised in aggregate below using information extracted from the audited financial statements.

THE PERSE SCHOOL
Notes to the Consolidated Financial Statements
For the year ended 31 August 2023

4. SUBSIDIARY TRADING ACTIVITIES

| | 2023 | 2022 |
|-------------------------|-------------|--------------|
| | £'000 | £'000 |
| Turnover | 861 | 585 |
| Operating costs | (364) | (166) |
| Other recognised losses | - | (23) |
| Profit for the year | <u>497</u> | <u>396</u> |
| | | |
| Total assets | 547 | 555 |
| Total liabilities | <u>(73)</u> | <u>(159)</u> |
| Total funds | <u>474</u> | <u>396</u> |

Transactions during the year between the charitable company and its subsidiaries are detailed below:

| | 2023 | 2022 |
|---|--------------|--------------|
| | £'000 | £'000 |
| Owed by subsidiary companies to the School at 1 September | 153 | 66 |
| Recharges for services in the year | 178 | 154 |
| Gift Aid receipts | 420 | 57 |
| Cash receipts from the subsidiary companies | <u>(740)</u> | <u>(124)</u> |
| Owed by subsidiary companies to the School at 31 August | <u>11</u> | <u>153</u> |

| 5. INVESTMENT INCOME | Unrestricted | Designated | Restricted | Total | Total |
|-------------------------|--------------|------------|------------|------------|------------|
| | Funds | Funds | Funds | 2023 | 2022 |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Lettings income | 110 | - | 5 | 115 | 149 |
| Bank and other interest | <u>525</u> | <u>34</u> | <u>11</u> | <u>570</u> | <u>58</u> |
| | <u>635</u> | <u>34</u> | <u>16</u> | <u>685</u> | <u>207</u> |

6. TOTAL EXPENDITURE

| | Staff costs | Depreciation | Other costs | 2023 | 2022 |
|------------------------------|---------------|--------------|--------------|---------------|---------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Cost of raising funds | | | | | |
| Fundraising | 92 | - | 38 | 130 | 146 |
| Investment property costs | - | - | 62 | 62 | 59 |
| Charitable activities | | | | | |
| Educational | 16,360 | - | 2,542 | 18,902 | 16,873 |
| Premises | 1,691 | 1,677 | 2,471 | 5,839 | 6,046 |
| Welfare | 126 | - | 1,928 | 2,054 | 1,860 |
| Support | 2,058 | - | 1,312 | 3,370 | 2,852 |
| Total school operating costs | <u>20,235</u> | <u>1,677</u> | <u>8,253</u> | <u>30,165</u> | <u>27,631</u> |
| | | | | | |
| Bank interest | - | - | 500 | 500 | 231 |
| Grants, awards and prizes | - | - | 144 | 144 | 266 |
| | | | | | |
| Other activities | - | - | 216 | 216 | 28 |
| | | | | | |
| Total | <u>20,327</u> | <u>1,677</u> | <u>9,213</u> | <u>31,217</u> | <u>28,361</u> |

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Support costs relate to School operating costs consisting principally of administration and bursary department expenditure.

| | 2023 | 2022 |
|---------------------------------|--------------|--------------|
| | £'000 | £'000 |
| Other costs for School running | 563 | 458 |
| Marketing and communications | 158 | 148 |
| Insurance and professional fees | 526 | 424 |
| Governance | 4 | 13 |
| | <u>1,251</u> | <u>1,043</u> |

Operating Leases

The amount paid under operating leases during the year was £403k (2022: £306k).

Auditor's Remuneration

Fees payable to the auditor for statutory audit during the year were £19k (2022: £19k) for the School, £nil (2022: £nil) for The Perse School Trading Company Limited and £1k (2021: £1k) for The Perse School Cambridge International Limited. Fees payable for tax compliance were £4k for the School (2022:£nil) and £2k (2022: £2k) for The Perse School Cambridge International Limited.

7. STAFF COSTS

| | 2023 | 2022 |
|--------------------------|---------------|---------------|
| | £'000 | £'000 |
| Group | | |
| Gross salaries | 15,575 | 14,382 |
| National insurance costs | 1,780 | 1,547 |
| Pension costs | 2,904 | 2,635 |
| Other costs | 68 | 60 |
| | <u>20,327</u> | <u>18,624</u> |

Included in the above figures are termination payments of £47k (2022: £42k) for the School. No funding was received in relation to these payments.

The average number of employees of the School and the Group during the year is shown below:

| | 2023 | 2022 |
|-------------|------------|------------|
| | No. | No. |
| Teaching | 198 | 195 |
| Support | 173 | 173 |
| Fundraising | 3 | 4 |
| | <u>374</u> | <u>372</u> |

THE PERSE SCHOOL
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The number of employees receiving gross pay net of salary sacrifice and inclusive of the value of benefits-in-kind were:

| | 2023 | 2022 |
|---------------------|------|------|
| | No. | No. |
| £60,000 - £70,000 | 35 | 30 |
| £70,001 - £80,000 | 15 | 9 |
| £80,001 - £90,000 | 4 | 5 |
| £90,001 - £100,000 | 3 | 1 |
| £100,001 - £110,000 | - | 2 |
| £110,001 - £120,000 | 2 | - |
| £120,001 - £130,000 | 1 | 1 |
| £140,001 - £150,000 | - | 1 |
| £170,001 - £180,000 | 1 | - |
| £250,001 - £260,000 | 1 | 1 |

The gross pay included in the salary band £250,001 - £260,000 includes additional salary in lieu of employer pension contributions. The number of higher paid staff with benefits accruing under defined benefit schemes was 54 (2022:44).

The key management personnel of the Group and the School comprise the trustees, the Bursar, the Heads and Deputy Heads of the Upper School, the Perse Preparatory School and the Perse Pelican Nursery and Pre-preparatory School, the Director of Communications, the Development Director, the Director of HR, the Director of ICT, the Deputy Bursar and the Business Development Director. The total employee benefits of the key management personnel of the Group and the School were £2,169k (2022: £1,991k) and comprise gross pay net of salary sacrifice, benefits-in-kind and employers' national insurance and pension contributions.

Trustees

The trustees received no remuneration during the year (2022:£nil). No trustees were reimbursed for travel expenses in connection with meetings of the trustees (2022: £1k); £nil was spent on training costs for trustees in the year (2022: nil). Indemnity insurance for trustees is included in the School's professional indemnity insurance premium of £8k (2022: £8k). Donations made by trustees totalled £7k (2022: £16k).

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| 8. FIXED ASSETS OF THE GROUP AND THE SCHOOL | Freehold land and Buildings £'000 | Plant, equipment Furniture & fittings £'000 | Total £'000 |
|--|--|---|----------------|
| Cost or valuation | | | |
| At 1 September 2022 | 65,727 | 1,507 | 67,234 |
| Additions | 6,554 | 405 | 6,959 |
| Disposals | - | (43) | (43) |
| At 31 August 2023 | <u>72,281</u> | <u>1,869</u> | <u>74,150</u> |
| Depreciation | | | |
| At 1 September 2022 | 13,957 | 822 | 14,779 |
| Charge for the year | 1,406 | 271 | 1,677 |
| On disposals | - | (39) | (39) |
| At 31 August 2023 | <u>15,363</u> | <u>1,054</u> | <u>16,417</u> |
| Net book value | | | |
| At 31 August 2023 | <u>56,918</u> | <u>815</u> | <u>57,733</u> |
| At 31 August 2022 | <u>51,770</u> | <u>685</u> | <u>52,455</u> |

Included within tangible fixed assets are the following which are not depreciated:

| | 2023 £'000 | 2022 £'000 |
|--------------------------------------|---------------|---------------|
| Land | 856 | 856 |
| Assets in the course of construction | 7,599 | 1,157 |
| Performing Arts Centre Public Art | 94 | 94 |

9. FIXED ASSET INVESTMENTS

| GROUP | Freehold land and buildings £'000 | Other Investments £'000 | Total £'000 | |
|-------------------|---|--------------------------------|-------------------------------|----------------|
| Cost or valuation | | | | |
| At 1 September | 7,485 | 3,229 | 10,714 | |
| Disposals | - | (27) | (27) | |
| Revaluation | - | 14 | 14 | |
| At 31 August | <u>7,485</u> | <u>3,216</u> | <u>10,701</u> | |
| SCHOOL | Freehold land and buildings £'000 | Group Undertakings £'000 | Other Investments £'000 | Total £'000 |
| Cost or valuation | | | | |
| At 1 September | 7,485 | - | 3,202 | 10,687 |
| Revaluation | - | - | 14 | 14 |
| At 31 August | <u>7,485</u> | <u>-</u> | <u>3,216</u> | <u>10,701</u> |

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The opening balance of freehold land and buildings comprises four residential properties and the former Cambridge International School site in Abington adjacent to the School's playing fields. All four residential properties were available for commercial letting throughout the year in 2023; (2022: four properties). A professional valuation was undertaken by Savills (UK) Limited, Chartered Surveyors, in January 2022 who confirmed the valuation of the properties as at 31 August 2021. Additions are shown at cost (including refurbishment). The Abington site is held for the potential expansion of the School's facilities.

Other investments are 679,748.04 COIF Charities Ethical Investment Fund Accumulation Units, purchased for £3million with a mid market valuation at 31 August 2023 of £3.216million. During the year the shares in the unlisted company, Blutick Limited, were sold.

The School owns the whole share capital (amounting to £100) of The Perse School Trading Company Limited. The company was dormant from 1 September 2019 (see note 4).

The School owns the whole share capital (amounting to £1) of The Perse School Cambridge International Limited. The principal activities of the company are advising on the setting up of and the provision of services to overseas schools and the licensing of the School's brand internationally and the provision of educational consultancy services and content for on-line learning platforms. The company was incorporated in England and Wales on 15 January 2018. At 31 August 2023, the company had turnover of £861k (2022: £585k), profit before taxation of £497k (2022: £396k) and net assets of £474k (2022: £396k).

| | Group 2023 £'000 | Group 2022 £'000 | School 2023 £'000 | School 2022 £'000 |
|-------------------------------------|------------------------|------------------------|-------------------------|-------------------------|
| 10. DEBTORS | | | | |
| Trade debtors | 802 | 414 | 444 | 414 |
| Other debtors | 10 | 19 | 10 | 19 |
| Amounts owed by subsidiary | - | - | 11 | 153 |
| Prepayments and accrued income | 391 | 210 | 391 | 193 |
| | <u>1,203</u> | <u>643</u> | <u>856</u> | <u>779</u> |
| | | | | |
| | | | | |
| | | | | |
| 11. CASH AT BANK AND IN HAND | | | | |
| Cash at bank and in hand | <u>15,862</u> | <u>16,080</u> | <u>15,673</u> | <u>15,562</u> |

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| | Group 2023 £'000 | Group 2022 £'000 | School 2023 £'000 | School 2022 £'000 |
|--|------------------------|------------------------|-------------------------|-------------------------|
| 12. CREDITORS DUE WITHIN ONE YEAR | | | | |
| PAC loan | 667 | 667 | 667 | 667 |
| Trade creditors | 2,202 | 717 | 2,195 | 707 |
| Tax and social security costs | 467 | 450 | 467 | 451 |
| Accruals and deferred income | 1,301 | 286 | 1,248 | 284 |
| Advance fee payment scheme (note 13) | 473 | 429 | 473 | 429 |
| Fees paid in advance | 629 | 759 | 629 | 759 |
| Other creditors | 532 | 449 | 532 | 449 |
| | <u>6,271</u> | <u>3,757</u> | <u>6,211</u> | <u>3,746</u> |

| | Group 2023 £'000 | Group 2022 £'000 | School 2023 £'000 | School 2022 £'000 |
|---|------------------------|------------------------|-------------------------|-------------------------|
| 13. CREDITORS DUE AFTER MORE THAN ONE YEAR | | | | |
| PAC loan | 8,000 | 8,666 | 8,000 | 8,666 |
| Advance fee payment scheme (note 14) | 177 | 336 | 177 | 336 |
| | <u>8,177</u> | <u>9,002</u> | <u>8,177</u> | <u>9,002</u> |

| | | | | |
|----------------------------|-----|-----|-----|-----|
| Repayable >1 yr < 2 yrs | | | | |
| PAC loan | 666 | 666 | 666 | 666 |
| Advance fee payment scheme | 143 | 211 | 143 | 211 |

| | | | | |
|----------------------------|-------|-------|-------|-------|
| Repayable >2 yrs < 5yrs | | | | |
| PAC loan | 1,998 | 1,998 | 1,998 | 1,998 |
| Advance fee payment scheme | 34 | 125 | 34 | 125 |

| | | | | |
|------------------|--------------|--------------|--------------|--------------|
| Repayable >5 yrs | | | | |
| PAC loan | 5,336 | 6,002 | 5,336 | 6,002 |
| | <u>8,177</u> | <u>9,002</u> | <u>8,177</u> | <u>9,002</u> |

A term loan of up to £12 million was agreed with Lloyds Bank plc on 22 January 2016. The interest rate on this loan is 1.81% over base rate. The loan is repayable over eighteen years in equal termly instalments, commencing when the loan is fully drawn down and the first repayment was made in September 2018. The purpose of the loan was to finance the construction of the Performing Arts Centre.

The term loan is secured by a charge on the School's Glebe Road properties, the Preparatory School site and the Upper School site.

14. ADVANCE FEE PAYMENTS OF THE GROUP AND THE SCHOOL

The School accepts payment of fees in advance from parents covering periods of up to 7 academic years. No guarantee is provided by the School regarding the future level of fees.

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

| | 2023 £'000 | 2022 £'000 |
|----------------------------|---------------|---------------|
| Within one year | 473 | 429 |
| More than one year | | |
| - Within one to two years | 143 | 211 |
| - Within two to five years | 34 | 125 |
| | <u>177</u> | <u>336</u> |
| Total advance fee payments | <u>650</u> | <u>765</u> |

The balance represents the accrued liability under the contracts. Movements during the year were:

| | 2023 £'000 | 2022 £'000 |
|--|---------------|---------------|
| Balance at the beginning of the year | 765 | 793 |
| New contracts | 411 | 498 |
| Amounts accrued to contracts as debt-financing costs | 13 | 11 |
| Amounts utilised in payment of fees to the School | (539) | (537) |
| Balance at the end of the year | <u>650</u> | <u>765</u> |

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

| | Tangible fixed assets | Investments | Net Current Assets | Long term Liabilities | Total |
|--------------------|--------------------------|---------------|-----------------------|--------------------------|---------------|
| 2023 | £'000 | £'000 | £'000 | £'000 | £'000 |
| GROUP | | | | | |
| Endowed Funds | 35 | 493 | - | - | 528 |
| Restricted Funds | - | 1,538 | 449 | - | 1,987 |
| Designated Funds | - | 707 | 2,385 | - | 3,092 |
| Unrestricted Funds | 57,698 | 7,963 | 8,007 | (8,177) | 65,491 |
| | <u>57,733</u> | <u>10,701</u> | <u>10,841</u> | <u>(8,177)</u> | <u>71,098</u> |
| SCHOOL | | | | | |
| Endowed Funds | 35 | 493 | - | - | 528 |
| Restricted Funds | - | 1,538 | 449 | - | 1,987 |
| Designated Funds | - | 707 | 2,385 | - | 3,092 |
| Unrestricted Funds | 57,698 | 7,963 | 7,531 | (8,177) | 65,015 |
| | <u>57,733</u> | <u>10,701</u> | <u>10,365</u> | <u>(8,177)</u> | <u>70,622</u> |

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| 2022 | Tangible fixed assets | Investments | Net Current Assets | Long term Liabilities | Total |
|--------------------|--------------------------|---------------|-----------------------|--------------------------|---------------|
| GROUP | £'000 | £'000 | £'000 | £'000 | £'000 |
| Endowed Funds | 35 | 493 | - | - | 528 |
| Restricted Funds | - | 1,620 | 281 | - | 1,901 |
| Designated Funds | - | 707 | 2,560 | - | 3,267 |
| Unrestricted Funds | 52,420 | 7,894 | 10,167 | (9,002) | 61,479 |
| | <u>52,455</u> | <u>10,714</u> | <u>13,008</u> | <u>(9,002)</u> | <u>67,175</u> |
| SCHOOL | | | | | |
| Endowed Funds | 35 | 493 | - | - | 528 |
| Restricted Funds | - | 1,620 | 281 | - | 1,901 |
| Designated Funds | - | 707 | 2,560 | - | 3,267 |
| Unrestricted Funds | 52,420 | 7,867 | 9,796 | (9,002) | 61,081 |
| | <u>52,455</u> | <u>10,687</u> | <u>12,637</u> | <u>(9,002)</u> | <u>66,777</u> |

16. CAPITAL AND RESERVES OF THE GROUP AND THE SCHOOL - 2023

GROUP UNRESTRICTED AND TOTAL FUNDS

| | Endowed | Restricted | Designated | Unrestricted | Total |
|-----------------|------------|--------------|--------------|---------------|---------------|
| Balance at 2022 | 528 | 1,901 | 3,267 | 61,479 | 67,175 |
| Income | - | 243 | 49 | 34,773 | 35,065 |
| Expenditure | - | (160) | - | (30,996) | (31,156) |
| Revaluation | - | 7 | - | 7 | 14 |
| Transfers | - | (4) | (224) | 228 | - |
| Balance at 2023 | <u>528</u> | <u>1,987</u> | <u>3,092</u> | <u>65,491</u> | <u>71,098</u> |

SCHOOL UNRESTRICTED AND TOTAL FUNDS

| | Endowed | Restricted | Designated | Unrestricted | Total |
|-----------------|------------|--------------|--------------|---------------|---------------|
| Balance at 2022 | 528 | 1,901 | 3,267 | 61,081 | 66,777 |
| Income | - | 243 | 49 | 34,773 | 35,065 |
| Expenditure | - | (160) | - | (31,074) | (31,234) |
| Revaluation | - | 7 | - | 7 | 14 |
| Transfers | - | (4) | (224) | 228 | - |
| Balance at 2023 | <u>528</u> | <u>1,987</u> | <u>3,092</u> | <u>65,015</u> | <u>70,622</u> |

GROUP AND SCHOOL ENDOWED FUNDS

| | Endowment | CCC Bursary | Farrell Bursary | Pye Foundation |
|-----------------|------------|----------------|--------------------|-------------------|
| | £'000 | £'000 | £'000 | £'000 |
| Balance at 2022 | 335 | 60 | 18 | 26 |
| Income | - | - | - | - |
| Expenditure | - | - | - | - |
| Revaluation | - | - | - | - |
| Transfers | - | - | - | - |
| Balance at 2023 | <u>335</u> | <u>60</u> | <u>18</u> | <u>26</u> |

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| | Enduring Gift Bursaries £'000 | Rouse Award £'000 | Aristotelian Award £'000 | Total £'000 |
|-----------------|-------------------------------------|-------------------------|--------------------------------|----------------|
| Balance at 2022 | 75 | 10 | 4 | 528 |
| Income | - | - | - | - |
| Expenditure | - | - | - | - |
| Revaluation | - | - | - | - |
| Transfers | - | - | - | - |
| Balance at 2023 | 75 | 10 | 4 | 528 |

GROUP AND SCHOOL RESTRICTED FUNDS

| | Prizes and Travel £'000 | CCC Bursary £'000 | AC Hawkins Bequest £'000 | Old Perseans £'000 |
|-----------------|-------------------------------|-------------------------|--------------------------------|--------------------------|
| Balance at 2022 | 82 | - | 15 | 30 |
| Income | 3 | 1 | - | - |
| Expenditure | (2) | (1) | - | (5) |
| Revaluation | - | - | - | - |
| Transfers | - | - | - | - |
| Balance at 2023 | 83 | - | 15 | 25 |

| | Millennium Bursary £'000 | Earnshaw Smith Bursary £'000 | Neve Bursary £'000 | Annual Fund £'000 | Most Good £'000 |
|-----------------|--------------------------------|---------------------------------------|--------------------------|-------------------------|-----------------------|
| Balance at 2022 | 64 | 212 | 4 | 351 | - |
| Income | 1 | 1 | - | 60 | 159 |
| Expenditure | - | (10) | - | (48) | - |
| Revaluation | - | 1 | - | 1 | - |
| Transfers | - | - | - | - | - |
| Balance at 2023 | 65 | 204 | 4 | 364 | 159 |

| | Enduring Gift PAC £'000 | Enduring Gift Bursaries £'000 | Enduring Gift Outreach £'000 | Enduring Gift PES £'000 | Total £'000 |
|-----------------|-------------------------------|-------------------------------------|---------------------------------------|-------------------------------|----------------|
| Balance at 2022 | 203 | 877 | 36 | 27 | 1,901 |
| Income | 2 | 13 | 2 | 1 | 243 |
| Expenditure | - | (87) | (5) | (2) | (160) |
| Revaluation | - | 4 | - | 1 | 7 |
| Transfers | (4) | - | - | - | (4) |
| Balance at 2023 | 201 | 807 | 33 | 27 | 1,987 |

GROUP AND SCHOOL DESIGNATED FUNDS

| | Enduring Gift £'000 | Current Bursaries £'000 | Future Bursaries £'000 | Travel Bursaries £'000 | Total £'000 |
|-----------------|---------------------------|-------------------------------|------------------------------|------------------------------|----------------|
| Balance at 2022 | 844 | 1,076 | 1,325 | 22 | 3,267 |
| Income | 49 | - | - | - | 49 |
| Expenditure | - | - | - | - | - |
| Revaluation | - | - | - | - | - |
| Transfers | - | 126 | (350) | - | (224) |
| Balance at 2023 | 893 | 1,202 | 975 | 22 | 3,092 |

CAPITAL AND RESERVES OF THE GROUP AND THE SCHOOL - 2022

GROUP UNRESTRICTED AND TOTAL FUNDS

| | Endowed | Restricted | Designated | Unrestricted | Total |
|-----------------|---------|------------|------------|--------------|----------|
| Balance at 2021 | 528 | 2,219 | 3,381 | 57,076 | 63,204 |
| Income | - | 104 | 181 | 32,152 | 32,437 |
| Expenditure | - | (294) | - | (28,067) | (28,361) |
| Revaluation | - | (44) | - | (61) | (105) |
| Transfers | - | (84) | (295) | 379 | - |
| Balance at 2022 | 528 | 1,901 | 3,267 | 61,479 | 67,175 |

SCHOOL UNRESTRICTED AND TOTAL FUNDS

| | Endowed | Restricted | Designated | Unrestricted | Total |
|-----------------|---------|------------|------------|--------------|----------|
| Balance at 2021 | 528 | 2,219 | 3,381 | 57,018 | 63,146 |
| Income | - | 104 | 181 | 31,762 | 32,047 |
| Expenditure | - | (294) | - | (28,040) | (28,334) |
| Revaluation | - | (44) | - | (38) | (82) |
| Transfers | - | (84) | (295) | 379 | - |
| Balance at 2022 | 528 | 1,901 | 3,267 | 61,081 | 66,777 |

GROUP AND SCHOOL ENDOWED FUNDS

| | Endowment £'000 | CCC Bursary £'000 | Farrell Bursary £'000 | Pye Foundation £'000 |
|-----------------|--------------------|-------------------------|-----------------------------|----------------------------|
| Balance at 2021 | 335 | 60 | 18 | 26 |
| Income | - | - | - | - |
| Expenditure | - | - | - | - |
| Revaluation | - | - | - | - |
| Transfers | - | - | - | - |
| Balance at 2022 | 335 | 60 | 18 | 26 |

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| | Enduring Gift Bursaries £'000 | Rouse Award £'000 | Aristotelian Award £'000 | Total £'000 |
|-----------------|-------------------------------------|----------------------|--------------------------------|----------------|
| Balance at 2021 | 75 | 10 | 4 | 528 |
| Income | - | - | - | - |
| Expenditure | - | - | - | - |
| Revaluation | - | - | - | - |
| Transfers | - | - | - | - |
| Balance at 2022 | 75 | 10 | 4 | 528 |

GROUP AND SCHOOL RESTRICTED FUNDS

| | Prizes and Travel £'000 | CCC Bursary £'000 | AC Hawkins Bequest £'000 | Old Perseans £'000 |
|-----------------|-------------------------------|-------------------------|--------------------------------|--------------------------|
| Balance at 2021 | 80 | - | 15 | 34 |
| Income | 6 | - | - | 1 |
| Expenditure | (4) | - | - | (5) |
| Revaluation | - | - | - | - |
| Transfers | - | - | - | - |
| Balance at 2022 | 82 | - | 15 | 30 |

| | Millennium Bursary £'000 | Earnshaw Smith Bursary £'000 | Neve Bursary £'000 | Annual Fund £'000 | Capital Works £'000 |
|-----------------|--------------------------------|---------------------------------------|--------------------------|-------------------------|---------------------------|
| Balance at 2021 | 65 | 226 | 4 | 340 | 80 |
| Income | - | - | - | 66 | - |
| Expenditure | (1) | (9) | - | (48) | - |
| Revaluation | - | (5) | - | (7) | - |
| Transfers | - | - | - | - | (80) |
| Balance at 2022 | 64 | 212 | 4 | 351 | - |

| | Enduring Gift PAC £'000 | Enduring Gift Bursaries £'000 | Enduring Gift Outreach £'000 | Enduring Gift PES £'000 | Total £'000 |
|-----------------|-------------------------------|-------------------------------------|------------------------------------|-------------------------------|----------------|
| Balance at 2021 | 210 | 1,095 | 39 | 31 | 2,219 |
| Income | 1 | 24 | 6 | - | 104 |
| Expenditure | - | (215) | (9) | (4) | (294) |
| Revaluation | (4) | (27) | - | - | (44) |
| Transfers | (4) | - | - | - | (84) |
| Balance at 2022 | 203 | 877 | 36 | 27 | 1,901 |

GROUP AND SCHOOL DESIGNATED FUNDS

| | Enduring Gift £'000 | Current Bursaries £'000 | Future Bursaries £'000 | Travel Bursaries £'000 | Total £'000 |
|-----------------|---------------------------|-------------------------------|------------------------------|------------------------------|----------------|
| Balance at 2021 | 655 | 1,029 | 1,675 | 22 | 3,381 |
| Income | 181 | - | - | - | 181 |
| Expenditure | - | - | - | - | - |
| Revaluation | - | - | - | - | - |
| Transfers | 8 | 47 | (350) | - | (295) |
| Balance at 2022 | 844 | 1,076 | 1,325 | 22 | 3,267 |

Enduring Gift

In March 2015 the School launched its 'Enduring Gift' campaign. Donations received through the Enduring Gift campaign were allocated between the following fund categories:

Endowed funds: donations where the donor has stipulated that the income generated should provide bursaries for the future.

Restricted funds: donations received for the provision of bursaries, the Performing Arts Centre and Outreach.

Designated funds: donations received which may be used at the discretion of the Trustees in furtherance of the general objects of the charity but principally designated for the provision of bursaries and outreach.

Thereafter, the focus of the School's fundraising has been for the support of bursaries and outreach.

ENDOWED FUNDS

Endowment

In accordance with a Charity Commission Order, £299,418 of the School's permanent endowment was expended in 2000/01 to build a sports hall and sixth form centre. The order requires that the funds spent on the buildings must be replaced by an annual transfer from the general fund over 20 years in instalments of £14,971 per annum. The endowment fund relates to the amounts transferred over the last 20 years totalling £299,418 and £35,035 being the original capital of the independent educational regional charity scheme of 1910.

Bursaries and scholarships

The Cambridgeshire County Council (CCC) Bursary was established in 1978 from a donation of £16,000. The donation was made to generate income to provide bursaries for the benefit of children who at the time of the award are day pupils from maintained primary schools in Cambridge.

The Farrell Bursary was established in 1978 by a donation of £5,000 in memory of Michael Farrell from his widow. Income is applied in making bursary awards to pupils resident within 25 miles of the city of Cambridge.

The Pye Bursary was established and endowed in 1978 by a donation of £7,000 from the Pye Foundation. Income is applied in making bursary awards to pupils resident within 25 miles of the city of Cambridge.

In June 2017 a donation was received for £10,000 to fund prizes for the School's annual Rouse Awards and in 2021 £4,000 was received to fund the Aristotelian Prize.

RESTRICTED FUNDS

Prizes and Travel

The Prizes and Travel Fund was set up from various donations and bequests to be used for the awarding of prizes to pupils of the School and from donations from Rouse (1965) of £1,600 and Cooper (1971) of £1,000 and Howie and Perrett (1988) of £1,000 to be used for travel bursaries which are awarded annually at the Head's discretion.

The A C Hawkins Bequest Fund was established in 1973 out of a legacy of £7,132 to be applied towards helping pupils learn to swim.

Bursaries and Scholarships

The Old Persean Society made a donation in 2000 of £69,707. Income and capital generated by the donation is to be used to provide bursaries for sixth form students.

The Millennium Appeal Bursary Fund was set up from donations and bequests to the School from a campaign appeal launched in 1997.

The estate of Georgina Earnshaw-Smith gifted funds for a bursary to be established in the name of her late husband, Eric Earnshaw-Smith, relating to classical, literary, other arts or humanities studies.

A legacy was received in 2011 from the late Maureen Neve with the clear requests that the money be used to provide a bursary or bursaries. The first Neve bursary was awarded in the 2011/12 academic year.

Annual Fund

The Annual Fund was established in 2002. This is an annual appeal encouraging regular donations to raise funds for bursaries and specific projects nominated by the School. Three pupils currently benefit from Annual Fund bursaries (2022: 3).

Capital works

The Capital Works Funds consists of a donation towards the cost of the kitchen refurbishment (included within fixed assets) in 2018 which is being released to unrestricted reserves over five years.

Most Good

Where donors are linked to an existing campaign, such as the Annual Fund or An Enduring Gift, donations received are included within these funds' income. The School has two new initiatives – the Leavers' Gift (both Prep and Upper) and the Giving Day. Donations from these specific activities, and amounts received from new donors, have been included under 'Most Good' as the fundraising initiative is for donations which will go towards either bursaries or outreach – to do the most good.

DESIGNATED FUNDS

The Current Bursaries Fund was set up in order to assist with the financing of means-tested bursary awards. The fund was established from allocations from the income and expenditure account. An amount has been transferred from unrestricted funds to the Current Bursaries Fund so as to maintain the level of the fund at the equivalent of approximately one full academic year's worth of bursary awards, which is estimated to be £1,200k for the year 2023/24.

The Future Bursaries Fund was established in 2011/12, and the opening balance is made up of transfers from unrestricted funds of the annual balance between 5% of gross fee income and actual bursary spend in the year funded by the School from that year's operations, up to and including the year ended 31 August 2020. The fund is now being expended at a rate of £350k per annum, via transfer to unrestricted reserves, to fund bursaries provided by the School.

The Travel Bursaries Fund was established to provide means tested assistance for some school trips.

17. PENSION ARRANGEMENTS

Defined Benefit Scheme

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions 2014. Membership is automatic for teachers in academies. All teachers have the option to opt-out of the TPS following enrolment. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions along with those made by employers are credited to the Exchequer. The academy trust has accounted for its contributions to the scheme as if it were a defined contribution scheme. The academy trust has set out below the information available on the scheme.

Valuation of the Teachers' Pension Scheme

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

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

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

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

The employer's pension costs paid to TPS in the period amounted to £2,321k (2022: £2,130k).

Group Personal Pension Schemes

The School operates three group personal pension schemes. The Schemes are defined contribution schemes, the assets of the schemes being held separately from those of the School in independently administered funds. The School's contributions to the schemes were 13.75% (2022: 13.75%) for the Aviva non teaching staff pension scheme with employee contributions of 6.25% (2022: 6.25%). The second scheme is the NEST scheme which the School uses to fulfil its obligations under auto-enrolment legislation. Contribution rates for this scheme were 6% for the employer (2022: 6%) and 3% for employees (2022: 3%). The third scheme is the APTIS (Aviva Pension Trust for Independent Schools) scheme which is available to those members of the teaching staff as an alternative to the Teachers' Pension Scheme. Contribution rates for this scheme were up to 23.68% (combined pension and death in service benefit) (2022:23.68%) maximum, although employees may opt for a lower employer contribution to be paid, subject to a minimum of 13.75% with additional taxable salary received in lieu. Employee contributions were 6.25% minimum (2022: 6.25%)

Employer contributions paid to the schemes in the year were £572k (2022: £504k) and the amount due to the schemes at 31 August 2023 was £71k (2022: £55k).

18. RELATED PARTY TRANSACTIONS

Four trustees (2022: four) had children attending the School as at 31 August 2023. Fees were paid on the same terms as for all other children attending the School (see note 4).

19. OPERATING LEASES GROUP AND SCHOOL

At 31 August 2023 the Group and the School had annual commitments under operating leases which expire as shown in the banding below:

| | Land & Buildings £'000 | Office Equipment & vehicles £'000 | Total 2023 £'000 | Land & Buildings £'000 | Office Equipment & vehicles £'000 | Total 2022 £'000 |
|---------------|---------------------------|--------------------------------------|------------------------|---------------------------|--------------------------------------|------------------------|
| Within 1 year | 12 | 289 | 324 | 12 | 312 | 324 |
| 2 – 5 years | 24 | 313 | 337 | 36 | 301 | 337 |
| >5 years | - | - | 7 | - | 7 | 7 |
| | <u>36</u> | <u>602</u> | <u>668</u> | <u>48</u> | <u>620</u> | <u>668</u> |

At 31 August 2023 the Group and the School had contracted with tenants under non-cancellable operating leases for the following future minimum lease payments:

| | | |
|---------------|-------|-------|
| Amount due: | 2023 | 2022 |
| | £'000 | £'000 |
| Within 1 year | 126 | 150 |

20. CAPITAL COMMITMENTS

At 31 August 2023 the School had capital commitments of £20,077k contracted but not provided for in the financial statements (2022: £28k) relating to the construction of The Perse School Sports Centre, the first floor on the Technology block and the Science extension works.

21. NET DEBT RECONCILIATION

| | 1 September 2022 £'000 | Cash flows £'000 | 31 August 2023 £'000 |
|--------------------------|------------------------------|---------------------|----------------------------|
| Cash at bank and in hand | 16,080 | (218) | 15,862 |
| Bank loans | (9,334) | 667 | (8,667) |
| Net Debt | 6,746 | 449 | 7,195 |

22. ANALYSIS OF PRIOR YEAR TOTAL FUNDS

| | Unrestricted Funds £'000 | Designated Funds £'000 | Restricted Funds £'000 | Endowed Funds £'000 | Total Funds 2022 £'000 |
|----------------------------------|--------------------------------|------------------------------|------------------------------|---------------------------|---------------------------------|
| INCOME FROM: | | | | | |
| Donations and legacies | 8 | 177 | 101 | - | 286 |
| Charitable Activities- | | | | | |
| Tuition fees | 28,521 | - | - | - | 28,521 |
| Other educational income | 943 | - | - | - | 943 |
| Other ancillary activities | 1,850 | - | - | - | 1,850 |
| Other Trading Activities | | | | | |
| Lettings | 44 | - | 1 | - | 45 |
| Subsidiary trading activities | 585 | - | - | - | 585 |
| Investments | 201 | 4 | 2 | - | 207 |
| TOTAL INCOME | <u>32,152</u> | <u>181</u> | <u>104</u> | <u>-</u> | <u>32,437</u> |
| EXPENDITURE ON: | | | | | |
| Raising funds | | | | | |
| Fundraising | (146) | - | - | - | (146) |
| Investment property costs | (59) | - | - | - | (59) |
| Charitable activities | | | | | |
| Operating costs | (27,603) | - | (28) | - | (27,631) |
| Bank interest | (231) | - | - | - | (231) |
| Grants, awards and prizes | - | - | (266) | - | (266) |
| Other activities | (28) | - | - | - | (28) |
| TOTAL EXPENDITURE | <u>(28,067)</u> | <u>-</u> | <u>(294)</u> | <u>-</u> | <u>(28,361)</u> |
| NET INCOME | 4,085 | 181 | (190) | - | 4,076 |
| Transfers between funds | 379 | (295) | (84) | - | - |
| Other recognised losses | (61) | - | (44) | - | (105) |
| NET MOVEMENT IN FUNDS | <u>4,403</u> | <u>(114)</u> | <u>(318)</u> | <u>-</u> | <u>3,971</u> |
| Balances b/fd 1 September | 57,076 | 3,381 | 2,219 | 528 | 63,204 |
| Balances c/fd 31 August | <u>61,479</u> | <u>3,267</u> | <u>1,901</u> | <u>528</u> | <u>67,175</u> |

THE PERSE SCHOOL

England & Wales - Charity number 1120654

Accounts

Registered in England and Wales
Charity Number: 1120654
Company Number: 5977683



The Perse School
A Charitable Company Limited by Guarantee

Annual Report
and
Consolidated Financial Statements
For the year ended
31 August 2022

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THE PERSE SCHOOL
General Information
For the year ended 31 August 2022

A Charitable Company limited by Guarantee

| | |
|---------------------------------------|--|
| Company number | 5977683 |
| Registered Charity Number | 1120654 |
| Principal address & registered office | The Perse School, Hills Road, Cambridge, CB2 8QF |

Trustees and Governors

Nominated by Trinity College Cambridge:

LA Merrett MA PhD (until 4 July 2022)

Nominated by Gonville & Caius College Cambridge:

AD Oliver MA MPhil PhD LittD

Co-opted:

A Y-C Au MA FCA – Vice Chair (from 1 September 2022)

H Bettinson MA PhD

K Davies MA FCA

WMR Dawkins BA

NM Finlayson-Brown BA

S Freestone OBE DL MEd GRSM LRAM ARCM

CP Hancock QC MA LLM (OP)

SD Lebus MA

RC StH Mason BSc MBBS MRCP MBA

GJ Proudfoot MA

SC Roberts MA

JW Scott MA - Chair

M Singh MBA Master Mariner

S A Shakir-Khalil MA

SL Steele CTA

CJ Stenner LLB - Vice Chair (until 31 August 2022)

D Williams MB Bch FRCP FRPCH

(OP) = Old Persean

THE PERSE SCHOOL
General Information
For the year ended 31 August 2022

Personnel and Professional Advisors

Clerk to the Governors and Company Secretary

MA Hastings (from 22 May 2022)
GA Ellison MA (until 22 May 2022)

Heads and Bursar

| | |
|----------------------|--|
| EC Elliott MA | Head of the Perse School |
| JWS Piper BA | Head of the Perse Preparatory School and Junior Division |
| F Heftman BA | Head of the Perse Pelican Nursery and Pre-preparatory School |
| A Shakespeare MA FCA | Bursar |

| | |
|---|--------------------|
| RSM UK Audit LLP Blenheim House Newmarket Road Bury St Edmunds IP33 3SB | Registered Auditor |
|---|--------------------|

| | |
|--|---------|
| Lloyds Bank plc Barclays Bank plc HSBC Bank plc Coutts & Co Santander UK plc | Bankers |
|--|---------|

| | |
|--|------------|
| Farrer & Co, London Ashtons Legal, Cambridge Veale Wasborough Vizards, Bristol | Solicitors |
|--|------------|

| | |
|--|---------------------|
| CCLA Senator House 85 Queen Victoria Street London EC4V 4ET | Investment Managers |
|--|---------------------|

The Perse School's subsidiary companies are as follows:

| | Company reg.no |
|--|-----------------------|
| The Perse School Trading Company Limited (dormant) | 09636505 |
| The Perse School Cambridge International Limited | 11149877 |

Website address:

www.perse.co.uk

TRUSTEES' REPORT

The trustees present their report, including their Strategic Report, and the consolidated financial statements for the year ended 31 August 2022. The financial statements have been prepared on the basis of the accounting policies set out on pages 32 to 35 of the financial statements and comply with the charity's scheme and applicable law.

OBJECTS AND POLICIES

The Perse School is a charitable company limited by guarantee and not having a share capital that is governed by Memorandum and Articles of Association dated 23 October 2006 as amended by special resolutions dated 13 March 2008, 10 December 2009, 26 June 2014 and 6 August 2014.

The School was founded as a charity by the will of Dr Stephen Perse in 1615.

The object of the charity, as set out in its Memorandum of Association, is the advancement of education by the provision and conduct of the School known as the Perse School Cambridge together with any of its affiliated or subsidiary Schools (howsoever the same shall from time to time be known) and by ancillary or incidental educational activities and any other associated activities for the benefit of the community as a whole.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Group Structure

On 1 September 2007 the School, having until then been an unincorporated charity, became a charitable company limited by guarantee. The endowment assets at this date remained within the unincorporated charity, renamed The Perse School Endowment (registration number 1120654-1), with the charitable company acting as its trustee.

The Group during the year comprised The Perse School and two wholly owned subsidiaries:

- The Perse School Trading Company Limited. This company was dormant from 1 September 2019; and
- The Perse School Cambridge International Limited (incorporated on 15 January 2018). The business of the company is the undertaking of trading activities in the UK and overseas for the benefit of the Charity. Trading activities include but are not limited to activities connected to: overseas schools; education technology platforms; school memorabilia; letting of premises; and general education consultancy.

Governing Board

The Perse Upper School (the Upper), the Perse Prep School (the Prep) and the Perse Pelican Nursery and Pre-Preparatory School (the Pelican) (the three of which are known collectively as The Perse School) have a single Governing Board composed of the trustees, who are also the directors of the charitable company. A list of trustees is set out on page 3 of this Report. The Perse Prep School and The Perse Pelican Nursery and Pre-Preparatory School together form the 'Junior Division'.

The School's Articles of Association empower it to have up to twenty trustees (who are the directors and governors of the Charity and also its members). Three of the trustees are nominated - two are nominated by the Council of Gonville and Caius College and one by the Council of Trinity College (currently vacant). The seventeen other trustees are co-opted by the Board.

All trustees are appointed for a term of three years and may thereafter be reappointed for two further terms each of three years. In exceptional circumstances, a trustee who has served three consecutive terms in office may be reappointed for further periods.

During the year there were five Governing Board committees that dealt with matters concerning all three schools:

Meeting termly:

- Audit and Risk Committee;
- Education Committee;
- Finance & General Purposes Committee; and
- Nominations and Governance Committee.

Meeting annually:

- Senior Staff Salaries Committee.

Other committees, groups and panels are formed for specific purposes and meet as the need arises, currently:

- Staff Committee (re grievance and disciplinary matters);
- Appeal Committee (re grievance and disciplinary matters);
- Complaints Panel (re the complaints procedure); and
- Investment Management Working Group.

All committees report to the Governing Board in line with their terms of reference.

In addition, some trustees are also board directors of The Perse School Cambridge International Limited.

Recruitment and appointment of new trustees

The School's Nominations and Governance Committee is appointed by the Governing Board and its terms of reference require it to:

- Identify and keep under review the range and balance of skills, experience, and other qualities – either specific or general – which need to be represented on the Governing Board.
- Review the composition of the Governing Board to ensure that such skills, experience and other qualities are represented on the Governing Board or, if they are not, to identify which are missing or out of balance.
- Consider the re-appointment of trustees.
- Identify and consider the appointment of new trustees.
- Make recommendations to the Governing Board for the appointment or re-appointment of trustees.

All new trustees receive a comprehensive information pack giving them information about the School, its governance, management, and policies. A trustees' handbook is issued to all trustees annually with updates being available throughout the year on the trustees' portal. All trustees receive annual safeguarding updates.

All new trustees meet the Chair or Vice-chair of the Governing Board as part of the appointment process. They also meet the Head and the Bursar and the Clerk, and have a tour of the School (wherever possible) before attending their first meeting of the Governing Board. All new trustees are subject to appropriate safer recruitment checks and safeguarding training.

The School has hosted, and encourages trustees to attend, seminars organised by the Association of Governing Bodies of Independent Schools (AGBIS).

The School circulates trustees with the details of other courses and seminars run by the Association of Governing Bodies of Independent Schools, the Independent Schools' Bursars Association and by professional firms providing services to charities and education. The School also runs its own updates for trustees and holds annual strategy seminars with trustees, senior Perse staff and external speakers as well as seminars, again using external speakers. Briefings by senior management to committees and the Board ensure relevant trustees are kept abreast of new legislation and the external auditor annually updates the Audit & Risk Committee and, through that Committee, the Finance and General Purposes Committee with accounting and regulatory matters which may affect the Group.

Surveys are undertaken in order to identify the training needs of individual trustees.

Trustee involvement in School life

The trustees help guide, shape and support specific aspects of the School's life through the various committees and the training and strategy sessions detailed above. Key School policies are approved on an annual cycle by the Full Board and all trustees are regularly updated on safeguarding and have access to the School's Designated Safeguarding Lead. During 2021/22 the Governor with Special Interest in Safeguarding with emphasis on Safer Recruitment and Child Protection met termly with the safeguarding teams and carried out an annual review of the Single Central Register.

Trustees meet pupil representatives of the School Council (the Upper), Pupil Organised Democracy (the Prep) and the Pelican Parliament (the Pelican). Trustees also attend School sporting events and productions, and sample lessons via learning walks.

Organisational management

The day to day running of the School is delegated to the Head (and through him to the Head of the Junior Division), each with their team of teaching staff and the Bursar and her team of administrative and support staff. The Head and/or Bursar attend committee and Board meetings. The running of the subsidiary company is through its board which reports to the Full board via the Finance and General Purposes Committee.

Financial probity is ensured by having suitably qualified individuals on the Finance and General Purposes Committee, the Audit and Risk Committee and the Investment Management Working Group. The Audit & Risk Committee and the Finance and General Purposes Committee receive an annual report from the external auditor and the Finance and General Purposes Committee receives termly reports from the Bursar on the financial position of the School. The Finance and General Purposes Committee reviews and recommends the annual budget to the Full Board and considers the latest management accounts with any significant variances against budget and an agreed set of Key Performance Indicators. The Bursar considers management accounts, produced monthly, with variances analysed and explained by the Chief Financial Officer.

The Schools are staffed with paid employees, both full-time and part-time. Parents assist voluntarily with fund-raising and some school activities.

Engagement with suppliers, customers and others in a business relationship with the School

The School's supplier and customer engagement, including all policies and contracts are designed to ensure a fair and transparent approach to all business transactions.

The School has in place clear and transparent tariffs for all facilities available for external use and these charges are annually benchmarked against other comparable facilities to ensure they represent fair value.

The School actively encourages local community and customer engagement in regard to the use, development and expansion of these facilities and services.

The School operates a transparent procurement process through a value based approval structure, therefore ensuring all services and products are assessed under the same best value and risk mitigation criteria.

The School completes regular relationship management meetings with all strategic services suppliers to ensure effective contract management and engagement.

Engagement with employees

The School encourages staff contribution at all levels. The Heads, Bursar and members of the Executive Leadership Team meet regularly with regional forums to share best practice.

The School encourages the involvement of its employees through regular staff meetings that disseminate information of particular concern to employees and through regular staff surveys and staff committees for receiving their views. Termly meetings are held of the Common Room Salaries, Conditions of Service and Facilities Committee, and of the Support Staff Committee, at which staff concerns can be raised through their representatives.

The School intranet also provides information and access to professional development and support, including wellbeing, as well as a weekly staff bulletin.

New staff are fully inducted and both teachers and support staff take part in training both before the start of and during the school year.

The School is committed to ensuring equality of opportunity for all who learn and work here, with one of its key values being 'valuing one another.' It is committed to the principle of equal opportunities that opposes discrimination on the basis of the following protected characteristics: sex, sexual orientation, marital or civil partnership status, gender reassignment, race, religion or beliefs, pregnancy and maternity, disability and age. During 2019/2020 an Inclusion, Equality and Diversity working group was formed, with representation from students, teachers, parents, support staff, alumni and governors, to consider equality and inclusion and make recommendations to the Executive Leadership Team and the Board of Governors on specific development areas of curriculum, pastoral care, training and representation, led by the Assistant Head (I E & D). The School's Inclusion, Equality and Diversity Policy can be found on the School's website.

Investment in staff

The trustees are keen to attract and retain the best teaching and key support staff and set salaries and other terms of remuneration in order to try to achieve this. The remuneration of key management personnel is set by the Governors' Senior Staff Salaries Committee which comprises the Chair, the Vice-chair, the Chair of the Finance & General Purposes Committee and a trustee with Human Resources expertise. Remuneration is reviewed annually with reference to relevant publicly available information and benchmarking surveys

Statement of trustees' responsibilities

The trustees (who are also directors for the purposes of company law) are responsible for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources of the charitable company for the year. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to Disclosure on Information to Auditors

The trustees also confirm that, so far as each of the trustees is aware, at the time the report is approved:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

CHARITABLE OBJECTS

The object of the charity, as set out in its Memorandum of Association, is the advancement of education by the provision and conduct of the School known as the Perse School Cambridge together with any of its affiliated or subsidiary Schools (howsoever the same shall from time to time be known) and by ancillary or incidental educational activities and any other associated activities for the benefit of the community as a whole.

The object of the School is a purpose falling within section 3(1)(b) of the Charities Act 2006, i.e.: the advancement of education. It is a purpose for the public benefit and is therefore a charitable purpose as defined in section 2(1) of the Act.

The Perse School educates boys and girls from age 3 – 18 on three sites; the Pelican (ages 3 – 7), the Prep (ages 7 – 11) and the Upper (ages 11 – 18). Children thus progress through three different schools but have the benefits of being part of one larger institution with an integrated curriculum and pastoral care system.

Vision and values

We value
Endeavour



Which means we
 Aim high and challenge ourselves

Try our best and are not afraid to make mistakes

So we
 Aim to be the best we can reasonably be

Set high standards and value the efforts people make to reach them

Are organised and punctual

Develop the resilience needed to embrace setbacks as learning opportunities

Win and lose honourably and graciously

Lead by example

We value
Intellectual curiosity and scholarship



Which means we
 Love learning, thinking deeply and being creative

Welcome reasoned debate

So we
 Develop a lifelong love of learning, acquiring the qualities and skills needed for successful study

Go beyond the curriculum and exam specifications

Celebrate original thought, research and creativity

Learn to communicate well both orally and in writing

Invite challenge; listen to and value other perspectives

Reflect on our learning to become more effective learners

We value
Breadth and balance



Which means we
 Are involved, engaged and committed

Take full advantage of the opportunities we are given

So we
 Take on personal responsibility

Learn to play our part in a team

Honour our commitments

Broaden our horizons by trying new activities

Find enjoyment and personal development in extra curricular learning

Keep a sense of perspective

We value
One another and our environment



Which means we
 Each play our part in creating a kind and considerate community

Care for ourselves, each other, and those in need

So we
 Are honest, kind, courteous, and caring in all we do

Balance the needs of the individual and the community

Act responsibly to keep ourselves and others safe and healthy

Look after the school and wider environment

Acknowledge and appreciate the contributions of others, treat all fairly, and recognise that diversity is a strength

The Perse School's vision for the pupils and staff is to love learning and strive for the greater good. To realise this vision, The Perse will:

- a) Promote academic excellence through a challenging curriculum, outstanding teaching and a culture of endeavour, intellectual curiosity and scholarship.
- b) Provide high quality pastoral care to meet individual needs, and support the development of happy, balanced and considerate pupils.
- c) Offer a rounded education, rich in rewarding extracurricular opportunities, which develop life skills, character, resilience and perspective.
- d) Maintain a safe, well ordered community in which pupils develop a strong moral framework, an understanding of the law, and an appreciation of the spiritual dimension to life.
- e) Value one another through a commitment to kindness, consideration, inclusion, equality and diversity.
- f) Value the environment by caring for our sites and acting sustainably.
- g) Provide high quality professional development for all staff to ensure ongoing personal and institutional improvement.
- h) Finance means tested bursaries to ensure The Perse is accessible and help those outside the school through outreach and charitable work.

A Perse education is three dimensional and all pupils and teaching staff are expected to contribute to the School's academic, pastoral and extra-curricular programmes.

The School endeavours to provide a broad and balanced education appropriate to the needs of each pupil in order to cater for the full development of their varied talents and to achieve high academic standards leading, from the Upper School, to university entry, as well as to achievements throughout the schools in cultural, sporting and other fields. The School aims to ensure an academically selective entry from the widest possible social spectrum, thereby preserving its tradition of breadth of access and continuing to meet public benefit requirements.

A common set of values, shown on page 10, has been agreed which define the behaviour expected of all Perse students and staff.

PUBLIC BENEFIT

The trustees confirm that they have given regard to the Charity Commission's guidance on public benefit. The objects of the School are for the 'public benefit' as that term is used in the Charities Act 2011 for the following reasons:

Provision of benefit to public in general

Children eligible for admission as pupils of the School form a public rather than a private group for the following reasons:

1. The group of potential beneficiaries described in the objects of the School represent a sizable number of individuals. The School's catchment area has a school age population of some 230,000. This group constitutes a broad and significant section of the public.
2. There is no personal or contractual link or characteristic which potential beneficiaries must share in order to be eligible for admission as a pupil of the School.
3. The objects of the School are open and inclusionary. No person in poverty is excluded by the objects from eligibility for admission as a pupil of the School. The School carries out its objects in this regard through the breadth of its access and its bursary provision.

Selection policy and bursary awards

The School aims to ensure an academically selective entry from the widest possible social spectrum. To further that aim, the School offers means-tested bursaries from its own resources and through the generosity of gifts from a number of benefactors. The School is actively seeking further benefactions and support for its bursary scheme so that it may continue to meet bursary demand.

Some 73 children within the School benefited from some kind of means-tested bursary award in the 2021/22 academic year, receiving awards which equate to 55.11 full fee paying places. The total value of these awards in the 2021/22 academic year was £1,004k (2020/21: £1,200k).

Bursaries are funded by a mixture of restricted and unrestricted funds. All bursaries are re-assessed annually by means of a detailed means-testing system. Awards made range from 5% of fees up to 100+% bursaries. Bursaries are also made available to cover costs of extras such as middle school devices, lunches, some outdoor pursuits activities and key school trips.

Carbon and Energy Reporting

In line with the Greenhouse Gas Protocol (GHG) Corporate Accounting and Reporting Standard, The Perse School continues to be engaged in a process aimed at reducing its energy and greenhouse gas emissions.

The Perse School maintains scope 1, 2 and 3 emissions, which are generated from the school premises and transport, respectively. The School maintains emissions from a range of transport including minibuses and school-owned vehicles, and 'grey' fleet i.e. personal cars used for school purposes.

The Perse School continues to work within its strategy to reduce its carbon footprint significantly including:

- Encouraging employees to purchase renewable technology cars i.e., hybrid vehicles, including the installation of electric vehicle charging points, and the promotion of a Cycle to Work scheme,
- Encouraging the use of public transport,
- Participating in external traffic surveys and undertaking its own surveys of pupils, parents and staff,
- Purchasing energy efficient equipment where appropriate in the school, including a zero emissions electric van for the estates team,
- Replacing HVAC systems with energy-efficient equipment where possible,
- Including energy considerations in new building design,
- Adopting behavioural change measures where possible.

The Perse School has a longstanding commitment to tackling climate change. Its electricity contract was procured from a supplier who commits to 50% of the energy coming from renewable sources and therefore its calculated carbon footprint for the current financial year is 594.67 tCO₂e, whilst energy consumption was 4,524,807.29 kWh (4,524.81 MWh).

Methodology:

The School has reported all of its emission sources under the Companies Act 2006 (Strategic Report and Director's Reports) Regulations 2013 as required. The School has calculated and reported its emissions in line with the GHG Protocol Corporate Accounting and Reporting Standard (revised edition) and emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2022 (reference "Introduction guidance").

THE PERSE SCHOOL
Trustees' Report
For the year ended 31 August 2022

The reporting period is the financial year 2021/2022, the same as that covered by the Annual Report and Financial Statements. The boundaries of the GHG inventory are defined using the operational control approach. In general, the emissions reported are the same as those which would be reported based on a financial control boundary.

2021/2022 GHG Emissions

| | | |
|------------------------------------|-------------------------------|--------|
| Scope 1 (natural gas) | Tonnes CO2 equivalent (tCO2e) | 528.75 |
| Scope 1 (school vehicles) | Tonnes CO2 equivalent (tCO2e) | 16.80 |
| Scope 1 (diesel) | Tonnes CO2 equivalent (tCO2e) | 16.55 |
| Scope 2 (market-based) | Tonnes CO2 equivalent (tCO2e) | - |
| Scope 2 (location-based) | Tonnes CO2 equivalent (tCO2e) | 343.36 |
| Scope 3 (electricity transmission) | Tonnes CO2 equivalent (tCO2e) | 31.41 |
| Scope 3 (transport – grey fleet) | Tonnes CO2 equivalent (tCO2e) | 1.16 |
| | | |
| Total (market-based) | Tonnes CO2 equivalent (tCO2e) | 594.67 |
| Total (location-based) | Tonnes CO2 equivalent (tCO2e) | 938.02 |

Scope one (1), two (2) and three (3) carbon intensity metric = 0.3508 tCO2e (market-based) per pupil taught (1,695) during the financial year.

The School's emissions have decreased by 152.36% (market-based) since the last reporting period. This has been due to the School's procuring electricity with 100% from renewable energy of guaranteed origin (REGO) backed renewable sources but also consumption during the 2020/21 financial year was higher due to additional ventilation requirements during the COVID-19 pandemic.

Efficiency Measures Taken:

- Continuing to use battery powered grounds equipment where possible;
- Continuing to use the electric maintenance vehicle and provide additional EV charging points;
- Continuing to run school buses on certain routes;
- Encouraging staff and pupils to dress for the weather so heating can remain at a comfortable level;
- Replacing the gas boilers in the sports centre with air-source heat pumps;
- Installation of a polytunnel to grow seeds on site to reduce travel to garden centres/delivery journeys;
- BREEAM status built into the planning permission for the swimming pool project;
- LED upgrades in School buildings under a 5 year upgrade programme of works;
- Carbon footprints advertised on school lunch options to enable staff and pupils to make informed choices.

Objectives for 2022/2023:

- Installing an air source heat pump to a further school property;
- Incorporating solar energy solutions into the build of the Technology and Science extensions;
- Consider further electric vehicle solutions as vehicles are replaced;
- Reviewing supply contracts to determine feasibility of renewable energy options;
- Working with the School's Sustainability Group (formed in 2022/23) and sustainability advisors to establish clear KPIs and objectives;
- Prepare for Energy Savings Opportunity Scheme (ESOS) phase 3 compliance

The Perse School will report on progress within the next set of financial accounts.

STRATEGIC REPORT

ACHIEVEMENT AND PERFORMANCE

PROVISION OF BENEFICIAL PURPOSE

The School provides the following demonstrable benefits, all of which flow, directly or indirectly, from the School's charitable purpose to advance education:

The School provides a high quality education to 1,695 pupils (2020/21: 1,670)

The School educates 1,695 pupils thereby relieving pressure on local schools which would otherwise need to find additional places for these pupils and provides a financial benefit to the State at no cost to the taxpayer (other than the value of the fiscal benefits of charitable status). Using estimates of the average annual cost to the taxpayer of a place at a state school, the School saves the State over £11.5m each year.

The last Independent Schools Inspectorate (ISI) inspection took place in 2019. This was a compliance only inspection for which the School met all of the required standards.

The last educational quality and compliance inspection took place in 2016. The inspectors concluded that the School offers an outstanding education and for every key inspection criteria the School received the highest possible grading of excellent or exceptional. This followed on from a clean sweep of top grades in the 2010 inspection.

The full reports are available on the School's website: www.perse.co.uk

Academic results

Examination results continue to be among the most successful in the country. For the thirteenth year in succession, more than three-quarters of A Level entries were graded at either A* or A.

| | % A* | Cumulative % A* - A | Cumulative % A* - B | Cumulative % A* - C |
|---------------|---------|------------------------|------------------------|------------------------|
| Perse A level | 52 | 83 | 95 | 99 |

This table includes Pre U equivalent grades using the standard D1/D2 = A*, D3/M1 = A, M2 = B, M3 = C

At GCSE/IGCSE, 79% of entries were graded 9 or 8 (broadly equivalent to the old A* grade) and 93% of entries were graded 9 – 7 (equivalent to A* - A).

| | Cumulative % Grade 9 | Cumulative % Grade 8 | Cumulative % Grade 7 | Cumulative % Grade 6 | Cumulative % Grade 5 |
|-------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Perse | 56 | 79 | 93 | 98 | 99.6 |

(% cumulative)

Nearly all Perse students choose to proceed to university. Details of the university destinations for 2021/22 can be found on page 118 of The Perse School Annual Review available on the School website.

Students also took Trinity, Rockschoo and ABRSM music exams.

The School's core values are embedded in its curricular and extra-curricular provision.

Many Perse students pursued opportunities to broaden their knowledge and test their skills against peers elsewhere, including:

- Arkwright Engineering scholarships;
- Gold, silver and bronze awards in the British Physics Olympiad, with one student selected to represent the UK and winning gold at the International Olympiad on Astronomy & Astrophysics;
- Gold, silver and bronze awards in the Senior Physics Challenge, the Online Senior Physics Challenge, the Intermediate Physics Challenge, the Online Intermediate Physics Challenge, the Junior Physics Challenge and the Junior Astrophysics Challenge;
- Gold awards in the Chemistry Olympiad;
- Roentgenium, gold, silver and copper awards in the Cambridge Chemistry Challenge for Lower Sixth;
- Gold, silver and bronze awards in the National Scientific Thinking Challenge;
- Gold, silver and bronze awards in the Senior Maths Challenge, the Intermediate Maths Challenge and the Junior Maths Challenge, with prizes won in the British Maths Olympiad;
- Winning the National finals of the Cyber First Girls competition, organised by the National Cyber Security Council;
- Competing in the Oxford University Computing Challenge national finals;
- Representing the UK at the International Olympiad in Informatics in Yogyakarta;
- Qualification for the National Final of the British Informatics Olympiad;
- Participation in the University of Oxford Computing Challenge national finals;
- First and second place in the European DNA Day Essay Competition;
- Winning a gold CREST award in the British Science Association scheme;
- Participating in the final of the English-speaking Union's national public speaking competition;
- National finalists in the Oxford Union Debating competition;
- Third place in the individual speaker rankings of the International Competition for Young Debaters;
- Third place in the Foreign Language Spelling Bee national finals;
- Silver and bronze awards in the International Linguistics Olympiad individual and team categories;
- National runner-up and East Region Level 3 champion in the Anthea Bell Prize for Young Translators in both Spanish and Mandarin;
- Finalists in The Japan Foundation London Japanese language film competition and gold and credit awards in the Education Perfect International Languages Championships;
- First and second place in the Senior Latin prose category, first place in the senior Greek verse category, first and second place in the intermediate category, first place in the intermediate Latin verse category and first place in the junior Greek prose category of the Cambridge Classical Association Reading Competition;
- Placements in the National Children's Orchestras, the National Youth Choirs of Great Britain, and leading the second violin section of the National Youth Orchestra;
- Placement in the creative and essay sections of the Humanitarian Aid Relief Trust Prize for Human Rights;
- Third place in the New College of the Humanities Art History Essay competition and winning the Philosophy section and placing joint second in the same essay competition;
- Highly commended in the Trinity College Gould Prize competition;
- Winning a Foyles Young Poets of the Year Award and Fiction Writer of the Year in the Shine School Media Awards;
- Four students were invited to participate in a 10-day Atlas Fellowship Course in California;
- Runners-up in the Senior Schools' Challenge national finals;

Students' work has also been published in the Young Scientists' Journal and artwork has been displayed at both the Royal Academy of Arts and the World of Molecular Biology Exhibition.

The lifting of COVID-19 restrictions saw a welcome return to sporting fixtures and opportunities.

Perse teams were County champions in U15 girls' cricket and National quarter-finalists in the School Sport T20 Cup and County champions in U13 girls' cricket, with individual students playing for Essex women's 1st XI and being selected for the Emerging Players programme. The U15 rugby team reached the National Plate semi-finals and the 1st XV reached the fifth round of the National Schools Vase. Individual students were selected for the Northampton Saints U18 and U16 academies and the Irish Qualified Rugby U18 team. In athletics, students took part in the National Prep School Championships the English Schools' Athletics Association (ESAA) Track and Field Cup and the Cambridge and District Jubilee Cup and Cross Country teams took part in the ESAA National Schools Cup, the ESAA Schools Championships, the English Cross Country Association National Relay Championships and the Cambridge Half Marathon. The Y10 boys' team and Y9 girls' team won silver in their sections of the British Schools Orienteering Championships.

In the British Schools 50m Challenge (shooting) and the British Schools Small-bore Rifle Association (BSSRA) National Schools Championships Perse students were placed in both individual and team events.

Perse students have also represented England, in shooting, rowing and triathlon.

Perse teams were County Champions and East champions and runners-up in both girls' and boys' hockey with the U14 boys coming fourth at the National Finals, the U18 girls being runners-up in the National Tier 3 Plate and the U16 girls reaching the National Tier 1 Cup semi-finals. Individual students also played in the Performance Centre Challenge events. In indoor hockey, Perse teams were County Champions with the U16 boys coming seventh in the National Finals.

The U16 and U14 netball teams were County runners-up, with the U16 team reaching the National Finals. Individual students were selected for placements at the Vitality Superleague side Saracens Mavericks U19 squad, the Mavericks' Cambridgeshire Futures Academy and the Futures Academy of Superleague club London Pulse.

In addition to academic achievements, Perse pupils participate in many extra-curricular areas which help develop a broad range of skills and qualities, including a comprehensive drama provision with performances of The Blue Crystal, Peter Pan, The Enormous Crocodile, Robin Hood, Witches Can't be Burned, The Penelopiad, Matilda, Kindertransport and Wind in the Willows. The School's Outdoor Pursuits activities also resumed with activities and trips to the Lakes, the Peak District, Norfolk, North Wales, Scotland and Sweden.

A full review of all the School's activities is included in the School's Annual Review available on the School website.

The School provides broader benefits to children, the local community and society

Valuing and supporting one another is one of the cornerstones of a Perse education and, with the School's commitment to its charitable purposes, the belief in community extends well beyond the school gates.

The School's regular community outreach work restarted after a pause during the 2020/21 COVID-19 restrictions and lockdowns, in particular the Primary Partnership which started in 2008/09 to develop relationships with local primary schools and to provide access for them to the School's specialist facilities and teaching. The School continues to provide digital and other resources in modern languages, computer science and maths to local primary schools. Additionally, the School funded the provision of group music at one primary school, assisted with the development of outdoor spaces and provided funding for an art history and mentoring course. One member of the English staff spent a week at two local primary schools running a summer project.

The School also supports a local sixth form college in their UCAS process, specifically with preparation interviews led by subject specialists from the School. Perse staff also assisted other secondary schools with mentoring and advice in maths, music, sport and PE.

The Perse School runs an annual coding competition, launched in 2017 and open nationwide to pupils in Years 7 to 11. Pupils compete to win the Braben Cup, sponsored by Dr David Braben OBE. The challenge is free to enter with prizes for the top three teams and over 70 state schools from across the UK take part. The Perse Research Essay competition ran for its second year.

The national Perse Aristotelian Award was launched in 2021/22 – a research essay competition for Year 9 pupils.

Further details of the School's outreach and partnership activities can be found at: www.schoolstogether.org.

Termly Community lectures recommenced on site in 2021/22 and community use of the School, which was affected by the COVID-19 restrictions, also resumed on site in 2021/22 – particularly the Sports Centre and the Music School with local clubs, groups and societies using the School facilities.

In 2011 The Perse School formed a partnership with Christel House Schools, a charity that transforms children's lives by building and running learning centres in some of the world's most deprived communities. The charity was set up in 1998 by Christel De Haan with support from the late Ron Haylock (former Perse pupil), and today has seven learning centres in four countries helping over 4,500 children. The Perse School supports Christel House by sending its teachers and students to Christel House to share expertise and experiences; raising funds; participating in joint educational projects; and by one of its teachers being a trustee of Christel House Europe. Throughout 2021/22, pupils continued to raise money for Christel House projects.

Students, staff and parents work together to support a number of charities, both local and international through a series of activities including non-uniform days, sponsored events and charity music events. Each year the School supports Link to Hope, a charity that sends shoeboxes filled with Christmas gifts to families and elderly people in Eastern Europe and in 2021/22 713 shoeboxes were donated. During Values Week the Student Council arranged a variety of activities designed around the School's values and donations were collected by students, parents and staff throughout the week to support Cambridge Food Bank. The annual Emmaus Sleepout for Year 9 raised over £5,000 for the charity as well as collecting items for sale in the Emmaus second-hand shop.

The Perse Summer School is open to young people aged 7 – 14 from the local area with a range of academic, creative and performing arts, sport and outdoor pursuits, and technology and computing options. In 2021/22 more than 700 children attended from more than 70 different schools.

Perse staff hold leadership or advisory roles in an array of aspects of education, from curriculum reform to student skills for university, and support young people from all walks of life in many different ways, including:

- Advising Cambridge Assessment on public exam standards and regulations;
- Membership of the Headmasters' and Headmistresses' Conference academic policy sub committees shaping curriculum and assessment;
- Acting as Independent Schools Inspectorate Inspectors;
- Supporting Christel House, conducting staff training and collaborative work between students to develop the growing relationship between the two schools. Christel House schools work with the very poorest pupils in their communities to break the cycle of poverty.
- Acting as Examiners and developing exam specifications for a range of exam boards;
- Acting as exam moderators;

- Coaching for local and national sports clubs and teams;
- Assisting with community air cadet units;
- Developing community support groups;
- Contributing to curriculum development;
- Co-ordinating charity events and working in local charities;
- Authoring and co-authoring textbooks;
- Delivering seminars;
- Developing websites for schemes of work;
- Working with local choirs and music groups;
- Professional tutoring of PGCE trainees, guiding and supporting their development;
- Acting as marker/co-ordinator at the International Maths Olympiad;
- Leading local scout movement groups and Duke of Edinburgh;
- Acting as governors of other schools;

Investment in staff and staff welfare

The trustees are aware that the quality and range of the education that the School offers can only be maintained at a high level of excellence by continual investment in staff, equipment and buildings. The trustees pay tribute to the dedication and commitment of all the staff – teaching and support staff – who together contribute to this community of learning.

The School encourages the involvement of its employees through regular staff meetings that disseminate information of particular concern to employees, and through staff surveys and staff committees for receiving their views. Termly meetings are held of the Staff Salaries Committee at which any staff concerns can be raised through their elected representatives.

The School recognises its responsibilities under the Equality Act 2010 and supports the principle of equal opportunities and opposes discrimination based on any protected characteristic. Being a committed equal opportunities employer, the School will take every possible step to ensure that employees and prospective employees are treated equally and fairly.

The valuable contribution of supporters

The trustees continue to recognise with gratitude the support received by the School – at all educational stages – from the Parents' Associations and from individual contributions of finance, time and expertise.

Continued investment in infrastructure

Significant building works, both to accommodate increased pupil numbers and to improve facilities, have been a feature of the School over the past ten years. All building works have been consistent with pupil numbers and the School's Development Plan.

In 2021/22 the School completed the fourth and final phase of the main hall façade window replacement, and reworked science, technology and sixth form workspaces.

The School remains committed to providing appropriate facilities for current and future pupils and staff, and regularly reviews the masterplans for its sites alongside investing in existing buildings. In 2021/22 planning permission was obtained for an extension to the existing science block and for an additional floor to be added to the Design and Technology buildings, Planning permission was obtained in October 2022 for the construction of a new sports hall and swimming pool at the Upper site. Works will be carried out in 2022/23 and 2023/24.

Expansion outside the UK

The School recognises the importance of developing sources of revenue other than tuition fees to help fund the capital programme, its bursary scheme and its outreach work.

The Perse School Singapore opened in January 2020 for pupils aged 6 – 11. The campus is at Upper Bukit Timah, a residential area in Singapore, and close to Bukit Timah nature reserve. Pupils engage in a broad and innovative curriculum that closely follows the Cambridge Primary Programme, incorporating Singapore Maths and Mandarin as a second language. Blending innovation and tradition, the school uses the most up-to-date educational technologies in the classroom to prepare pupils for a global future. The four core values of the Perse – intellectual curiosity and scholarship, endeavour, breadth and balance and respect for one another and our environment – form the heart of the school's ethos.

The Perse School Suzhou opened its doors in September 2021 – delayed from August 2020 due to the restrictions of the Coronavirus outbreak. The Perse School Suzhou is situated in the core of the city in Gusu District and is co-educational. It focuses on the Cambridge IGCSE plus additions from the Perse's own curriculum.

The partnerships between these two schools and The Perse School Cambridge International Limited will give Perse Cambridge students and staff greater international exposure and will provide opportunities for exchange programmes and visits. They will also provide an income stream to The Perse School Cambridge International Limited.

Section 172 Statement

In accordance with Section 172 of the Companies Act 2006, the Directors (who form the Board of Trustees) complied with their duty to promote the success of the School through their approval of the School's Development Plan and on-going review of performance against this. All decisions are made in line with the School's Development Plan, capital Master Plan and cash flow forecasts, with the long-term interests of the charity and its stakeholders in mind.

Culture, and employee welfare and engagement are important to trustees. As detailed above, the School has a structure of regular staff meetings, staff committees and working groups and a variety of tools to promote well-being available to all staff. As a School, it already supports flexible working practices.

Trustees understand the importance of maintaining productive relationships within stakeholders, underlined by a strong sense of purpose. Members of the trustees' sub committees and member of the Executive Leadership Team proactively collaborate with a variety of stakeholders within the education sector to share knowledge and learnings as appropriate.

Trustees are mindful of the School's impact on the community and environment. The School's communities, social action and enrichment sit at the heart of everything it does, and this is reflected in its curriculum and in the School's four core values (see page 11).

As a registered charity, the School is committed to making the biggest difference to its pupils, inside and outside the classroom, regardless of their background. The School's reputation and business conduct are paramount to its future success and ability to deliver value to its various stakeholders. The School has an experienced Trustee Board who are responsible for ensuring corporate governance best practice is followed, supported by the Audit & Risk

Committee, Finance & General Purposes Committee, Education Committee, Nominations & Governance Committee and Strategy Committee.

Promoting the success of the charitable company

The trustees have established a Code of Conduct within the General Statement of the Responsibilities of Members of the Governing Board which provides a structure for the responsibilities and expectations associated with the role. This key document, aligned to the School's values, provides trustees with an understanding of what is required and enables them to be transparent, open and accountable in what they do. The Code of Conduct recognises that decisions should be taken in the interests of all stakeholders with the aim of maintaining a reputation for high standards of business conduct. In accordance with section 172 of the Companies Act 2006, each of the trustees acts in the way he or she considers to be in good faith and which would most likely promote the success of the School and to achieve its charitable purpose. Other areas of the Trustee's Report also cover how the School fosters relationships with key stakeholders. Please see pages 7 and 8.

RISK MANAGEMENT

The Perse School's Board of Governors is responsible for the consideration and management of the risks faced by the School and the wider Group.

The principal risks that the Group and the School faces are:

- The impact of the economy on parents' and carers' ability to pay fees, and other pressures on cash flow;
- Retention and recruitment of quality staff in the context of a national shortage of teachers;
- The changing educational and charitable requirements for independent schools;
- The impact of an adverse event on the School which may have an effect on the reputation of the School;
- The impact of possible future changes to existing charitable exemptions (VAT, corporation tax, business rate relief) and increases in the contribution rates to The Teachers' Pension Scheme ;
- The impact of a loss of infrastructure, whether that be access to buildings (e.g. through fire) or a loss of IT systems, including through a cyber attack.

Any ongoing risks associated with the COVID-19 outbreak (previously managed through its own risk register) have now been included within the School's risk register.

The trustees have given consideration to the major risks to which the School is exposed and are content with the management of those risks. In the majority of areas, systems designed to mitigate those risks have been in place for some time. In further reviewing the situation, the trustees continue to extend the systems, and their range, to provide comprehensive cover of the risks as they are identified and to obtain robust levels of insurance cover in areas such as loss of infrastructure. The School's risk management schedule, which includes all of the above risks, is reviewed by the Governing Board and by its Finance & General Purposes Committee and its Audit and Risk Committee. The Governing Board's committees' terms of reference reflect the risk management monitoring roles of each committee.

The trustees also look annually at the School's performance by comparison to benchmarking reports on the independent school sector produced by independent professional firms and by reference to publicly available information.

Each of the three schools has a Crisis Preparation and Response Manual which includes a Disaster Recovery/Business Continuity Plan which are reviewed annually and supported by external consultants.

The School regularly uses external consultants to review the effectiveness of different areas of the School's operations and to advise on external factors that might affect the School.

During the year, the School again used external consultants to review its management of Safeguarding, Health & Safety, and to carry out reviews of ICT and data protection. The trustees' Audit & Risk Committee meets termly and acts as a further check and balance on both the management and the governance of the School.

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The Group's accounts include the results of the year's financial activities for The Perse School and its two wholly owned subsidiaries.

Fundraising activities

The School raises funds for some projects and for bursaries and outreach through the Alumni and Development Office (ADO). The ADO fundraises from former pupils, parents and friends; it does not seek to raise funds from the general public as it focuses on developing lasting relationships with those who have an existing connection with the School. The ADO team organise alumni activities, run fundraising events and raise funds for bursaries and outreach through the annual Leavers' gift, legacy and other appeals. The details of the fundraising approach are set out in the School's Fundraising and Donation Acceptance Code which is reviewed annually by the Trustees and is available on the School's website.

The Perse is registered with the Fundraising Regulator and adheres to the Code of Fundraising Practice, which is the document underlying the School's own Fundraising and Donation Acceptance Code. By adhering to the School's Fundraising and Donation Acceptance Code any volunteer acting on the School's behalf commits to adhering to the Code of Fundraising Practice. During 2021/22 the School complied with fundraising standards. Complaints relating to fundraising activities are raised with the Business Development Director or the Bursar. The School aims to resolve any informal complaint within 15 working days of receipt. There were no complaints during 2021/22.

Bursaries and Outreach continued to be the focus of the ADO's work in 2021/22.

The School also continued to benefit from contributions into the Annual Fund in the form of regular donations from current and past parents, Old Perseans and friends of the School.

Investment in facilities

The trustees are aware that the quality and range of the education that the School offers can only be maintained at a high level of excellence by continual investment not only in staff but also in equipment and buildings. In 2021/22 the School commenced initial works and planning permission for an extension to the Science block, an additional floor on the Design and Technology wing and a new sports centre and swimming pool at the Upper site, and completed additional workspace in the Sixth Form Centre.

The School has also continued its investment in the ICT infrastructure to support and enhance its digital learning provision.

Financial outcome

Income

Tuition fee income continues to be the principal funding source for the group. During the 2021/22 academic year the number of pupils in the School was 1,695, with 1,256 pupils in the Upper School (2020/21: 1,229); in the Prep 281 (2020/21: 283) and the Pelican 158 (2020/21: 158). Tuition fee increases were 2.95% for all three schools (2020/21 nil% for all three schools).

As part of its response to the pandemic the Perse extended its hardship bursary funding in 2020/21 by making available money raised from donors as part of the Enduring Gift fundraising campaign. Families with children at the Pelican, Prep and Upper were eligible to apply for means tested assistance if they were suffering from financial distress and experiencing difficulties paying the termly fees as a result of the COVID-19 pandemic. This scheme was extended to the end of 2021/22.

Areas of income such as lettings, after school clubs and late stay charges are also recovering from the effects of the COVID-19 pandemic and the School was able to run an unrestricted Summer School and Club Pelican in 2021/22.

Legacies and donations continue to be a most welcome and significant part of the School's income and totalled £286k during the year (2020/21: £212k).

The consolidated accounts also include the income from the School's overseas projects, with the Perse Suzhou School opening in 2021/22 (delayed due to the COVID-19 pandemic).

Expenditure

Staff costs continue to be the largest area of the School's expenditure, reflecting the continuing investment in staff required to support the School.

The School also spent £2,401k on the maintenance and improvement of its grounds and premises in 2021/22 (excluding staff costs and depreciation) and delivered its planned ICT programme in full, spending £722k (excluding staff costs) (2020/21: £689k).

Surplus

The overall surplus for the group for the year was £3,971k (2020/21: £4,487k). This figure, which is inclusive of fundraising, is consistent with the School's strategic and development plans. With capital expenditure of £50m over the past 13 years, and further capital expenditure on a first floor addition to the Design and Technology block, an extension to the Science block and a new indoor swimming pool and sports centre planned, the surplus is required to meet the costs of the School's investment in its plant and buildings and to pay back bank borrowings taken out to fund that investment.

Reserves

The general reserves held by the School principally represent the tangible fixed assets, largely comprising by value the land, buildings and equipment of the three schools – each on its own site. Unrestricted funds total £61,479k (2021: £57,076k) and the other unrestricted reserves consist of three designated funds to provide bursaries totalling £2,423k (2021: £2,726k) and one designated fund for those donations without a specific restriction totalling £844k (2021: £655k).

In the current economic climate, the trustees expect only modest levels of income receivable from the underlying investments in the medium-term; consequently the trustees will continue to give consideration to an increase in the level of these funds, and also seek alternative ways of obtaining future funding of bursaries and scholarships. One of the main focuses of the Alumni and Development Office is the joint establishment of a permanent bursaries fund and the funding of current bursaries (depending on donor wishes), alongside donations towards the School's outreach programme.

The unrestricted funds, being largely represented by the School's land, buildings and equipment, are not liquid assets.

The restricted and endowed funds held by the School principally represent the 1910 endowment and later additions, investments for bursaries and scholarships, and the development appeal to fund new building and bursaries. Where income arises it is spent as soon as is practicable on the specified purpose. For details of restricted funds see note 16 to the accounts.

Policy on reserves

The trustees recognise the need for prudent financial management of the School's borrowings, and to build reserves over time. The current policy, successfully implemented, is to manage the net free reserves position out of free cash flow generated by operations. The School's policy generally is to build reserves to a level consistent with prudent financial management, taking into account the need to maintain the School sites and fund future capital expenditure. The trustees review this policy annually.

The trustees view the development plan for the School as the most effective and prudent way to ensure the long-term future of the School. The Pelican, Prep and the Upper schools all have their own development plans with site and age range specific focuses. The individual school plans are co-ordinated by the Heads and Bursar to deliver a coherent whole, and each plan contains a number of common 3 - 18 elements. School development planning is both a bottom up (staff contributions) and top down (management guided) process. The Governing Board formally reviews development plans on an annual basis at the autumn meeting of the Education Committee which reports to the December meeting of the Full Board. The implementation of individual plans is also subject to review by appropriate board committees.

In agreeing the school development plan and annual foci, careful thought is given to the pace and extent of change which needs to be managed to ensure the resources and capacity exist for changes to be successfully implemented. An evaluation of the progress in implementing the development plan and the success of individual foci takes place on a termly basis at Executive Leadership Team level.

On the basis of the definition of free reserves set out by the Charities SORP (FRS102), the School has net free reserves. At 31 August 2022 the value of total reserves was £67.2m (£63.2m 2020/21) and net free reserves stood at £8,998k (£3,716k net free reserves 2020/21), being the value of unrestricted funds after deducting operational fixed assets and committed expenditure.

Investments

Investment powers and authority

The School Scheme permits the trustees to consolidate the investments and the money belonging to the School into one combined pool constituted as a common investment fund. The School's Memorandum of Association allows it to appoint an investment manager and delegate to that person discretionary powers in relation to the management of the School's investments within the limits of the School's investment policy.

Investment policy

The trustees determined in July 2006 that a good investment return and a reasonable level of security, combined with a strategic site advantage for the School would be provided by investing long term investment funds in Cambridge property which lies adjacent to the Hills Road site. Four residential properties were let to third parties for the 2021/22 financial year.

The School also has short term investment funds held for identified expenditure e.g. capital expenditure and short term bursary expenditure, and to meet general cash flow needs. For short term funds, capital preservation is of paramount importance with income generation a secondary objective. Short term assets should be held in cash or near cash investments denominated in sterling:

- (i) Either deposited by the School itself with institutions meeting the requirements of the School's Internal Treasury Management Policy, or
- (ii) Deposited by the School's authorised professional investment manager, who must be regulated by the FCA, in accordance with the investment mandate in force between the authorised professional investment manager and the School.

The performance of the investments

The School's residential investment properties were valued at 31 August 2021 by Savills (UK) Limited, Chartered Surveyors, and as at 31 August 2022 the value of the investment is shown at this market valuation of £5,935k (2021: £5,935k). These properties represent long-term investments. Rental income of £149k was received in the year. It is anticipated that the properties will continue to be available for commercial rent during the forthcoming financial year. The Abington site, purchased during the year, is shown at cost.

The School's short term investments have been placed in accordance with the policy outlined above and have achieved a return commensurate with the School's risk management and liquidity requirements and market conditions.

Performance compared with policy

Both long term and short term investments have met the overall policy of the trustees to protect the value of the capital, prior to its possible disbursement, while achieving a reasonable level of current income.

Auditors

RSM UK Audit LLP have indicated their willingness to continue in office.

The Trustees' Report and Strategic Report on pages 5 to 24 were approved by the trustees on 21 March 2023 and signed on their behalf by:



J Scott
Governor & Chair of Board of Trustees



G Proudfoot
Governor & Chair of Finance & General Purposes Committee

Opinion

We have audited the financial statements of The Perse School (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2022 which comprise the Consolidated Statement of Financial Activities, the Group and School Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic 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 the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Report.

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 9, 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 group's and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the parent charitable company's governing document, tax legislation and Charities (Protection and Social Investment) Act 2016. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

THE PERSE SCHOOL

Independent Auditor's Report to the Members of the Perse School

The most significant laws and regulations that have an indirect impact on the financial statements are The Education (Independent School Standards) Regulations 2014, Keeping Children Safe in Education under section 175 of the Education Act 2002, and the UK General Data Protection Regulation (UK GDPR). We performed audit procedures to inquire of management and those charged with governance whether the group is in compliance with these law and regulations.

The group audit engagement team identified the risk of management override of controls and the completeness of certain income streams as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates and performing tests of detail in relation to completeness of income.

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

Use of our report

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

RSM UK Audit LLP

LARAGH JEANROY (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
Blenheim House
Newmarket Road
Bury St Edmunds
IP33 3SB

Date *27 April 2023*

THE PERSE SCHOOL
Consolidated Statement of Financial Activities
For the year ended 31 August 2022

| | Note | Unrestricted Funds £'000 | Designated Funds £'000 | Restricted Funds £'000 | Endowed Funds £'000 | Total Funds 2022 £'000 | Total Funds 2021 £'000 |
|--|------|--------------------------------|------------------------------|------------------------------|---------------------------|---------------------------------|---------------------------------|
| INCOME FROM: | | | | | | | |
| Donations and legacies | | 8 | 177 | 101 | - | 286 | 212 |
| Charitable Activities- | | | | | | | |
| Tuition fees | 2 | 28,521 | - | - | - | 28,521 | 26,689 |
| Other educational income | | 943 | - | - | - | 943 | 860 |
| Other ancillary activities | 3 | 1,850 | - | - | - | 1,850 | 1,570 |
| Other Trading Activities | | | | | | | |
| Lettings | | 44 | - | 1 | - | 45 | - |
| Subsidiary trading activities | | 585 | - | - | - | 585 | 139 |
| Investments | 5 | 201 | 4 | 2 | - | 207 | 175 |
| CJRS income | | - | - | - | - | - | 180 |
| TOTAL INCOME | | 32,152 | 181 | 104 | - | 32,437 | 29,825 |
| EXPENDITURE ON: | | | | | | | |
| Raising funds | | | | | | | |
| Fundraising | | (146) | - | - | - | (146) | (133) |
| Investment property costs | | (59) | - | - | - | (59) | (27) |
| Charitable activities | | | | | | | |
| Operating costs | | (27,603) | - | (28) | - | (27,631) | (24,958) |
| Bank interest | | (231) | - | - | - | (231) | (198) |
| Grants, awards and prizes | | - | - | (266) | - | (266) | (379) |
| Other activities | | (28) | - | - | - | (28) | (6) |
| TOTAL EXPENDITURE | 6 | (28,067) | - | (294) | - | (28,361) | (25,701) |
| NET INCOME | | 4,085 | 181 | (190) | - | 4,076 | 4,124 |
| Transfers between funds | | 379 | (295) | (84) | - | - | - |
| Other recognised (losses)/gains | | (61) | - | (44) | - | (105) | 363 |
| NET MOVEMENT IN FUNDS | 16 | 4,403 | (114) | (318) | - | 3,971 | 4,487 |
| Balances b/fwd 1 September | | 57,076 | 3,381 | 2,219 | 528 | 63,204 | 58,717 |
| Balances c/fwd 31 August | | 61,479 | 3,267 | 1,901 | 528 | 67,175 | 63,204 |

| | Note | Group 2022 £'000 | Group 2021 £'000 | School 2022 £'000 | School 2021 £'000 |
|--|------|------------------------|------------------------|-------------------------|-------------------------|
| FIXED ASSETS | | | | | |
| Tangible assets | 8 | 52,455 | 52,751 | 52,455 | 52,751 |
| Investments | 9 | 10,714 | 10,819 | 10,687 | 10,769 |
| | | <u>63,169</u> | <u>63,570</u> | <u>63,142</u> | <u>63,520</u> |
| CURRENT ASSETS | | | | | |
| Stock | | 42 | 37 | 42 | 37 |
| Debtors | 10 | 643 | 759 | 779 | 792 |
| Cash at bank and in hand | 11 | 16,080 | 12,679 | 15,562 | 12,600 |
| | | <u>16,765</u> | <u>13,475</u> | <u>16,383</u> | <u>13,429</u> |
| CURRENT LIABILITIES | | | | | |
| Creditors | 12 | (3,757) | (4,202) | (3,746) | (4,164) |
| | | <u>13,008</u> | <u>9,273</u> | <u>12,637</u> | <u>9,265</u> |
| NET CURRENT ASSETS | | | | | |
| TOTAL ASSETS PLUS CURRENT ASSETS | | | | | |
| | | <u>76,177</u> | <u>72,843</u> | <u>75,779</u> | <u>72,785</u> |
| CREDITORS: amounts falling due after more than one year | | | | | |
| | 13 | (9,002) | (9,639) | (9,002) | (9,639) |
| TOTAL NET ASSETS | | | | | |
| | | <u>67,175</u> | <u>63,204</u> | <u>66,777</u> | <u>63,146</u> |
| CAPITAL AND RESERVES | | | | | |
| Endowed Funds | 16 | 528 | 528 | 528 | 528 |
| Restricted Funds | 16 | 1,901 | 2,219 | 1,901 | 2,219 |
| Designated Funds | 16 | 3,267 | 3,381 | 3,267 | 3,381 |
| Unrestricted Funds | 16 | 61,479 | 57,076 | 61,081 | 57,018 |
| TOTAL FUNDS | | | | | |
| | | <u>67,175</u> | <u>63,204</u> | <u>66,777</u> | <u>63,146</u> |

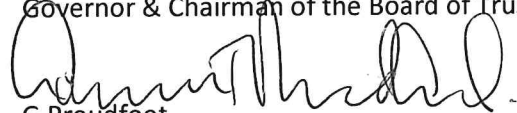
As permitted by Section 408 of the Companies Act 2006, the Statement of Financial Activities of the parent Charity is not presented as part of these financial statements. The Charity's surplus for the year was £4,064k (2021: £4,491k).

The notes on pages 36 to 53 form part of these financial statements.

The financial statements were approved and authorised for issue by the trustees at their meeting on 21 March 2023 and signed by



J Scott
Governor & Chairman of the Board of Trustees



G Proudfoot
Governor & Chairman of the Finance & General Purposes Committee

THE PERSE SCHOOL
Consolidated Cash Flow Statement and Notes
For the year ended 31 August 2022

| | Note | 2022 £'000 | 2021 £'000 |
|--|------|---------------|---------------|
| Net cash provided by operating activities | A | 6,017 | 6,003 |
| Cash flows from investing activities | | | |
| Investment income received | | 198 | 179 |
| Purchase of tangible fixed assets | | (1,901) | (1,468) |
| Purchase of investments | | - | (4,550) |
| | | <u>4,314</u> | <u>164</u> |
| Cash flows from financing activities | | | |
| Advance fee payments received | | 498 | 461 |
| Advance fee payments utilised in payment of fees to the School | | (537) | (485) |
| Repayment of project borrowing | | (667) | (667) |
| Bank interest paid | | (207) | (199) |
| | | <u>3,401</u> | <u>(726)</u> |
| Cash and cash equivalents at the beginning of the year | | 12,679 | 13,405 |
| Cash and cash equivalents at the end of the year | 11 | <u>16,080</u> | <u>12,679</u> |

A. RECONCILIATION OF NET MOVEMENT IN FUNDS TO CASH USED IN OPERATING ACTIVITIES

| | 2022 £'000 | 2021 £'000 |
|--|---------------|---------------|
| Net income for the year | 4,076 | 4,124 |
| Interest and rent from investments | (207) | (175) |
| Interest paid | 231 | 198 |
| Depreciation | 1,616 | 1,542 |
| (Increase) in stock | (5) | (2) |
| Decrease/(increase) in debtors | 131 | (134) |
| Increase in creditors | 175 | 450 |
| Net cash provided by operating activities | <u>6,017</u> | <u>6,003</u> |

Basis of accounting

The financial statements have been prepared under the historical cost convention and 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 (FRS102) (Charities SORP(FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the requirements of the Companies Act 2006, including the provisions of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008, and under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value.

The Perse School is an incorporated charity domiciled and registered in England, which constitutes a Public Benefit entity as defined by FRS 102. The address of its registered office is set out on page 3. Assets and liabilities are initially recognised at cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The charitable company was dormant up to 31 August 2007. Effective from 1 September 2007, the assets and undertaking relating to the Perse School, which had previously been held by the unincorporated charity registered in England and Wales numbered 311434, were transferred to the charitable company. The endowment assets remained within the unincorporated charity, renamed The Perse School Endowment, with the charitable company acting as its trustee and which, for accounting purposes, is amalgamated into the accounts of the charitable company under a Uniting Order issued by the Charity Commission. (The Perse School Endowment now carries as registration number 1120654-1).

The financial statements have been prepared in sterling, which is the functional currency of the group. Monetary amounts in these financial statements are rounded to the nearest £'000.

Going Concern

The group has net current assets of £13million at 31 August 2022. The trustees have considered the financial position of the group, the level of free reserves, liquidity, the 2022/23 budget and accompanying cash flow forecast, together with the long term strategic plan and the level of admissions for 2023/24. As a consequence, the trustees believe the group is well placed to manage its business risks successfully and that there are no material uncertainties in applying the going concern basis of preparation.

Reduced disclosures for subsidiaries

As a qualifying entity within the meaning of FRS 102, the charitable company has chosen to take advantage in its individual financial statements of the following disclosure exemptions:

- Section 7 – Presentation of a statement of cash flows, related notes and disclosures.

Group accounts

These financial statements consolidate the results of the charitable company and its wholly owned subsidiaries on a line by line basis. A separate Statement of Financial Activities has not been presented for the parent charitable company on the basis of the exemption provided under section 408 of the Companies Act 2006.

Income

Income from donations and legacies

Income received from donations, legacies and other voluntary sources where there is no stipulated use is recognised in the General Fund when received. Individual reserve funds are maintained for donations, legacies and other income received where the donor stipulates a specific use.

Income is included in the accounts at the point when the Charity is entitled to the income, there is probability of receipt and the monetary value can be measured with sufficient reliability.

Income from charitable activities

Fees and other educational income receivable are accounted for in the period in which the service is provided. Fees receivable are stated after deduction of bursaries and other allowances.

Income from other trading activities

Turnover within the group's subsidiary companies is measured at the fair value of the consideration received or receivable and represents the amounts for services or goods provided in the normal course of the business, net of discounts. Turnover is recognised upon provision of services or delivery of goods.

Lettings income is accounted for in the period to which the letting relates.

Income from investments

Rental income from the investment properties is accounted for in the period to which the rental relates. Bank interest is accounted for in the period during which the interest earning balances are held.

Expenditure

All expenditure, including irrecoverable VAT, is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category.

- **Educational costs:** comprise the costs directly attributable to the provision of education to the pupils across all four sites and include: salary costs for all teachers; salary costs for support staff who work substantially with pupils; text books, stationary and all educational materials and ICT across all sites.
- **Support costs:** comprise salary costs of staff working within central office functions such as general management and finance; insurance costs for all schools; marketing and website costs; professional fees of lawyers and general consultants; costs of postage, telephones and general office support; governance costs.
- **Welfare costs:** include the costs of providing catering and health services within the three schools as well as all costs relating to compliance with health and safety legislation.
- **Premises costs:** include all costs related to the maintenance of the school sites and grounds plus related services and depreciation.

Termination payments

The best estimate of the expenditure required to settle an obligation for termination benefits is recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Employee benefits – Pensions

Retirement benefits to employees of the charitable company and its group are provided by the Teachers' Pension Scheme (TPS) and the Aviva Pension Trust for Independent Schools (APTIS) in respect of teaching staff and the National Employment Savings Trust (NEST) and Aviva Group Personal Pension Scheme (Aviva) for all other staff.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charitable company and its group in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a projected unit credit method.

The TPS is an unfunded multi-employer scheme with contributions calculated on a pay-as-you-go basis and no obligation to fund a past deficit with no underlying assets to assign between employers. Consequently there is insufficient information to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions are recognised in the period to which they relate.

Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

The APTIS, NEST and Aviva Schemes are defined contribution schemes, the assets of the schemes being held separately from those of the School in independently administered funds.

Contributions are made for teaching staff to the Teachers' Pension Scheme. Contributions are also made for teaching staff to APTIS and for support staff to group personal pension schemes which are of a defined contribution nature. The costs of the School's contributions to all schemes are charged to the Statement of Financial Activities as they fall due.

Employee benefits - Other

Short term employee benefits including holiday pay are recognised as an expense in the period in which the services are received from the employee involved.

Tangible Assets

Tangible fixed assets of a long-term nature with a cost exceeding £5,000 are capitalised on the balance sheet as fixed assets and depreciated as detailed below. Land and buildings acquired prior to 1995 are shown at their historic valuation less depreciation of the buildings.

Depreciation is provided at the following annual rates in order to write off each asset over its useful economic life: Freehold buildings 50 years straight line; new artificial surfaces 20 years straight line; Plant, equipment, furniture and fittings 6 years straight line; pianos 10 years straight line; ICT equipment 3 years straight line.

Freehold land

Freehold land is not depreciated.

Operating leases

Payments made under operating leases are written off to the Statement of Financial Activities on a straight line basis over the lease term.

Investments

Investment properties are carried in the balance sheet at market value. The properties are valued in accordance with section 10 of Charities SORP FRS 102, i.e. at open market value, with the intention of obtaining a revaluation by an external valuer at least once every three years or at any stage if the trustees have reason to believe that values have changed materially. Investment properties are not depreciated. Investment property income is included in the Statement of Financial Activities on a receivable basis.

Investments in the subsidiary companies are accounted for in the balance sheet at cost less impairment.

Stocks

Stocks are included in the balance sheet at the lower of cost and net realisable value.

Debtors

Trade and other debtors are recognised as the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any discounts due.

Cash at bank and in hand

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

Creditors or provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third part and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised as their settlement amount after allowing for any trade discounts due. Provisions are measured at the best estimate of the amounts required to settle the obligation.

Fees received in advance of education to be provided in future years are accounted for as a liability until either taken to income in the term when used or else refunded.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Funds

Unrestricted funds comprise the accumulated funds which are neither restricted nor designated funds. They are available for use at the discretion of the Trustees in furtherance of the general objects of the charitable company.

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purpose and use of the designated funds are set out in the notes to the accounts.

Restricted funds comprise the unexpended balance of donations and grants held in trust to be applied for specific purposes.

Endowed funds comprise trust funds which are subject to specific trusts declared by the donors or with their authority. The condition of the trust is that the capital element is not expendable. The income arising from the investments is applied only in accordance with the conditions imposed by the donors (where specified) or for the general purposes of the School.

Tax accounting policy

The School is a registered charity and it is not liable to United Kingdom income tax or corporation tax on charitable activities. The School is a registered charity, and as such is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried on in the furtherance of the school's primary objectives, if these profits and surpluses are applied solely for charitable purposes.

1. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

In the application of the Charitable Group's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Critical areas of judgement

In addition to the trustees' assessment of the going concern status of the group, the following other specific judgements, estimates and assumptions were critical to the preparation of these financial statements:

Useful economic lives of tangible fixed assets

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. Useful economic lives and residual values are reviewed annually and reassessed where necessary to better reflect the actual usage of the assets involved.

Provision of fee debtors

The trustees consider whether fee debtors are recoverable. Where there is an indication that recoverability is unlikely, the amounts involved are recognised as a provision for bad debts. This assessment requires an estimation of future likely cash flows in order to calculate the appropriate amount of any provision.

| | 2022 £'000 | 2021 £'000 |
|---|---------------|---------------|
| 2. TUITION FEES | | |
| Gross fees | 29,882 | 28,529 |
| Less: total bursaries, scholarships and allowances | (1,627) | (2,219) |
| | <u>28,255</u> | <u>26,310</u> |
| Add back: bursaries and allowances paid for by restricted funds | 266 | 379 |
| | <u>28,521</u> | <u>26,689</u> |
| 3. OTHER ANCILLARY ACTIVITIES | | |
| School lunches | 1,341 | 1,105 |
| Tuck shop and vending machines | 88 | 28 |
| Sundry income | 421 | 437 |
| | <u>1,850</u> | <u>1,570</u> |

4. SUBSIDIARY TRADING ACTIVITIES

The charitable company controls all of the issued share capital of two trading subsidiary companies (see note 9), each of which is incorporated in England and Wales – please refer to page 4 for a list of these companies. The registered office for both subsidiaries is The Perse School, Hills Road, Cambridge, CB2 8QF. The Perse School Trading Company Limited has been dormant since 1 September 2019. The Perse School Cambridge International Limited is engaged in commercial trading activities relating to and in support of the charitable company, and it donates all of its taxable profits to the parent entity under Gift Aid each year. The results and financial position of this trading subsidiary is summarised in aggregate below using information extracted from the audited financial statements.

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4. SUBSIDIARY TRADING ACTIVITIES

| | 2022 £'000 | 2021 £'000 |
|-------------------------|---------------|---------------|
| Turnover | 585 | 148 |
| Operating costs | (166) | (91) |
| Other recognised losses | (23) | - |
| Profit for the year | <u>396</u> | <u>57</u> |
| | | |
| Total assets | 555 | 163 |
| Total liabilities | (159) | (106) |
| Total funds | <u>396</u> | <u>57</u> |

Transactions during the year between the charitable company and its subsidiaries are detailed below:

| | 2022 £'000 | 2021 £'000 |
|---|---------------|---------------|
| Owed by subsidiary companies to the School at 1 September | 66 | 275 |
| Recharges for services in the year | 154 | 75 |
| Gift Aid receipts | 57 | (61) |
| Cash receipts from the subsidiary companies | (124) | (223) |
| Owed by subsidiary companies to the School at 31 August | <u>153</u> | <u>66</u> |

| 5. INVESTMENT INCOME | Unrestricted | Designated | Restricted | Total | Total |
|-------------------------|--------------|------------|------------|------------|------------|
| | Funds | Funds | Funds | 2022 | 2021 |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Lettings income | 148 | - | 1 | 149 | 157 |
| Bank and other interest | 53 | 4 | 1 | 58 | 18 |
| | <u>201</u> | <u>4</u> | <u>2</u> | <u>207</u> | <u>175</u> |

6. TOTAL EXPENDITURE

| | Staff costs | Depreciation | Other costs | 2022 | 2021 |
|------------------------------|---------------|--------------|--------------|---------------|---------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Cost of raising funds | | | | | |
| Fundraising | 101 | - | 45 | 146 | 133 |
| Investment property costs | - | - | 59 | 59 | 27 |
| | | | | | |
| Charitable activities | | | | | |
| Educational | 14,557 | - | 2,316 | 16,873 | 16,053 |
| Premises | 2,001 | 1,616 | 2,429 | 6,046 | 5,166 |
| Welfare | 156 | - | 1,704 | 1,860 | 1,372 |
| Support | 1,809 | - | 1,043 | 2,852 | 2,367 |
| Total school operating costs | <u>18,523</u> | <u>1,616</u> | <u>7,492</u> | <u>27,631</u> | <u>24,958</u> |
| | | | | | |
| Bank interest | - | - | 231 | 231 | 198 |
| Grants, awards and prizes | - | - | 266 | 266 | 379 |
| | | | | | |
| Other activities | - | - | 28 | 28 | 6 |
| | | | | | |
| Total | <u>18,624</u> | <u>1,616</u> | <u>8,121</u> | <u>28,361</u> | <u>25,701</u> |

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Support costs relate to School operating costs consisting principally of administration and bursary department expenditure.

| | 2022 | 2021 |
|---------------------------------|--------------|------------|
| | £'000 | £'000 |
| Other costs for School running | 458 | 350 |
| Marketing and communications | 148 | 143 |
| Insurance and professional fees | 424 | 480 |
| Governance | 13 | 12 |
| | <u>1,043</u> | <u>985</u> |

Operating Leases

The amount paid under operating leases during the year was £306k (2021: £253k).

Auditor's Remuneration

Fees payable to the auditor for statutory audit during the year were £19k (2021: £17k) for the School, £nil (2021: £nil) for The Perse School Trading Company Limited and £1k (2021: £1k) for The Perse School Cambridge International Limited. Fees payable for tax compliance were £2k (2021: £2k) for The Perse School Cambridge International Limited.

7. STAFF COSTS

| | 2022 | 2021 |
|--------------------------|---------------|---------------|
| Group | £'000 | £'000 |
| Gross salaries | 14,382 | 13,352 |
| National insurance costs | 1,547 | 1,470 |
| Pension costs | 2,635 | 2,411 |
| Other costs | 60 | 27 |
| | <u>18,624</u> | <u>17,260</u> |

Included in the above figures are termination payments of £42k (2021: £17k) for the School. No funding was received in relation to this payment.

The average number of employees of the School and the Group during the year is shown below:

| | 2022 | 2021 |
|-------------|------------|------------|
| | No. | No. |
| Teaching | 195 | 189 |
| Support | 173 | 179 |
| Fundraising | 4 | 2 |
| | <u>372</u> | <u>370</u> |

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The number of employees receiving gross pay net of salary sacrifice and inclusive of the value of benefits-in-kind were:

| | 2022 | 2021 |
|---------------------|------|------|
| | No. | No. |
| £60,000 - £70,000 | 30 | 21 |
| £70,001 - £80,000 | 9 | 9 |
| £80,001 - £90,000 | 5 | 2 |
| £90,001 - £100,000 | 1 | 1 |
| £100,001 - £110,000 | 2 | 1 |
| £110,001 - £120,000 | - | 1 |
| £120,001 - £130,000 | 1 | - |
| £130,001 - £140,000 | - | 1 |
| £140,001 - £150,000 | 1 | - |
| £150,001 - £160,000 | - | - |
| £230,001 - £240,000 | - | 1 |
| £250,001 - £260,000 | 1 | - |

The gross pay included in the salary band £250,001 - £260,000 includes additional salary in lieu of employer pension contributions. The number of higher paid staff with benefits accruing under defined benefit schemes was 44 (2021:31).

The key management personnel of the Group and the School comprise the trustees, the Bursar, the Heads and Deputy Heads of the Upper School, the Perse Preparatory School and the Perse Pelican Nursery and Pre-preparatory School, the Director of Communications, the Development Director, the Director of HR, the Director of ICT, the Deputy Bursar and the Business Development Director. The total employee benefits of the key management personnel of the Group and the School were £1,991k (2021: £1,839k) and comprise gross pay net of salary sacrifice, benefits-in-kind and employers' national insurance and pension contributions.

Trustees

The trustees received no remuneration during the year (2021:£nil). One trustees was reimbursed £410 for travel expenses in connection with meetings of the trustees (2021: nil); £nil was spent on training costs for trustees in the year (2021: nil). Indemnity insurance for trustees is included in the School's professional indemnity insurance premium of £8k (2021: £8k). Donations made by trustees totalled £16k (2021: £600).

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| 8. FIXED ASSETS OF THE GROUP AND THE SCHOOL | Freehold land and Buildings £'000 | Plant, equipment Furniture & fittings £'000 | Total £'000 |
|--|--|---|----------------|
| Cost or valuation | | | |
| At 1 September 2021 | 64,521 | 1,547 | 66,068 |
| Additions | 1,206 | 114 | 1,320 |
| Disposals | - | (154) | (154) |
| At 31 August 2022 | <u>65,727</u> | <u>1,507</u> | <u>67,234</u> |
| Depreciation | | | |
| At 1 September 2021 | 12,562 | 755 | 13,317 |
| Charge for the year | 1,395 | 221 | 1,616 |
| On disposals | - | (154) | (154) |
| At 31 August 2022 | <u>13,957</u> | <u>822</u> | <u>14,779</u> |
| Net book value | | | |
| At 31 August 2022 | <u>51,770</u> | <u>685</u> | <u>52,455</u> |
| At 31 August 2021 | <u>51,959</u> | <u>792</u> | <u>52,751</u> |

Included within tangible fixed assets are the following which are not depreciated:

| | 2022 £'000 | 2021 £'000 |
|--------------------------------------|---------------|---------------|
| Land | 856 | 856 |
| Assets in the course of construction | 1,157 | 2,577 |
| Performing Arts Centre Public Art | 94 | 94 |

9. FIXED ASSET INVESTMENTS

| GROUP | Freehold land and buildings £'000 | Other Investments £'000 | Total £'000 | |
|-------------------|---|--------------------------------|-------------------------------|----------------|
| Cost or valuation | | | | |
| At 1 September | 7,485 | 3,334 | 10,819 | |
| Revaluation | - | (105) | (105) | |
| At 31 August | <u>7,485</u> | <u>3,229</u> | <u>10,714</u> | |
| SCHOOL | Freehold land and buildings £'000 | Group Undertakings £'000 | Other Investments £'000 | Total £'000 |
| Cost or valuation | | | | |
| At 1 September | 7,485 | - | 3,284 | 10,769 |
| Revaluation | - | - | (82) | (82) |
| At 31 August | <u>7,485</u> | <u>-</u> | <u>3,202</u> | <u>10,687</u> |

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The opening balance of freehold land and buildings comprises four residential properties. All four properties were available for commercial letting throughout the year in 2022; (2021: four properties). Additions are shown at cost (including refurbishment). A professional valuation was undertaken by Savills (UK) Limited, Chartered Surveyors, in January 2022 who confirmed the valuation of the properties as at 31 August 2021. During the year the School purchased an additional site at Abington.

Other investments are shares in an unlisted company (Blutick Limited) which have been measured at fair value and 679,748.04 COIF Charities Ethical Investment Fund Accumulation Units, purchased for £3million with a mid market valuation at 31 August 2022 of £3.202million.

The School owns the whole share capital (amounting to £100) of The Perse School Trading Company Limited. The company was dormant from 1 September 2019 (see note 4).

The School owns the whole share capital (amounting to £1) of The Perse School Cambridge International Limited. The principal activities of the company are advising on the setting up of and the provision of services to overseas schools and the licensing of the School's brand internationally and the provision of educational consultancy services and content for on-line learning platforms. The company was incorporated in England and Wales on 15 January 2018. At 31 August 2022, the company had turnover of £585k (2021: £148k), profit before taxation of £396k (2021: £57k) and net assets of £396k (2021: £57k).

| | Group 2022 £'000 | Group 2021 £'000 | School 2022 £'000 | School 2021 £'000 |
|-------------------------------------|------------------------|------------------------|-------------------------|-------------------------|
| 10. DEBTORS | | | | |
| Trade debtors | 414 | 403 | 414 | 370 |
| Other debtors | 19 | 15 | 19 | 25 |
| Amounts owed by subsidiary | - | - | 153 | 66 |
| Prepayments and accrued income | 210 | 341 | 193 | 331 |
| | <u>643</u> | <u>759</u> | <u>779</u> | <u>792</u> |
| | | | | |
| | | | | |
| 11. CASH AT BANK AND IN HAND | | | | |
| Cash at bank and in hand | <u>16,080</u> | <u>12,679</u> | <u>15,562</u> | <u>12,600</u> |

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| | Group 2022 £'000 | Group 2021 £'000 | School 2022 £'000 | School 2021 £'000 |
|--|------------------------|------------------------|-------------------------|-------------------------|
| 12. CREDITORS DUE WITHIN ONE YEAR | | | | |
| PAC loan | 667 | 667 | 667 | 667 |
| Trade creditors | 717 | 699 | 707 | 699 |
| Tax and social security costs | 450 | 415 | 451 | 415 |
| Accruals and deferred income | 286 | 807 | 284 | 769 |
| Advance fee payment scheme (note 13) | 429 | 487 | 429 | 487 |
| Fees paid in advance | 759 | 749 | 759 | 749 |
| Other creditors | 449 | 378 | 449 | 378 |
| | 3,757 | 4,202 | 3,746 | 4,164 |

| | Group 2022 £'000 | Group 2021 £'000 | School 2022 £'000 | School 2021 £'000 |
|---|------------------------|------------------------|-------------------------|-------------------------|
| 13. CREDITORS DUE AFTER MORE THAN ONE YEAR | | | | |
| PAC loan | 8,666 | 9,333 | 8,666 | 9,333 |
| Advance fee payment scheme (note 14) | 336 | 306 | 336 | 306 |
| | 9,002 | 9,639 | 9,002 | 9,639 |

Repayable >1 yr < 2 yrs

| | | | | |
|----------------------------|-----|-----|-----|-----|
| PAC loan | 666 | 666 | 666 | 666 |
| Advance fee payment scheme | 211 | 173 | 211 | 173 |

Repayable >2 yrs < 5yrs

| | | | | |
|----------------------------|-------|-------|-------|-------|
| PAC loan | 1,998 | 1,998 | 1,998 | 1,998 |
| Advance fee payment scheme | 125 | 133 | 125 | 133 |

Repayable >5 yrs

| | | | | |
|----------|--------------|--------------|--------------|--------------|
| PAC loan | 6,002 | 6,669 | 6,002 | 6,669 |
| | 9,002 | 9,639 | 9,002 | 9,639 |

A term loan of up to £12 million was agreed with Lloyds Bank plc on 22nd January 2016. The interest rate on this loan is 1.81% over base rate. The loan is repayable over eighteen years in equal termly instalments, commencing when the loan is fully drawn down and the first repayment was made in September 2018. The purpose of the loan was to finance the construction of the Performing Arts Centre.

The term loan is secured by a charge on the School's Glebe Road properties, the Preparatory School site and the Upper School site.

14. ADVANCE FEE PAYMENTS OF THE GROUP AND THE SCHOOL

The School accepts payment of fees in advance from parents covering periods of up to 7 academic years. No guarantee is provided by the School regarding the future level of fees.

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

| | 2022 £'000 | 2021 £'000 |
|----------------------------|---------------|---------------|
| Within one year | 429 | 487 |
| More than one year | | |
| - Within one to two years | 211 | 173 |
| - Within two to five years | 125 | 133 |
| | <u>336</u> | <u>306</u> |
| Total advance fee payments | <u>765</u> | <u>793</u> |

The balance represents the accrued liability under the contracts. Movements during the year were:

| | 2022 £'000 | 2021 £'000 |
|--|---------------|---------------|
| Balance at the beginning of the year | 793 | 805 |
| New contracts | 498 | 461 |
| Amounts accrued to contracts as debt-financing costs | 11 | 12 |
| Amounts utilised in payment of fees to the School | (537) | (485) |
| Balance at the end of the year | <u>765</u> | <u>793</u> |

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

| | Tangible fixed assets | Investments | Net Current Assets | Long term Liabilities | Total |
|--------------------|--------------------------|---------------|-----------------------|--------------------------|---------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| 2022 | | | | | |
| GROUP | | | | | |
| Endowed Funds | 35 | 493 | - | - | 528 |
| Restricted Funds | - | 1,620 | 281 | - | 1,901 |
| Designated Funds | - | 707 | 2,560 | - | 3,267 |
| Unrestricted Funds | 52,420 | 7,894 | 10,167 | (9,002) | 61,479 |
| | <u>52,455</u> | <u>10,714</u> | <u>13,008</u> | <u>(9,002)</u> | <u>67,175</u> |
| SCHOOL | | | | | |
| Endowed Funds | 35 | 493 | - | - | 528 |
| Restricted Funds | - | 1,620 | 281 | - | 1,901 |
| Designated Funds | - | 707 | 2,560 | - | 3,267 |
| Unrestricted Funds | 52,420 | 7,867 | 9,796 | (9,002) | 61,081 |
| | <u>52,455</u> | <u>10,687</u> | <u>12,637</u> | <u>(9,002)</u> | <u>66,777</u> |

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| | Tangible fixed assets | Investments | Net Current Assets | Long term Liabilities | Total |
|--------------------|--------------------------|---------------|-----------------------|--------------------------|---------------|
| 2021 | £'000 | £'000 | £'000 | £'000 | £'000 |
| GROUP | | | | | |
| Endowed Funds | 35 | 493 | - | - | 528 |
| Restricted Funds | - | 1,850 | 369 | - | 2,219 |
| Designated Funds | - | 707 | 2,674 | - | 3,381 |
| Unrestricted Funds | 52,716 | 7,769 | 6,230 | (9,639) | 57,076 |
| | <u>52,751</u> | <u>10,819</u> | <u>9,273</u> | <u>(9,639)</u> | <u>63,204</u> |
| SCHOOL | | | | | |
| Endowed Funds | 35 | 493 | - | - | 528 |
| Restricted Funds | - | 1,850 | 369 | - | 2,219 |
| Designated Funds | - | 707 | 2,674 | - | 3,381 |
| Unrestricted Funds | 52,716 | 7,719 | 6,222 | (9,639) | 57,018 |
| | <u>52,751</u> | <u>10,769</u> | <u>9,265</u> | <u>(9,639)</u> | <u>63,146</u> |

16. CAPITAL AND RESERVES OF THE GROUP AND THE SCHOOL

| 2022 | Endowment | CCC Bursary | Farrell Bursary | Pye Foundation |
|---------------------------------------|------------|----------------|--------------------|-------------------|
| GROUP AND SCHOOL ENDOWED FUNDS | £'000 | £'000 | £'000 | £'000 |
| Balance at 2021 | 335 | 60 | 18 | 26 |
| Income | - | - | - | - |
| Expenditure | - | - | - | - |
| Revaluation | - | - | - | - |
| Transfers | - | - | - | - |
| Balance at 2022 | <u>335</u> | <u>60</u> | <u>18</u> | <u>26</u> |

| | Enduring Gift Bursaries | Rouse Award | Aristotelian Award | Total |
|-----------------|----------------------------|----------------|-----------------------|------------|
| | £'000 | £'000 | £'000 | £'000 |
| Balance at 2021 | 75 | 10 | 4 | 528 |
| Income | - | - | - | - |
| Expenditure | - | - | - | - |
| Revaluation | - | - | - | - |
| Transfers | - | - | - | - |
| Balance at 2022 | <u>75</u> | <u>10</u> | <u>4</u> | <u>528</u> |

| GROUP AND SCHOOL RESTRICTED FUNDS | Prizes and Travel | CCC Bursary | AC Hawkins Bequest | Old Perseans |
|--|----------------------|----------------|-----------------------|-----------------|
| | £'000 | £'000 | £'000 | £'000 |
| Balance at 2021 | 80 | - | 15 | 34 |
| Income | 6 | - | - | 1 |
| Expenditure | (4) | - | - | (5) |
| Revaluation | - | - | - | - |
| Transfers | - | - | - | - |
| Balance at 2022 | <u>82</u> | <u>-</u> | <u>15</u> | <u>30</u> |

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16. CAPITAL AND RESERVES OF THE GROUP AND THE SCHOOL, continued

| GROUP AND SCHOOL RESTRICTED FUNDS | Millennium Bursary £'000 | Earnshaw Smith Bursary £'000 | Neve Bursary £'000 | Annual Fund £'000 | Capital Works £'000 |
|--|-----------------------------|---------------------------------|-----------------------|----------------------|------------------------|
| Continued | | | | | |
| Balance at 2021 | 65 | 226 | 4 | 340 | 80 |
| Income | - | - | - | 66 | - |
| Expenditure | - | (9) | - | (48) | - |
| Revaluation | (1) | (5) | - | (7) | - |
| Transfers | - | - | - | - | (80) |
| Balance at 2022 | 64 | 212 | 4 | 351 | - |

| | Enduring Gift PAC £'000 | Enduring Gift Bursaries £'000 | Enduring Gift Outreach £'000 | Enduring Gift PES £'000 | Total £'000 |
|-----------------|----------------------------|----------------------------------|---------------------------------|----------------------------|----------------|
| Balance at 2021 | 210 | 1,095 | 39 | 31 | 2,219 |
| Income | 1 | 24 | 6 | - | 104 |
| Expenditure | - | (215) | (9) | (4) | (294) |
| Revaluation | (4) | (27) | - | - | (44) |
| Transfers | (4) | - | - | - | (84) |
| Balance at 2022 | 203 | 877 | 36 | 27 | 1,901 |

| GROUP AND SCHOOL DESIGNATED FUNDS | Enduring Gift £'000 | Current Bursaries £'000 | Future Bursaries £'000 | Travel Bursaries £'000 | Total £'000 |
|--|------------------------|----------------------------|---------------------------|---------------------------|----------------|
| Balance at 2021 | 655 | 1,029 | 1,675 | 22 | 3,381 |
| Income | 181 | - | - | - | 181 |
| Expenditure | - | - | - | - | - |
| Revaluation | - | - | - | - | - |
| Transfers | 8 | 47 | (350) | - | (295) |
| Balance at 2022 | 844 | 1,076 | 1,325 | 22 | 3,267 |

| GROUP UNRESTRICTED AND TOTAL FUNDS | Endowed | Restricted | Designated | Unrestricted | Total |
|---|---------|------------|------------|--------------|----------|
| Balance at 2021 | 528 | 2,219 | 3,381 | 57,076 | 63,204 |
| Income | - | 104 | 181 | 32,152 | 32,437 |
| Expenditure | - | (294) | - | (28,067) | (28,361) |
| Revaluation | - | (44) | - | (61) | (105) |
| Transfers | - | (84) | (295) | 379 | - |
| Balance at 2022 | 528 | 1,901 | 3,267 | 61,479 | 67,175 |

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16. CAPITAL AND RESERVES OF THE GROUP AND THE SCHOOL, continued

| SCHOOL UNRESTRICTED AND TOTAL FUNDS | Endowed | Restricted | Designated | Unrestricted | Total |
|--|---------|------------|------------|--------------|----------|
| Balance at 2021 | 528 | 2,219 | 3,381 | 57,018 | 63,146 |
| Income | - | 104 | 181 | 31,762 | 32,047 |
| Expenditure | - | (294) | - | (28,040) | (28,334) |
| Revaluation | - | (44) | - | (38) | (82) |
| Transfers | - | (84) | (295) | 379 | - |
| Balance at 2022 | 528 | 1,901 | 3,267 | 61,081 | 66,777 |

| 2021 | | CCC | Farrell | Pye |
|---------------------------------------|-----------|---------|---------|------------|
| GROUP AND SCHOOL ENDOWED FUNDS | Endowment | Bursary | Bursary | Foundation |
| | £'000 | £'000 | £'000 | £'000 |
| Balance at 2020 | 320 | 57 | 17 | 25 |
| Income | - | - | - | - |
| Expenditure | - | - | - | - |
| Revaluation | - | 3 | 1 | 1 |
| Transfers | 15 | - | - | - |
| Balance at 2021 | 335 | 60 | 18 | 26 |

| | Enduring Gift | Rouse | Aristotelian | Total |
|-----------------|---------------|-------|--------------|-------|
| | Bursaries | Award | Award | Total |
| | £'000 | £'000 | £'000 | £'000 |
| Balance at 2020 | 74 | 10 | - | 503 |
| Income | - | - | 4 | 4 |
| Expenditure | - | - | - | - |
| Revaluation | 1 | - | - | 6 |
| Transfers | - | - | - | 15 |
| Balance at 2021 | 75 | 10 | 4 | 528 |

| GROUP AND SCHOOL RESTRICTED FUNDS | Prizes and | CCC | AC Hawkins | Old |
|--|------------|---------|------------|----------|
| | Travel | Bursary | Bequest | Perseans |
| | £'000 | £'000 | £'000 | £'000 |
| Balance at 2020 | 75 | - | 14 | 37 |
| Income | 2 | 2 | - | 2 |
| Expenditure | - | (2) | - | (6) |
| Revaluation | 3 | - | 1 | 1 |
| Transfers | - | - | - | - |
| Balance at 2021 | 80 | - | 15 | 34 |

| GROUP AND SCHOOL RESTRICTED FUNDS continued | Millennium | Earnshaw Smith | Neve | Annual | Capital |
|--|------------|----------------|---------|--------|---------|
| | Bursary | Bursary | Bursary | Fund | Works |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Balance at 2020 | 69 | 217 | 4 | 308 | 161 |
| Income | - | 1 | - | 57 | - |
| Expenditure | (9) | (9) | - | (48) | - |
| Revaluation | 5 | 17 | - | 23 | - |
| Transfers | - | - | - | - | (81) |
| Balance at 2021 | 65 | 226 | 4 | 340 | 80 |

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16. CAPITAL AND RESERVES OF THE GROUP AND THE SCHOOL, continued

| | Enduring Gift PAC £'000 | Enduring Gift Bursaries £'000 | Enduring Gift Outreach £'000 | Enduring Gift PES £'000 | Total £'000 |
|-----------------|-------------------------------|-------------------------------------|---------------------------------------|-------------------------------|----------------|
| Balance at 2020 | 197 | 1,205 | 35 | 31 | 2,353 |
| Income | 2 | 104 | 4 | - | 174 |
| Expenditure | - | (305) | - | - | (379) |
| Revaluation | 15 | 91 | - | - | 156 |
| Transfers | (4) | - | - | - | (85) |
| Balance at 2021 | 210 | 1,095 | 39 | 31 | 2,219 |

GROUP AND SCHOOL DESIGNATED FUNDS

| | Enduring Gift £'000 | Current Bursaries £'000 | Future Bursaries £'000 | Travel Bursaries £'000 | Total £'000 |
|-----------------|---------------------------|-------------------------------|------------------------------|------------------------------|----------------|
| Balance at 2020 | 605 | 1,122 | 2,025 | 22 | 3,774 |
| Income | 50 | - | - | - | 50 |
| Expenditure | - | - | - | - | - |
| Revaluation | - | - | - | - | - |
| Transfers | - | (93) | (350) | - | (443) |
| Balance at 2021 | 655 | 1,029 | 1,675 | 22 | 3,381 |

GROUP UNRESTRICTED AND TOTAL FUNDS

| | Endowed | Restricted | Designated | Unrestricted | Total |
|-----------------|---------|------------|------------|--------------|----------|
| Balance at 2020 | 503 | 2,353 | 3,774 | 52,087 | 58,717 |
| Income | 4 | 174 | 50 | 29,597 | 29,825 |
| Expenditure | - | (379) | - | (25,322) | (25,701) |
| Revaluation | 6 | 156 | - | 201 | 363 |
| Transfers | 15 | (85) | (443) | 513 | - |
| Balance at 2021 | 528 | 2,219 | 3,381 | 57,076 | 63,204 |

SCHOOL UNRESTRICTED AND TOTAL FUNDS

| | Endowed | Restricted | Designated | Unrestricted | Total |
|-----------------|---------|------------|------------|--------------|----------|
| Balance at 2020 | 503 | 2,353 | 3,774 | 52,025 | 58,655 |
| Income | 4 | 174 | 50 | 29,595 | 29,823 |
| Expenditure | - | (379) | - | (25,316) | (25,695) |
| Revaluation | 6 | 156 | - | 201 | 363 |
| Transfers | 15 | (85) | (443) | 513 | - |
| Balance at 2021 | 528 | 2,219 | 3,381 | 57,018 | 63,146 |

Enduring Gift

In March 2015 the School launched its 'Enduring Gift' campaign. Donations received through the Enduring Gift campaign were allocated between the following fund categories:

Endowed funds: donations where the donor has stipulated that the income generated should provide bursaries for the future.

Restricted funds: donations received for the provision of bursaries, the Performing Arts Centre and Outreach.

Designated funds: donations received which may be used at the discretion of the Trustees in furtherance of the general objects of the charity but principally designated for the provision of bursaries and outreach.

Thereafter, the focus of the School's fundraising has been for the support of bursaries and outreach.

ENDOWED FUNDS

Endowment

In accordance with a Charity Commission Order, £299,418 of the School's permanent endowment was expended in 2000/01 to build a sports hall and sixth form centre. The order requires that the funds spent on the buildings must be replaced by an annual transfer from the general fund over 20 years in instalments of £14,971 per annum. The endowment fund relates to the amounts transferred over the last 20 years totalling £299,418 and £35,035 being the original capital of the independent educational regional charity scheme of 1910.

Bursaries and scholarships

The Cambridgeshire County Council (CCC) Bursary was established in 1978 from a donation of £16,000. The donation was made to generate income to provide bursaries for the benefit of children who at the time of the award are day pupils from maintained primary schools in Cambridge.

The Farrell Bursary was established in 1978 by a donation of £5,000 in memory of Michael Farrell from his widow. Income is applied in making bursary awards to pupils resident within 25 miles of the city of Cambridge.

The Pye Bursary was established and endowed in 1978 by a donation of £7,000 from the Pye Foundation. Income is applied in making bursary awards to pupils resident within 25 miles of the city of Cambridge.

In June 2017 a donation was received for £10,000 to fund prizes for the School's annual Rouse Awards and in 2021 £4,000 was received to fund the Aristotelian Prize.

RESTRICTED FUNDS

Prizes and Travel

The Prizes and Travel Fund was set up from various donations and bequests to be used for the awarding of prizes to pupils of the School and from donations from Rouse (1965) of £1,600 and Cooper (1971) of £1,000 and Howie and Perrett (1988) of £1,000 to be used for travel bursaries which are awarded annually at the Head's discretion.

The A C Hawkins Bequest Fund was established in 1973 out of a legacy of £7,132 to be applied towards helping pupils learn to swim.

Bursaries and Scholarships

The Old Persean Society made a donation in 2000 of £69,707. Income and capital generated by the donation is to be used to provide bursaries for sixth form students.

The Millennium Appeal Bursary Fund was set up from donations and bequests to the School from a campaign appeal launched in 1997.

The estate of Georgina Earnshaw-Smith gifted funds for a bursary to be established in the name of her late husband, Eric Earnshaw-Smith, relating to classical, literary, other arts or humanities studies.

A legacy was received in 2011 from the late Maureen Neve with the clear requests that the money be used to provide a bursary or bursaries. The first Neve bursary was awarded in the 2011/12 academic year.

Annual Fund

The Annual Fund was established in 2002. This is an annual appeal encouraging regular donations to raise funds for bursaries and specific projects nominated by the School.

Three pupils currently benefit from Annual Fund bursaries (2021: 3).

Capital works

The Capital Works Funds consists of a donation towards the cost of the kitchen refurbishment (included within fixed assets) in 2018 which is being released to unrestricted reserves over five years.

DESIGNATED FUNDS

The Current Bursaries Fund was set up in order to assist with the financing of means-tested bursary awards. The fund was established from allocations from the income and expenditure account. An amount has been transferred from unrestricted funds to the Current Bursaries Fund so as to maintain the level of the fund at the equivalent of approximately one full academic year's worth of bursary awards, which is estimated to be £1,076k for the year 2022/23.

The Future Bursaries Fund was established in 2011/12, and the opening balance is made up of transfers from unrestricted funds of the annual balance between 5% of gross fee income and actual bursary spend in the year funded by the School from that year's operations, up to and including the year ended 31 August 2020. The fund is now being expended at a rate of £350k per annum, via transfer to unrestricted reserves, to fund bursaries provided by the School.

The Travel Bursaries Fund was established to provide means tested assistance for some school trips.

17. PENSION ARRANGEMENTS

Defined Benefit Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £3,070k (2021: £2,805k) and at the year-end £258k (2021 - £237k) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by the Teachers' Pension Scheme Regulations 2014. Members contribute on a "pay as you go" basis with contributions from

members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

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

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

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

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of the cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards.

The pause was lifted in July 2020, and a consultation was launched on 24 June on proposed changes to the cost control mechanism following a review by the Government Actuary. Following a public consultation, the Government have accepted three key proposals recommended by the Government Actuary, and are aiming to implement these changes in time for the 2020 valuations.

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

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

Group Personal Pension Schemes

The School operates three group personal pension schemes. The Schemes are defined contribution schemes, the assets of the schemes being held separately from those of the School in independently administered funds. The School's contributions to the schemes were 13.75% (2021: 13.75%) for the Aviva non teaching staff pension scheme with employee contributions of 6.25% (2021: 6.25%). The second scheme is the NEST scheme which the School uses to fulfil its obligations under auto-enrolment legislation. Contribution rates for this scheme were 6% for the employer (2021: 6%) and 3% for employees (2021: 3%). The third scheme is the APTIS (Aviva Pension Trust for Independent Schools) scheme which is available to those members of the teaching staff as an alternative to the Teachers' Pension Scheme. Contribution rates for this scheme were up to 23.68% (combined pension and death in service benefit) (2021:23.68%) maximum, although employees may opt for a lower employer contribution to be paid, subject to a minimum of 13.75% with additional taxable salary received in lieu. Employee contributions were 6.25% minimum (2021: 6.25%)

Employer contributions paid to the schemes in the year were £504k (2021: £461k) and the amount due to the schemes at 31 August 2022 was £55k (2021: £52k).

18. RELATED PARTY TRANSACTIONS

Four trustees (2021: five) had children attending the School as at 31st August 2022. Fees were paid on the same terms as for all other children attending the School (see note 4).

19. OPERATING LEASES GROUP AND SCHOOL

At 31 August 2022 the Group and the School had annual commitments under operating leases which expire as shown in the banding below:

| | Land & Buildings £'000 | Office Equipment & vehicles £'000 | Total 2022 £'000 | Land & Buildings £'000 | Office Equipment & vehicles £'000 | Total 2021 £'000 |
|---------------|------------------------------|--|------------------------|------------------------------|--|------------------------|
| Within 1 year | 12 | 312 | 324 | 12 | 298 | 310 |
| 2 – 5 years | 36 | 301 | 337 | 42 | 302 | 344 |
| >5 years | - | 7 | 7 | - | 22 | 22 |
| | <u>48</u> | <u>620</u> | <u>668</u> | <u>54</u> | <u>622</u> | <u>676</u> |

At 31 August 2022 the Group and the School had contracted with tenants under non-cancellable operating leases for the following future minimum lease payments:

| | | |
|-----------------------|-------|-------|
| Amount due: | 2020 | 2021 |
| | £'000 | £'000 |
| Within 1 year | 150 | 150 |
| Between 1 and 5 years | - | 50 |

20. CAPITAL COMMITMENTS

At 31 August 2022 the School had capital commitments of £28k contracted but not provided for in the financial statements (2021: £609k) relating to retained funds on the Old Gym Mezzanine Floor.

21. NET DEBT RECONCILIATION

| | 1 September 2021 £'000 | Cash flows £'000 | 31 August 2022 £'000 |
|--------------------------|------------------------------|---------------------|----------------------------|
| Cash at bank and in hand | 12,600 | 2,962 | 15,562 |
| Bank loans | (10,001) | 666 | (9,334) |
| Net Debt | <u>2,599</u> | <u>3,628</u> | <u>6,228</u> |

THE PERSE SCHOOL
Notes to the Consolidated Financial Statements
For the year ended 31 August 2022

22. ANALYSIS OF PRIOR YEAR TOTAL FUNDS

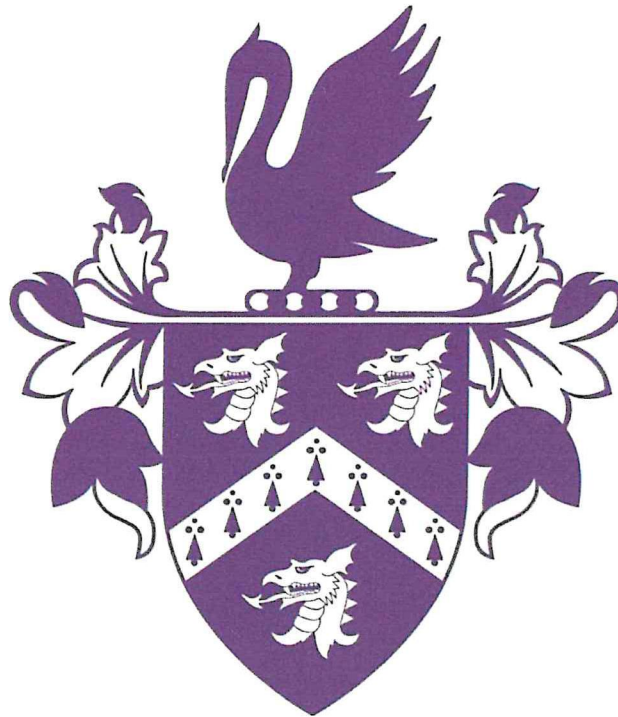
| | Note | Unrestricted Funds £'000 | Designated Funds £'000 | Restricted Funds £'000 | Endowed Funds £'000 | Total Funds 2021 £'000 |
|-----------------------------------|------|--------------------------------|------------------------------|------------------------------|---------------------------|---------------------------------|
| INCOME FROM: | | | | | | |
| Donations and legacies | | - | 48 | 160 | 4 | 212 |
| Charitable Activities- | | | | | | |
| Tuition fees | 2 | 26,689 | - | - | - | 26,689 |
| Other educational income | | 860 | - | - | - | 860 |
| Other ancillary activities | 3 | 1,570 | - | - | - | 1,570 |
| Other Trading Activities | | | | | | |
| Lettings | | - | - | - | - | - |
| Subsidiary trading activities | | 139 | - | - | - | 139 |
| Investments | 5 | 159 | 2 | 14 | - | 175 |
| CJRS income | | 180 | - | - | - | 180 |
| TOTAL INCOME | | <u>29,597</u> | <u>50</u> | <u>174</u> | <u>4</u> | <u>29,825</u> |
| EXPENDITURE ON: | | | | | | |
| Raising funds | | | | | | |
| Fundraising | | (133) | - | - | - | (133) |
| Investment property costs | | (27) | - | - | - | (27) |
| Charitable activities | | | | | | |
| Operating costs | | (24,958) | - | - | - | (24,958) |
| Bank interest | | (198) | - | - | - | (198) |
| Grants, awards and prizes | | - | - | (379) | - | (379) |
| Other activities | | (6) | - | - | - | (6) |
| TOTAL EXPENDITURE | 6 | <u>(25,322)</u> | <u>-</u> | <u>(379)</u> | <u>-</u> | <u>(25,701)</u> |
| NET INCOME | | 4,275 | 50 | (205) | 4 | 4,124 |
| Transfers between funds | | 513 | (443) | (85) | 15 | - |
| Other recognised losses | | 201 | - | 156 | 6 | 363 |
| NET MOVEMENT IN FUNDS | 16 | <u>4,989</u> | <u>(393)</u> | <u>(134)</u> | <u>25</u> | <u>4,487</u> |
| Balances b/fwd 1 September | | 52,087 | 3,774 | 2,353 | 503 | 58,717 |
| Balances c/fwd 31 August | | <u>57,076</u> | <u>3,381</u> | <u>2,219</u> | <u>528</u> | <u>63,204</u> |

THE PERSE SCHOOL

England & Wales - Charity number 1120654

Accounts

Registered in England and Wales
Charity Number: 1120654
Company Number: 5977683



The Perse School
A Charitable Company Limited by Guarantee

Annual Report
and
Consolidated Financial Statements
For the year ended
31 August 2021

THE PERSE SCHOOL
Annual Report and Consolidated Financial Statements
For the year ended 31 August 2021

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THE PERSE SCHOOL
General Information
For the year ended 31 August 2021

A Charitable Company limited by Guarantee

| | |
|---------------------------------------|--|
| Company number | 5977683 |
| Registered Charity Number | 1120654 |
| Principal address & registered office | The Perse School, Hills Road, Cambridge, CB2 8QF |

Trustees and Governors

Nominated by Trinity College Cambridge:

LA Merrett MA PhD

Nominated by Gonville & Caius College Cambridge:

K-C Lin BA MA PhD (until 31 August 2021)

AD Oliver MA MPhil PhD LittD

Co-opted:

A Y-C Au MA FCA (from 1 September 2021)

H Bettinson MA PhD

K Davies MA FCA

WMR Dawkins BA

NM Finlayson-Brown BA (from 28 May 2021)

S Freestone OBE DL MEd GRSM LRAM ARCM

SW Graves BSc MBA (OP) (until 31 August 2021)

CP Hancock QC MA LLM (OP)

SD Lebus MA

RC StH Mason BSc MBBS MRCP MBA

GJ Proudfoot MA

SC Roberts MA

JW Scott MA - Chair

M Singh MBA Master Mariner (from 1 September 2021)

S A Shakir-Khalil MA (from 7 September 2020)

DM Shave MA MBACP (until 31 August 2021)

SL Steele CTA

CJ Stenner LLB - Vice Chair

D Williams MB Bch FRCP FRPCH

(OP) = Old Persean

THE PERSE SCHOOL
General Information
For the year ended 31 August 2021

Personnel and Professional Advisors

Clerk to the Governors and Company Secretary

GA Ellison MA

Heads and Bursar

| | |
|----------------------|--|
| EC Elliott MA | Head of the Perse School |
| JWS Piper BA | Head of the Perse Preparatory School and Junior Division |
| F Heftman BA | Head of the Perse Pelican Nursery and Pre-preparatory School |
| A Shakespeare MA FCA | Bursar |

| | |
|---|--------------------|
| RSM UK Audit LLP Blenheim House Newmarket Road Bury St Edmunds IP33 3SB | Registered Auditor |
|---|--------------------|

| | |
|--|---------|
| Lloyds Bank plc Barclays Bank plc HSBC Bank plc Coutts & Co Santander UK plc | Bankers |
|--|---------|

| | |
|--|------------|
| Farrer & Co, London Ashtons Legal, Cambridge Veale Wasborough Vizards, Bristol | Solicitors |
|--|------------|

| | |
|--|---------------------|
| CCLA Senator House 85 Queen Victoria Street London EC4V 4ET | Investment Managers |
|--|---------------------|

The Perse School's subsidiary companies are as follows:

| | Company reg.no |
|--|-----------------------|
| The Perse School Trading Company Limited (dormant) | 09636505 |
| The Perse School Cambridge International Limited | 11149877 |

Website address:

www.perse.co.uk

TRUSTEES' REPORT

The trustees present their report, including their Strategic Report, and the consolidated financial statements for the year ended 31 August 2021. The financial statements have been prepared on the basis of the accounting policies set out on pages 33 to 37 of the financial statements and comply with the charity's scheme and applicable law.

OBJECTS AND POLICIES

The Perse School is a charitable company limited by guarantee and not having a share capital that is governed by Memorandum and Articles of Association dated 23 October 2006 as amended by special resolutions dated 13 March 2008, 10 December 2009, 26 June 2014 and 6 August 2014.

The School was founded as a charity by the will of Dr Stephen Perse in 1615.

The object of the charity, as set out in its Memorandum of Association, is the advancement of education by the provision and conduct of the School known as the Perse School Cambridge together with any of its affiliated or subsidiary Schools (howsoever the same shall from time to time be known) and by ancillary or incidental educational activities and any other associated activities for the benefit of the community as a whole.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Group Structure

On 1 September 2007 the School, having until then been an unincorporated charity, became a charitable company limited by guarantee. The endowment assets at this date remained within the unincorporated charity, renamed The Perse School Endowment (registration number 1120654-1), with the charitable company acting as its trustee.

The Group during the year comprised The Perse School and two wholly owned subsidiaries:

- The Perse School Trading Company Limited. This company was dormant from 1 September 2019; and
- The Perse School Cambridge International Limited (incorporated on 15 January 2018). The business of the company is the undertaking of trading activities in the UK and overseas for the benefit of the Charity. Trading activities include but are not limited to activities connected to: overseas schools; education technology platforms; school memorabilia; letting of premises; and general education consultancy.

Governing Board

The Perse Upper School (the Upper), the Perse Prep School (the Prep) and the Perse Pelican Nursery and Pre-Preparatory School (the Pelican) (the three of which are known collectively as The Perse School) have a single Governing Board composed of the trustees, who are also the directors of the charitable company. A list of trustees is set out on page 3 of this Report. The Perse Prep School and The Perse Pelican Nursery and Pre-Preparatory School together form the 'Junior Division'.

The School's Articles of Association empower it to have twenty trustees (who are the directors and governors of the Charity and also its members). Three of the trustees are nominated - two are nominated by the Council of Gonville and Caius College and one by the Council of Trinity College. The seventeen other trustees are co-opted by the Board.

All trustees are appointed for a term of three years and may thereafter be reappointed for two further terms each of three years. In exceptional circumstances, a trustee who has served three consecutive terms in office may be reappointed for further periods.

During the year there were five Governing Board committees that dealt with matters concerning all three schools:

Meeting termly:

- Audit and Risk Committee;
- Education Committee;
- Finance & General Purposes Committee; and
- Nominations and Governance Committee.

Meeting annually:

- Senior Staff Salaries Committee.

Other committees, groups and panels are formed for specific purposes and meet as the need arises, currently:

- Staff Committee (re grievance and disciplinary matters);
- Appeal Committee (re grievance and disciplinary matters);
- Complaints Panel (re the complaints procedure);
- Investment Management Working Group; and
- Special Committee (to facilitate the governing and direction of the Charity when the Charity's ability to convene normal meetings is materially frustrated by the effects of the COVID-19 pandemic).

All committees report to the Governing Board in line with their terms of reference.

In addition, some trustees are also board directors of The Perse School Cambridge International Limited.

Recruitment and appointment of new trustees

The School's Nominations and Governance Committee is appointed by the Governing Board and its terms of reference require it to:

- Identify and keep under review the range and balance of skills, experience, and other qualities – either specific or general – which need to be represented on the Governing Board.
- Review the composition of the Governing Board to ensure that such skills, experience and other qualities are represented on the Governing Board or, if they are not, to identify which are missing or out of balance.
- Consider the re-appointment of trustees.
- Identify and consider the appointment of new trustees.
- Make recommendations to the Governing Board for the appointment or re-appointment of trustees.

All new trustees receive a comprehensive information pack giving them information about the School, its governance, management, and policies. A trustees' handbook is issued to all trustees annually with updates being available throughout the year on the trustees' portal. All trustees receive annual safeguarding updates.

All new trustees meet the Chair or Vice-chair of the Governing Board as part of the appointment process. They also meet the Head and the Bursar and the Clerk, and have a tour of the School (wherever possible) before attending their first meeting of the Governing Board. All new trustees are subject to appropriate safer recruitment checks and safeguarding training.

The School has hosted, and encourages trustees to attend, seminars organised by the Association of Governing Bodies of Independent Schools (AGBIS).

THE PERSE SCHOOL
Trustees' Report
For the year ended 31 August 2021

The School circulates trustees with the details of other courses and seminars run by AGBIS, ISBA and by professional firms providing services to charities and education. The School also runs its own updates for trustees and holds annual strategy seminars with trustees, senior Perse staff and external speakers as well as seminars, again using external speakers. Briefings by senior management to committees and the Board ensure relevant trustees are kept abreast of new legislation and the external auditor annually updates the Audit & Risk Committee and, through that Committee, the Finance and General Purposes Committee with accounting and regulatory matters which may affect the Group.

Surveys are undertaken in order to identify the training needs of individual trustees.

Trustee involvement in School life

The trustees help guide, shape and support specific aspects of the School's life through the various committees and the training and strategy sessions detailed above. Key School policies are approved on an annual cycle by the Full Board and all trustees are regularly updated on safeguarding and have access to the School's Designated Safeguarding Lead. During 2020/21 the Governor with Special Interest in Safeguarding with emphasis on Safer Recruitment and Child Protection met termly with the safeguarding teams and carried out an annual review of the Single Central Register. During 2020/21 the Staff Liaison Governor met all new staff and carried out termly meetings with departments on a rolling basis.

Trustees meet pupil representatives of the School Council (the Upper), Pupil Organised Democracy (the Prep) and the Pelican Parliament (the Pelican). Trustees also attend School sporting events and productions, and sample lessons via learning walks.

Organisational management

The day to day running of the School is delegated to the Head (and through him to the Head of the Junior Division), each with their team of teaching staff and the Bursar and her team of administrative and support staff. The Head and/or Bursar attend committee and Board meetings. The running of the subsidiary company is through its board which reports to the Full board via the Finance and General Purposes Committee.

Financial probity is ensured by having suitably qualified individuals on the Finance and General Purposes Committee, the Audit and Risk Committee and the Investment Management Working Group. The Audit & Risk Committee and the Finance and General Purposes Committee receive an annual report from the external auditor and the Finance and General Purposes Committee receives termly reports from the Bursar on the financial position of the School. The Finance and General Purposes Committee reviews and recommends the annual budget to the Full Board and considers the latest management accounts with any significant variances against budget and an agreed set of Key Performance Indicators. The Bursar considers management accounts, produced monthly, with variances analysed and explained by the Chief Financial Officer.

The Schools are staffed with paid employees, both full-time and part-time. Parents assist voluntarily with fund-raising and some school activities.

Engagement with suppliers, customers and others in a business relationship with the School

The School's supplier and customer engagement, including all policies and contracts are designed to ensure a fair and transparent approach to all business transactions.

The School has in place clear and transparent tariffs for all facilities available for external use and these charges are annually benchmarked against other comparable facilities to ensure they represent fair value.

The School actively encourages local community and customer engagement in regard to the use, development and expansion of these facilities and services.

During the COVID-19 pandemic frequent dialogue has been maintained with all parties to ensure the reestablishment and safe operation, where possible under current legislation, of these facilities.

The School operates a transparent procurement process through a value based approval structure, therefore ensuring all services and products are assessed under the same best value and risk mitigation criteria.

The School completes regular relationship management meetings with all strategic services suppliers to ensure effective contract management and engagement.

Engagement with employees

The School encourages staff contribution at all levels. The Heads, Bursar and members of the Executive Leadership Team meet regularly with regional forums to share best practice.

The School encourages the involvement of its employees through regular staff meetings that disseminate information of particular concern to employees and through regular staff surveys and staff committees for receiving their views. Termly meetings are held of the Common Room Salaries, Conditions of Service and Facilities Committee, and of the Support Staff Forum, at which staff concerns can be raised through their representatives.

The School intranet also provides information and access to professional development and support, including wellbeing, as well as a weekly staff bulletin.

New staff are fully inducted and both teachers and support staff take part in training both before the start of and during the school year.

The School is committed to ensuring equality of opportunity for all who learn and work here, with one of its key values being 'valuing one another.' It is committed to the principle of equal opportunities that opposes discrimination on the basis of the following protected characteristics: sex, sexual orientation, marital or civil partnership status, gender reassignment, race, religion or beliefs, pregnancy and maternity, disability and age. During 2019/2020 an Inclusion, Equality and Diversity working group was formed, with representation from students, teachers, parents, support staff, alumni and governors, to consider equality and inclusion and make recommendations to the Executive Leadership Team and the Board of Governors on specific development areas of curriculum, pastoral care, training and representation, led by the Assistant Head (I E & D). The School's Inclusion, Equality and Diversity Policy can be found on the School's website.

Investment in staff

The trustees are keen to attract and retain the best teaching and key support staff and set salaries and other terms of remuneration in order to try to achieve this. The remuneration of key management personnel is set by the Governors' Senior Staff Salaries Committee which comprises the Chair, the Vice-chair, the Chair of the Finance & General Purposes Committee and a trustee with Human Resources expertise. Remuneration is reviewed annually with reference to relevant publicly available information and benchmarking surveys

Statement of trustees' responsibilities

The trustees (who are also directors for the purposes of company law) are responsible for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources of the charitable company for the year. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to Disclosure on Information to Auditors

The trustees also confirm that, so far as each of the trustees is aware, at the time the report is approved:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

CHARITABLE OBJECTS

The object of the charity, as set out in its Memorandum of Association, is the advancement of education by the provision and conduct of the School known as the Perse School Cambridge together with any of its affiliated or subsidiary Schools (howsoever the same shall from time to time be known) and by ancillary or incidental educational activities and any other associated activities for the benefit of the community as a whole.

The object of the School is a purpose falling within section 3(1)(b) of the Charities Act 2006, i.e.: the advancement of education. It is a purpose for the public benefit and is therefore a charitable purpose as defined in section 2(1) of the Act.

The Perse School educates boys and girls from age 3 – 18 on three sites; the Pelican (ages 3 – 7), the Prep (ages 7 – 11) and the Upper (ages 11 – 18). Children thus progress through three different schools but have the benefits of being part of one larger institution with an integrated curriculum and pastoral care system.

Vision and values

The Perse School's vision for the pupils and staff is to love learning and strive for the greater good. To realise this vision, The Perse will:

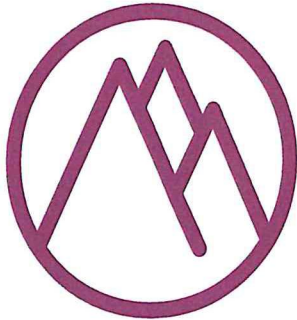
- a) Promote academic excellence through a challenging curriculum, outstanding teaching and a culture of endeavour, intellectual curiosity and scholarship.
- b) Provide high quality pastoral care to meet individual needs, and support the development of happy, balanced and considerate pupils.
- c) Offer a rounded education, rich in rewarding extracurricular opportunities, which develop life skills, character and perspective.
- d) Maintain a safe, well ordered community in which pupils develop a strong moral framework, an understanding of the law, and an appreciation of the spiritual dimension to life.
- e) Value one another through a commitment to kindness, consideration, inclusion, equality and diversity.
- f) Value the environment by caring for our sites and acting sustainably.
- g) Provide high quality professional development for all staff to ensure ongoing personal and institutional improvement.
- h) Finance means tested bursaries to ensure The Perse is accessible and help those outside the school through outreach and charitable work.

A Perse education is three dimensional and all pupils and teaching staff are expected to contribute to the School's academic, pastoral and extra-curricular programmes.

The School endeavours to provide a broad and balanced education appropriate to the needs of each pupil in order to cater for the full development of their varied talents and to achieve high academic standards leading, from the Upper School, to university entry, as well as to achievements throughout the schools in cultural, sporting and other fields. The School aims to ensure an academically selective entry from the widest possible social spectrum, thereby preserving its tradition of breadth of access and continuing to meet public benefit requirements.

A common set of values has been agreed which define the behaviour expected of all Perse students and staff. These values are shown on the following page:

We value
Endeavour



Which means we
 Aim high and challenge ourselves
 Try our best and are not afraid to make mistakes

So we
 Aim to be the best we can reasonably be
 Set high standards and value the efforts people make to reach them
 Are organised and punctual
 Develop the resilience needed to embrace setbacks as learning opportunities
 Win and lose honourably and graciously
 Lead by example

We value
Intellectual curiosity and scholarship



Which means we
 Love learning, thinking deeply and being creative
 Welcome reasoned debate

So we
 Develop a lifelong love of learning, acquiring the qualities and skills needed for successful study
 Go beyond the curriculum and exam specifications
 Celebrate original thought, research and creativity
 Learn to communicate well both orally and in writing
 Invite challenge; listen to and value other perspectives
 Reflect on our learning to become more effective learners

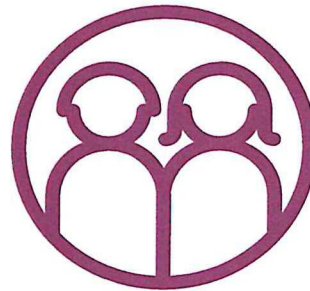
We value
Breadth and balance



Which means we
 Are involved, engaged and committed
 Take full advantage of the opportunities we are given

So we
 Take on personal responsibility
 Learn to play our part in a team
 Honour our commitments
 Broaden our horizons by trying new activities
 Find enjoyment and personal development in extra curricular learning
 Keep a sense of perspective

We value
One another and our environment



Which means we
 Each play our part in creating a kind and considerate community
 Care for ourselves, each other, and those in need

So we
 Are honest, kind, courteous, and caring in all we do
 Balance the needs of the individual and the community
 Act responsibly to keep ourselves and others safe and healthy
 Look after the school and wider environment
 Acknowledge and appreciate the contributions of others, treat all fairly, and recognise that diversity is a strength

PUBLIC BENEFIT

The trustees confirm that they have given regard to the Charity Commission's guidance on public benefit. The objects of the School are for the 'public benefit' as that term is used in the Charities Act 2011 for the following reasons:

Provision of benefit to public in general

Children eligible for admission as pupils of the School form a public rather than a private group for the following reasons:

1. The group of potential beneficiaries described in the objects of the School represent a sizable number of individuals. The School's catchment area has a school age population of some 230,000. This group constitutes a broad and significant section of the public.
2. There is no personal or contractual link or characteristic which potential beneficiaries must share in order to be eligible for admission as a pupil of the School.
3. The objects of the School are open and inclusionary. No person in poverty is excluded by the objects from eligibility for admission as a pupil of the School. The School carries out its objects in this regard through the breadth of its access and its bursary provision.

Selection policy and bursary awards

The School aims to ensure an academically selective entry from the widest possible social spectrum. To further that aim, the School offers means-tested bursaries from its own resources and through the generosity of gifts from a number of benefactors. The School is actively seeking further benefactions and support for its bursary scheme so that it may continue to meet bursary demand.

Some 73 children within the School benefited from some kind of means-tested bursary award in the 2020/21 academic year, receiving awards which equate to 68.15 full fee paying places. The total value of these awards in the 2020/21 academic year was £1,200k (2019/20: £1,292k).

Bursaries are funded by a mixture of restricted and unrestricted funds. All bursaries are re-assessed annually by means of a detailed means-testing system. Awards made range from 5% of fees up to full fee bursaries. Bursaries are also made available to cover costs of extras such as middle school devices, lunches, some outdoor pursuits activities and key school trips.

Carbon and Energy Reporting

In line with the Greenhouse Gas Protocol (GHG) Corporate Accounting and Reporting Standard, The Perse School continues to be engaged in a process aimed at reducing its energy and greenhouse gas emissions.

The Perse School maintains scope 1, 2 and 3 emissions, which are generated from the school premises and transport, respectively. The School maintains emissions from a range of transport including minibuses and school-owned vehicles.

The Perse School has devised a strategy to reduce its carbon footprint significantly including:

- Encouraging employees to purchase renewable technology cars i.e., hybrid vehicles, including the installation of electric vehicle charging points, and the promotion of a Cycle to Work scheme,
- Encouraging the use of public transport,
- Participating in external traffic surveys and undertaking its own surveys of pupils, parents and staff,
- Purchasing energy efficient equipment where appropriate in the school, including a zero emissions electric van for the estates team,
- Replacing HVAC systems with energy-efficient equipment where possible,
- Including energy considerations in new building design,
- Adopting behavioural change measures where possible.

The Perse School has a longstanding commitment to tackling climate change. Its calculated carbon footprint for the current financial year is 1,498.35 tCO₂e, whilst energy consumption was 7,170,761.96 kWh (7,170.7 MWh).

Methodology:

The School has reported all of its emission sources under the Companies Act 2006 (Strategic Report and Director's Reports) Regulations 2013 as required. The School has calculated and reported its emissions in line with the GHG Protocol Corporate Accounting and Reporting Standard (revised edition) and emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2020 (reference "Introduction guidance").

The reporting period is the financial year 2020/2021, the same as that covered by the Annual Report and Financial Statements. The boundaries of the GHG inventory are defined using the operational control approach. In general, the emissions reported are the same as those which would be reported based on a financial control boundary.

2020/2021 Emissions

| | |
|---------------------------------|--|
| Scope 1 (natural gas/transport) | Tonnes CO ₂ equivalent (tCO ₂ e) |
| | 1,150.46 |
| Scope 1 (transport) | Tonnes CO ₂ equivalent (tCO ₂ e) |
| | 7.55 |
| Scope 2 (electricity) | Tonnes CO ₂ equivalent (tCO ₂ e) |
| | 312.68 |
| Scope 3 (electricity T & D) | Tonnes CO ₂ equivalent (tCO ₂ e) |
| | 27.67 |

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| Scope 3 (transport) | Tonnes CO2 equivalent (tCO2e) |
|---------------------|-------------------------------|
| | 2.33 |
| Total | 1,500.68 tCO2e |

Scope one (1), two (2) and three (3) carbon intensity metric = 0.898 tCO2e per pupil taught (1,670) during the financial year.

The School's emissions have increased by 106.81% since the last reporting period. This has been mainly due to the additional ventilation requirements over the winter months in the Michaelmas 2020 and Lent 2021 terms whilst the School buildings still required heating. The School site was also closed for part of the previous period. Both situations arose from the COVID-19 pandemic.

Efficiency Measures Taken:

- Continue to replace aging office equipment with energy-efficient products
- Expanded video conferencing and online meetings (as opposed to face to face meetings)
- Expanding the installation of electric vehicle charging points at the school

Objectives for 2022/2023:

- Reduce its baseline electricity and gas consumption by 2%
- Reviewing supply contracts to determine feasibility of renewable energy
- Prepare for Energy Savings Opportunity Scheme (ESOS) phase 3 compliance
- Continue with its energy-savings programme
- Develop its sustainability plans

The Perse School will report on progress within the next set of financial accounts.

STRATEGIC REPORT

ACHIEVEMENT AND PERFORMANCE

PROVISION OF BENEFICIAL PURPOSE

The School provides the following demonstrable benefits, all of which flow, directly or indirectly, from the School's charitable purpose to advance education:

The School provides a high quality education to 1,670 pupils (2019/20: 1,645)

The School educates 1,670 pupils thereby relieving pressure on local schools which would otherwise need to find additional places for these pupils and provides a financial benefit to the State at no cost to the taxpayer (other than the value of the fiscal benefits of charitable status). Using estimates of the average annual cost to the taxpayer of a place at a state school, the School saves the State over £10m each year.

The last Independent Schools Inspectorate (ISI) inspection took place in 2019. This was a compliance only inspection for which the School met all of the required standards.

The last educational quality and compliance inspection took place in 2016. The inspectors concluded that the School offers an outstanding education and for every key inspection criteria the School received the highest possible grading of excellent or exceptional. This followed on from a clean sweep of top grades in the 2010 inspection.

The full reports are available on the School's website: www.perse.co.uk

Academic results

Examination results continue to be among the most successful in the country. For the thirteenth year in succession, more than three-quarters of A Level entries were graded at either A* or A.

| | % A* | Cumulative % A* - A | Cumulative % A* - B | Cumulative % A* - C |
|---------------|---------|------------------------|------------------------|------------------------|
| Perse A level | 81 | 92 | 98 | 99 |
| | D1/M1 | D2/M2 | D3/M3 | |
| Perse Pre U | 87/98 | 95/99 | 98/100 | |

At GCSE/IGCSE, 94.5% of entries were graded 9 or 8 (broadly equivalent to the old A* grade) and 99% of entries were graded 9 – 7 (equivalent to A* - A).

| | Cumulative % A* | Cumulative % A | Cumulative % B | Cumulative % C |
|-------|--------------------|-------------------|-------------------|-------------------|
| Perse | 80 | 94 | 100 | 100 |

(% cumulative)

Nearly all Perse students choose to proceed to university. Details of the university destinations for 2020/21 can be found on page 112 of The Perse School Annual Review available on the School website.

Students also took Trinity, Rockscool and ABRSM exams.

The School's core values are embedded in its curricular and extra-curricular provision.

The continuation of the COVID-19 pandemic throughout 2020/21 and the closure of the School site to Reception year and above with the exception of keyworker and vulnerable children in the first half of the Lent term 2021 saw teaching and learning, pastoral care and extra-curricular activities moving back online in a return to digital education.

Many Perse students pursued opportunities to broaden their knowledge and test their skills against peers elsewhere, including:

- Arkwright Engineering scholarships;
- Gold, silver and bronze awards in the British Physics Olympiad, with one student selected to join the UK team in the International Physics Olympiad and one student selected to represent the UK at the International Olympiad on Astronomy & Astrophysics, the British Biology Olympiad, with one student selected to represent the UK in the International Biology Olympiad, and the Chemistry Olympiad;
- Gold, silver and bronze awards in the National Biology Challenge;
- Roentgenium, gold, silver and copper awards in the Cambridge Chemistry Challenge for Lower Sixth;
- Gold, silver and bronze awards in the Senior Maths Challenge, the Intermediate Maths Challenge and the Junior Maths Challenge, with other prizes won in the Maths Olympiad for Girls and the Senior Team Maths Challenge and one student taking part in the Tournament of Towns, an international maths olympiad;
- Qualification for the National finals of the GCHQ Cyber First Girls competition;
- Qualification for the National Final of the British Informatics Olympiad;
- Participation in the University of Oxford Computing Challenge national finals;
- Gold awards in the Bebras UK Computational Thinking Challenge;
- Participation in the National finals of the TCS Oxford Computing Challenge;
- Bronze award in the International Linguistics Olympiad;
- Second round places at the United Kingdom Linguistics Olympiad;
- Silver awards in the Joutes Oratoires Lyceennes;
- Gold awards in the regional inter-schools Spanish debating competition and the French inter-regional schools debating;
- Ceramic sculptures were displayed on the Molecules of Life online exhibition organised by the Protein Data Bank in Europe in conjunction with the Arts Society Granta and the Arts Society Cantab;
- First place in the senior, intermediate and junior Greek categories and highly commended in the junior and senior Latin categories of the Cambridge Classical Association Reading Competition;
- First and second places in the inaugural Cambridge Classical Association Essay Competition;
- Qualification for the National finals of the Cambridge Union Schools' debating competition, and the finals of the International Competition for Young Debaters; runners-up in the regional final of the Churchill Public Speaking Competition;
- Commendation in the Lucy Cavendish College Essay Prize on Contemporary Issues;
- Commendation in the Performing Shakespeare competition;
- Highly commended awards in the National Theatre's New Views competition and the creative writing category of the New College of the Humanities Essay Competition;
- Commendations in the Robson History Prize and New College of the Humanities Essay competitions;
- Winners of the Strategic Alliance of Global Educators Project Passport competition

Students' work has also been published in medical journals and the Young Scientists' Journal.

COVID-19 restrictions during the academic year led to a reduced number of sporting fixtures and opportunities, particularly in the Michaelmas and Lent terms. Perse teams were, however, County champions in U15 boys' cricket and won third place at the Magdalene College School T20 Festival; County champions in U14 and U12 boys' cricket; County champions in U15 girls' cricket and National quarter-finalists in the School Sport T20 Cup and County champions in U11 girls' cricket. In the ESAA Schools Championships two students participated in the National Finals and the Intermediate Girls were County runners-up in the ESAA Track & Field Cup. A Perse student took the senior title in the British Schools Small-bore Rifle Association (BSSRA) and a Perse team won the top division on the BSSRA Summer League. Perse students were also selected for the England A team for the BSSRA International Match.

Perse students also earned places in the England Hockey boys' regional performance centre squads, the England Hockey girls' regional performance centre squads, the Northampton Saints U18 and U16 Developing Players groups, the Saxon Tigers U15 boys' and girls' squads, the Saracen Mavericks Cambridgeshire and Bedford and U15 hubs, the regional pathway of Superleague Club London Pulse, Cambridgeshire women's and men's 1st XI in cricket, Essex 2nd XI and London and East U18 in cricket, the ECB Regional Development Centre for Girls and the U15 Advanced Coaching Centre.

The School continued to adapt to the challenges and opportunities of home learning with a variety of online tools – in addition to the core curriculum, assemblies and 'group' music performances (including the Friday Night Showcase and the Lockdown Choir) moved online with the imaginative use of combined solo recordings.

In addition to academic achievements, Perse pupils participate in many extra-curricular areas which help develop a broad range of skills and qualities, including a comprehensive drama provision with musical performances of The Three Little Pigs and Goldilocks and the Three Bears, and performances of Ali Baba and the Forty Thieves and the Beggar's Tale, two different productions based around Grimm's Fairy Tales, Scary Play and a Shakespeare Project. The performances were filmed if restrictions at the time meant they could not be performed in front of live audiences. The School's Outdoor Pursuits activities also continued where restrictions permitted.

A full review of all the School's activities is included in the School's Annual Review available on the School website.

The School provides broader benefits to children, the local community and society

Valuing and supporting one another is one of the cornerstones of a Perse education and, with the School's commitment to its charitable purposes, the belief in community extends well beyond the school gates.

During 2020/21 COVID-19 restrictions curtailed much of the School's regular community outreach work, in particular the Primary Partnership started in 2008/09 to develop relationships with local primary schools and to provide access for them to the School's specialist facilities and teaching. The School adapted its outreach programme in 2020/21 to continue to support as many children as possible and continued to provide digital and other resources in modern languages, computer science and maths to local primary schools. Additionally, the School funded the provision of group music at one primary school, raised funds via the School's Green Team to redevelop outdoor space at another and contributed funding to the Raspberry-Pi Foundation's work in bridging the digital gap for local children to access computer equipment during the lockdown. Two members of staff spent a week at a local primary school running a Year 5 project on climate change, biodiversity and ecology.

The School also supports a local sixth form college in their UCAS process, specifically with preparation interviews led by subject specialists from the School. Perse staff also assisted other secondary schools with mentoring and advice in maths, music, sport and PE, assisting in the creation of an economics department and assisting in the marking and moderating of GCSE papers in Latin and classical civilisation.

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The Perse School runs an annual coding competition, launched in 2017 and open nationwide to pupils in Years 7 to 11. Pupils compete to win the Braben Cup, sponsored by Dr David Braben OBE. The challenge is free to enter with prizes for the top three teams and 71 state schools from across the UK take part. 2020/21 also saw the inaugural Perse Research Essay competition.

Further details of the School's outreach and partnership activities can be found at: www.schoolstogether.org.

Community lectures are held each term and in 2020/21 virtual lectures covered 'Can we end homelessness in Cambridge', 'The tale of the NHS COVID-19 app' and 'Listening to Shells'.

Community use of the School – particularly the Sports Centre and the Music School – was affected by the COVID-19 restrictions throughout 2020/21 but local clubs, groups and societies continued to use the School facilities where permitted, particularly in the areas of youth training and development.

In 2011 The Perse School formed a partnership with Christel House Schools, a charity that transforms children's lives by building and running learning centres in some of the world's most deprived communities. The charity was set up in 1998 by Christel De Haan with support from the late Ron Haylock (former Perse pupil), and today has seven learning centres in four countries helping over 4,500 children. The Perse School supports Christel House by sending its teachers and students to Christel House to share expertise and experiences; raising funds; participating in joint educational projects; and by one of its teachers being a trustee of Christel House Europe. Throughout 2020/21, pupils continued to raise money for Christel House projects and during lockdown raised money via the online Perse Family Quiz Night and a live-streamed Perse Bake-Off.

During the lockdown period individual staff and pupils raised money on their own initiatives. When back on site students, staff and parents worked together to support a number of charities, both local and international through a series of activities including non-uniform days, sponsored events and charity music events. Each year the School supports Link to Hope, a charity that sends shoeboxes filled with Christmas gifts to families and elderly people in Eastern Europe and in 2020/21 713 shoeboxes were donated. During Random Acts of Kindness week the Student Council arranged a variety of activities designed to help pupils show kindness within the School, the local community and internationally as well as being kind to themselves. Donations were collected by students, parents and staff throughout the week to support Cambridge Food Bank. The annual Emmaus Sleepout, which took place in students' gardens in 2019/20, reverted back on site for 2020/21 with a record number of Year 9 pupils taking part.

The Perse Summer School is open to young people aged 7 – 14 from the local area with a range of academic, creative and performing arts, sport and outdoor pursuits, and technology and computing options. In 2020/21 more than 700 children attended from more than 70 different schools.

Perse staff hold leadership or advisory roles in an array of aspects of education, from curriculum reform to student skills for university, and support young people from all walks of life in many different ways, including:

- Advising Cambridge Assessment on public exam standards and regulations;
- Membership of the Headmasters' and Headmistresses' Conference academic policy sub committees shaping curriculum and assessment;
- Acting as Independent Schools Inspectorate Inspectors;

- Supporting Christel House, conducting staff training and collaborative work between students to develop the growing relationship between the two schools. Christel House schools work with the very poorest pupils in their communities to break the cycle of poverty. Perse students raised money to buy three classroom projectors for Bangalore with the project aim of funding a projector for each of the twenty-nine classrooms over the next few years;
- Acting as Examiners and developing exam specifications for a range of exam boards;
- Acting as exam moderators;
- Coaching for local and national sports clubs and teams;
- Assisting with community air cadet units;
- Developing community support groups;
- Contributing to curriculum development;
- Co-ordinating charity events and working in local charities;
- Authoring and co-authoring textbooks;
- Delivering seminars;
- Developing websites for scheme of work;
- Working with local choirs and music groups;
- Professional tutoring of PGCE trainees, guiding and supporting their development;
- Developing and implementing induction training in independent schools;
- Leading local scout movement groups and Duke of Edinburgh;
- Acting as governors of other schools;

Investment in staff and staff welfare

The trustees are aware that the quality and range of the education that the School offers can only be maintained at a high level of excellence by continual investment in staff, equipment and buildings. The trustees pay tribute to the dedication and commitment of all the staff – teaching and support staff – who together contribute to this community of learning.

The School encourages the involvement of its employees through regular staff meetings that disseminate information of particular concern to employees, and through staff surveys and staff committees for receiving their views. Termly meetings are held of the Staff Salaries Committee at which any staff concerns can be raised through their elected representatives.

The School recognises its responsibilities under the Equality Act 2010 and supports the principle of equal opportunities and opposes discrimination based on any protected characteristic. Being a committed equal opportunities employer, the School will take every possible step to ensure that employees and prospective employees are treated equally and fairly.

The valuable contribution of supporters

The trustees continue to recognise with gratitude the support received by the School – at all educational stages – from the Parents' Associations and from individual contributions of finance, time and expertise.

Continued investment in infrastructure

Significant building works, both to accommodate increased pupil numbers and to improve facilities, have been a feature of the School over the past ten years. All building works have been consistent with pupil numbers and the School's Development Plan.

In 2020/21 the School completed the new mezzanine floor within the main school building, to provide additional dining and meeting spaces, and refurbished the Sixth Form Common Room.

The School remains committed to providing appropriate facilities for current and future pupils and staff, and regularly reviews the masterplans for its sites alongside investing in existing buildings.

Expansion outside the UK

The School recognises the importance of developing sources of revenue other than tuition fees to help fund the capital programme, its bursary scheme and its outreach work.

The Perse School Singapore opened in January 2020 for pupils aged 6 – 11. The campus is at Upper Bukit Timah, a residential area in Singapore, and close to Bukit Timah nature reserve. Pupils engage in a broad and innovative curriculum that closely follows the Cambridge Primary Programme, incorporating Singapore Maths and Mandarin as a second language. Blending innovation and tradition, the school uses the most up-to-date educational technologies in the classroom to prepare pupils for a global future. The four core values of the Perse – intellectual curiosity and scholarship, endeavour, breadth and balance and respect for one another and our environment – form the heart of the school's ethos.

The Perse School Suzhou opened in September 2021 – delayed from August 2020 due to the restrictions of the Coronavirus outbreak. The Perse School Suzhou is situated in the core of the city in Gusu District and is co-educational. It focuses on the Cambridge IGCSE and IA level and other international qualifications plus additions from the Perse's own curriculum. It will prepare Chinese students for international universities.

The partnerships between these two schools and The Perse School Cambridge International Limited will give Perse Cambridge students and staff greater international exposure and will provide opportunities for exchange programmes and visits. They will also provide an income stream to The Perse School Cambridge International Limited.

Section 172 Statement

In accordance with Section 172 of the Companies Act 2006, the Directors (who form the Board of Trustees) complied with their duty to promote the success of the School through their approval of the School's Development Plan and on-going review of performance against this. All decisions are made in line with the School's Development Plan, capital Master Plan and cash flow forecasts, with the long-term interests of the charity and its stakeholders in mind.

Culture, and employee welfare and engagement are important to trustees. As detailed above, the School has a structure of regular staff meetings, staff committees and working groups and a variety of tools to promote well-being available to all staff. As a School, it already supports flexible working practices.

Trustees understand the importance of maintaining productive relationships within stakeholders, underlined by a strong sense of purpose. Members of the trustees' sub committees and member of the Executive Leadership Team proactively collaborate with a variety of stakeholders within the education sector to share knowledge and learnings as appropriate.

Trustees are mindful of the School's impact on the community and environment. The School's communities, social action and enrichment sit at the heart of everything it does, and this is reflected in its curriculum and in the School's four core values (see page 11).

As a registered charity, the School is committed to making the biggest difference to its pupils, inside and outside the classroom, regardless of their background. The School's reputation and business conduct are paramount to its future success and ability to deliver value to its various stakeholders. The School has an experienced Trustee Board

who are responsible for ensuring corporate governance best practice is followed, supported by the Audit & Risk Committee, Finance & General Purposes Committee, Education Committee, Nominations & Governance Committee and Strategy Committee.

Promoting the success of the charitable company

The trustees have established a Code of Conduct within the General Statement of the Responsibilities of Members of the Governing Board which provides a structure for the responsibilities and expectations associated with the role. This key document, aligned to the School's values, provides trustees with an understanding of what is required and enables them to be transparent, open and accountable in what they do. The Code of Conduct recognises that decisions should be taken in the interests of all stakeholders with the aim of maintaining a reputation for high standards of business conduct. In accordance with section 172 of the Companies Act 2006, each of the trustees acts in the way he or she considers to be in good faith and which would most likely promote the success of the School and to achieve its charitable purpose. Other areas of the Trustee's Report also cover how the School fosters relationships with key stakeholders. Please see pages 7 and 8.

RISK MANAGEMENT

The Perse School's Board of Governors is responsible for the consideration and management of the risks faced by the School and the wider Group.

The principal risks that the Group and the School faces are:

- The impact of the economy on parents' and carers' ability to pay fees, and other pressures on cash flow;
- Retention and recruitment of quality staff in the context of a national shortage of teachers;
- The changing educational and charitable requirements for independent schools;
- The impact of an adverse event on the School which may have an effect on the reputation of the School;
- The impact of possible future changes to existing charitable exemptions (VAT, corporation tax, business rate relief) and increases in the contribution rates to The Teachers' Pension Scheme ;
- The impact of the COVID-19 outbreak (subject of its own Risk Register);
- The impact of a loss of infrastructure, whether that be access to buildings (e.g. through fire) or a loss of IT systems, including through a cyber attack.

The trustees have given consideration to the major risks to which the School is exposed and are content with the management of those risks. In the majority of areas, systems designed to mitigate those risks have been in place for some time. In further reviewing the situation, the trustees continue to extend the systems, and their range, to provide comprehensive cover of the risks as they are identified and to obtain robust levels of insurance cover in areas such as loss of infrastructure. The School's risk management schedule, which includes all of the above risks, is reviewed by the Governing Board and by its Finance & General Purposes Committee and its Audit and Risk Committee. The Governing Board's committees' terms of reference reflect the risk management monitoring roles of each committee.

The trustees also look annually at the School's performance by comparison to benchmarking reports on the independent school sector produced by independent professional firms.

Each of the three schools has a Crisis Preparation and Response Manual which includes a Disaster Recovery/Business Continuity Plan which are reviewed annually and supported by external consultants.

The School regularly uses external consultants to review the effectiveness of different areas of the School's operations and to advise on external factors that might affect the School.

During the year, the School again used external consultants to review its management of Safeguarding, Health & Safety, and to carry out reviews of ICT and data protection. The trustees' Audit & Risk Committee meets termly and acts as a further check and balance on both the management and the governance of the School.

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The Group's accounts include the results of the year's financial activities for The Perse School and its two wholly owned subsidiaries.

Fundraising activities

The School raises funds for its projects through the Alumni and Development Office (ADO). The ADO fundraises from former pupils, parents and friends; it does not seek to raise funds from the general public as it focuses on developing lasting relationships with those who have an existing connection with the School. The ADO team organise alumni activities, run fundraising events and raise funds through the annual Sixth Form leavers' gift, Enduring Gift and legacy appeals. The details of the fundraising approach are set out in the School's Fundraising and Donation Acceptance Code which is reviewed annually by the Trustees and is available on the School's website.

The Perse is registered with the Fundraising Regulator and adheres to the Code of Fundraising Practice, which is the document underlying the School's own Fundraising and Donation Acceptance Code. By adhering to the School's Fundraising and Donation Acceptance Code any volunteer acting on the School's behalf commits to adhering to the Code of Fundraising Practice. During 2020/21 the School complied with fundraising standards. Complaints relating to fundraising activities are raised with the Business Development Director or the Bursar. The School aims to resolve any informal complaint within 15 working days of receipt. There were no complaints during 2020/21.

An Enduring Gift campaign continued to be the focus of the ADO's work in 2020/21 and is the campaign which marked the School's 400th anniversary in 2015/16. £142k was given to the campaign during 2020/21 to finance bursaries and outreach activities.

The School also continued to benefit from contributions into the Annual Fund in the form of regular donations from current and past parents, Old Perseans and friends of the School.

Investment in facilities

The trustees are aware that the quality and range of the education that the School offers can only be maintained at a high level of excellence by continual investment not only in staff but also in equipment and buildings. In 2020/21 the School completed its new mezzanine floor in the Old Gym, aimed at improving the catering and dining facilities and providing additional meeting and learning spaces, and refurbished the Sixth Form Centre. The School also acquired additional land and buildings at its Abington site.

The School has also continued its investment in the ICT infrastructure to support and enhance digital learning both on site and for remote learning.

Financial outcome

Income

Tuition fee income continues to be the principal funding source for the group. During the 2020/21 academic year the number of pupils in the School was 1,670, with 1,229 pupils in the Upper School (2019/20: 1,204); in the Prep 283 (2019/20: 284) and the Pelican 158 (2019/20: 157). Tuition fee increases were 3.95% for all three schools (2019/20 3.95% for all three schools).

The continuation of the COVID-19 pandemic and the closure of the School site to all years with the exception of keyworker and vulnerable children in the first half of the Lent term 2021 has had an impact on the income for the year. Where the School was able to achieve savings in areas such as catering, transport, sport and extra-curricular activities, these savings were passed on in the form of a reduction applied to the Summer term fee. No charge was made for activities (such as outdoor pursuits) or lunches not provided on site.

In continuing its response to the pandemic the Perse also extended its hardship bursary funding by making available money raised from donors as part of the Enduring Gift fundraising campaign. Families with children at the Pelican, Prep and Upper were eligible to apply for means tested assistance if they were suffering from financial distress and experiencing difficulties paying the termly fees as a result of the COVID-19 pandemic.

Other areas of income were also affected, such as lettings, after school clubs and late stay charges but the School was able to run Summer School and Club Pelican during the summer break in accordance with government COVID-19 guidance.

Legacies and donations continue to be a most welcome and significant part of the School's income and totalled £213k during the year (2019/20: £413k). During the year the School received £180k from the Coronavirus Job Retention Scheme (2019/20: £479k).

Expenditure

Staff costs continue to be the largest area of the School's expenditure, reflecting the continuing investment required to support the School.

Teaching staff continued to work through the period of partial site closure by providing digital education and remote pastoral care, and by looking after Pelican nursery, key worker and vulnerable children on site. The School benefited from the Coronavirus Job Retention Scheme in furloughing those support staff who were unable to work remotely and this also contributed to the reduction in costs passed on to parents.

The School delivered its planned ICT programme in full, spending £689k (excluding staff costs).

Surplus

The overall surplus for the group for the year was £4,487k (2019/20: £3,796k). This figure, which is inclusive of fundraising, is consistent with the School's strategic and development plans. With capital expenditure of £50m over the past 13 years, and further capital expenditure on a first floor addition to the Design and Technology block and a new indoor swimming pool and sports centre planned, the surplus is required to meet the costs of the School's investment in its plant and buildings and to pay back bank borrowings taken out to fund that investment.

Reserves

The general reserves held by the School principally represent the tangible fixed assets, largely comprising by value the land, buildings and equipment of the three schools – each on its own site. Unrestricted funds total £57,076k (2020: £52,087k) and the other unrestricted reserves consist of three designated funds to provide bursaries and scholarships totalling £2,726k (2020: £3,169k) and one designated fund for those donations into An Enduring Gift

campaign which have not been given for a specific purpose totalling £655k (2020: £605k).

In the current economic climate, the trustees expect only modest levels of income receivable from the underlying investments in the medium-term; consequently the trustees will continue to give consideration to an increase in the level of these funds, and also seek alternative ways of obtaining future funding of bursaries and scholarships. One of the main focuses of An Enduring Gift Campaign is the joint establishment of a permanent bursaries fund and the funding of current bursaries (depending on donor wishes), alongside donations towards the School's outreach programme.

The unrestricted funds, being largely represented by the School's land, buildings and equipment, are not liquid assets.

The restricted and endowed funds held by the School principally represent the 1910 endowment and later additions, investments for bursaries and scholarships, and the development appeal to fund new building and bursaries. Where income arises it is spent as soon as is practicable on the specified purpose. For details of restricted funds see note 16 to the accounts.

Policy on reserves

The trustees recognise the need for prudent financial management of the School's borrowings, and to build reserves over time. The current policy, successfully implemented, is to manage the net free reserves position out of free cash flow generated by operations. The School's policy generally is to build reserves to a level consistent with prudent financial management, taking into account the need to maintain the School sites and fund future capital expenditure. The trustees review this policy annually.

The trustees view the development plan for the School as the most effective and prudent way to ensure the long-term future of the School. The Pelican, Prep and the Upper schools all have their own development plans with site and age range specific focuses. The individual school plans are co-ordinated by the Heads and Bursar to deliver a coherent whole, and each plan contains a number of common 3 - 18 elements. School development planning is both a bottom up (staff contributions) and top down (management guided) process. The Governing Board formally reviews development plans on an annual basis at the autumn meeting of the Education Committee which reports to the December meeting of the Full Board. The implementation of individual plans is also subject to review by appropriate board committees.

In agreeing the school development plan and annual foci, careful thought is given to the pace and extent of change which needs to be managed to ensure the resources and capacity exist for changes to be successfully implemented. An evaluation of the progress in implementing the development plan and the success of individual foci takes place on a termly basis at Executive Leadership Team level.

On the basis of the definition of free reserves set out by the Charities SORP (FRS102), the School has net free reserves. At 31 August 2021 the value of total reserves was £63.2m (£58.7m 2019/20) and net free reserves stood at £3,716k (£708k net negative free reserves 2019/20), being the value of unrestricted funds after deducting operational fixed assets and committed expenditure. This arises because of the significant expansion and development of the School and associated building works including the construction of the performing arts centre at the Upper and the Science extension at the Prep School.

Investments

Investment powers and authority

The School Scheme permits the trustees to consolidate the investments and the money belonging to the School into one combined pool constituted as a common investment fund. The School's Memorandum of Association

allows it to appoint an investment manager and delegate to that person discretionary powers in relation to the management of the School's investments within the limits of the School's investment policy. During the year, the School invested £3m of its short term liquid assets in COIF Charities Ethical Investment Fund Accumulation Units, managed by CCLA Investment Management Limited.

Investment policy

The trustees determined in July 2006 that a good investment return and a reasonable level of security, combined with a strategic site advantage for the School would be provided by investing long term investment funds in Cambridge property which lies adjacent to the Hills Road site. Four residential properties were let to third parties for the 2020/21 financial year.

The School also has short term investment funds held for identified expenditure e.g. capital expenditure and short term bursary expenditure, and to meet general cash flow needs. For short term funds, capital preservation is of paramount importance with income generation a secondary objective. Short term assets should be held in cash or near cash investments denominated in sterling:

- (i) Either deposited by the School itself with institutions meeting the requirements of the School's Internal Treasury Management Policy, or
- (ii) Deposited by the School's authorised professional investment manager, who must be regulated by the FCA, in accordance with the investment mandate in force between the authorised professional investment manager and the School.

The performance of the investments

The School's investment properties were valued at 31 August 2021 by Savills (UK) Limited, Chartered Surveyors, and as at 31 August 2021 the value of the investment is shown at this market valuation of £5,935k (2020: £5,856k). The valuation, of necessity, reflects the current uncertainty in the market. These properties represent long-term investments. Rental income of £157k was received in the year. It is anticipated that the properties will continue to be available for commercial rent during the forthcoming financial year.

The School's short term investments have been placed in accordance with the policy outlined above and have achieved a return commensurate with the School's risk management and liquidity requirements and market conditions.

Performance compared with policy

Both long term and short term investments have met the overall policy of the trustees to protect the value of the capital, prior to its possible disbursement, while achieving a reasonable level of current income.

Auditors

RSM UK Audit LLP have indicated their willingness to continue in office.

The Trustees' Report and Strategic Report on pages 5 to 25 were approved by the trustees on 22 March 2022 and signed on their behalf by:



J Scott
Governor & Chair of Board of Trustees



G Proudfoot
Governor & Chair of Finance & General Purposes Committee

Opinion

We have audited the financial statements of The Perse School (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2021 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic 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 the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Report.

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities, 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 group's and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

As a result of these procedures, we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Charities Act 2011, the parent charity's governing document, tax legislation and Charities (Protection and Social Investment) Act 2016. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Governors' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents, inspecting correspondence with local tax authorities and evaluating advice received from external advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are The Education (Independent School Standards) Regulations 2014, Keeping Children Safe in Education under section 175 of the Education Act 2002, and the UK General Data Protection Regulation (UK GDPR). We performed audit procedures to inquire of management and those charged with governance whether the charitable company is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

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

THE PERSE SCHOOL

Independent Auditor's Report to the Members of the Perse School

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

Use of our report

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

RSM UK Audit LLP

LARAGH JEANROY (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
Blenheim House
Newmarket Road
Bury St Edmunds
IP33 3SB

12/05/2022

THE PERSE SCHOOL
Consolidated Statement of Financial Activities
For the year ended 31 August 2021

| | Note | Unrestricted Funds £'000 | Designated Funds £'000 | Restricted Funds £'000 | Endowed Funds £'000 | Total Funds 2021 £'000 | Total Funds 2020 £'000 |
|--|------|--------------------------------|------------------------------|------------------------------|---------------------------|---------------------------------|---------------------------------|
| INCOME FROM: | | | | | | | |
| Donations and legacies | | - | 48 | 160 | 4 | 212 | 413 |
| Charitable Activities- | | | | | | | |
| Tuition fees | 2 | 26,689 | - | - | - | 26,689 | 24,865 |
| Other educational income | | 860 | - | - | - | 860 | 780 |
| Other ancillary activities | 3 | 1,570 | - | - | - | 1,570 | 1,312 |
| Other Trading Activities | | | | | | | |
| Lettings | | - | - | - | - | - | 53 |
| Subsidiary trading activities | | 139 | - | - | - | 139 | 252 |
| Investments | 5 | 159 | 2 | 14 | - | 175 | 212 |
| CJRS income | | 180 | - | - | - | 180 | 479 |
| TOTAL INCOME | | 29,597 | 50 | 174 | 4 | 29,825 | 28,366 |
| EXPENDITURE ON: | | | | | | | |
| Raising funds | | | | | | | |
| Fundraising | | (133) | - | - | - | (133) | (166) |
| Investment property costs | | (27) | - | - | - | (27) | (13) |
| Charitable activities | | | | | | | |
| Operating costs | | (24,958) | - | - | - | (24,958) | (23,890) |
| Bank interest | | (198) | - | - | - | (198) | (244) |
| Grants, awards and prizes | | - | - | (379) | - | (379) | (182) |
| Other activities | | (6) | - | - | - | (6) | (75) |
| TOTAL EXPENDITURE | 6 | (25,322) | - | (379) | - | (25,701) | (24,570) |
| NET INCOME | | 4,275 | 50 | (205) | 4 | 4,124 | 3,796 |
| Transfers between funds | | 513 | (443) | (85) | 15 | - | - |
| Other recognised gains/(losses) | | 201 | - | 156 | 6 | 363 | - |
| NET MOVEMENT IN FUNDS | 16 | 4,989 | (393) | (134) | 25 | 4,487 | 3,796 |
| Balances b/fwd 1 September | | 52,087 | 3,774 | 2,353 | 503 | 58,717 | 54,921 |
| Balances c/fwd 31 August | | 57,076 | 3,381 | 2,219 | 528 | 63,204 | 58,717 |

| | Note | Group 2021 £'000 | Group 2020 £'000 | School 2021 £'000 | School 2020 £'000 |
|--|------|------------------------|------------------------|-------------------------|-------------------------|
| FIXED ASSETS | | | | | |
| Tangible assets | 8 | 52,751 | 52,287 | 52,751 | 52,287 |
| Investments | 9 | 10,819 | 5,905 | 10,769 | 5,855 |
| | | <u>63,570</u> | <u>58,192</u> | <u>63,520</u> | <u>58,142</u> |
| CURRENT ASSETS | | | | | |
| Stock | | 37 | 35 | 37 | 29 |
| Debtors | 10 | 759 | 631 | 792 | 905 |
| Cash at bank and in hand | 11 | 12,679 | 13,405 | 12,600 | 13,070 |
| | | <u>13,475</u> | <u>14,071</u> | <u>13,429</u> | <u>14,004</u> |
| CURRENT LIABILITIES | | | | | |
| Creditors | 12 | (4,202) | (3,157) | (4,164) | (3,102) |
| NET CURRENT ASSETS | | <u>9,273</u> | <u>10,914</u> | <u>9,265</u> | <u>10,902</u> |
| TOTAL ASSETS PLUS CURRENT ASSETS | | <u>72,843</u> | <u>69,106</u> | <u>72,785</u> | <u>69,044</u> |
| CREDITORS: amounts falling due after more than one year | | | | | |
| | 13 | (9,639) | (10,389) | (9,639) | (10,389) |
| TOTAL NET ASSETS | | <u>63,204</u> | <u>58,717</u> | <u>63,146</u> | <u>58,655</u> |
| CAPITAL AND RESERVES | | | | | |
| Endowed Funds | 16 | 528 | 503 | 528 | 503 |
| Restricted Funds | 16 | 2,219 | 2,353 | 2,219 | 2,353 |
| Designated Funds | 16 | 3,381 | 3,774 | 3,381 | 3,774 |
| Unrestricted Funds | 16 | 57,076 | 52,087 | 57,018 | 52,025 |
| TOTAL FUNDS | | <u>63,204</u> | <u>58,717</u> | <u>63,146</u> | <u>58,655</u> |

As permitted by Section 408 of the Companies Act 2006, the Statement of Financial Activities of the parent Charity is not presented as part of these financial statements. The Charity's surplus for the year was £4,491k (2020: £3,787k).

The notes on pages 38 to 56 form part of these financial statements.

The financial statements were approved and authorised for issue by the trustees at their meeting on 22 March 2022 and signed by

J Scott
Governor & Chairman of the Board of Trustees

G Proudfoot
Governor & Chairman of the Finance & General Purposes Committee

THE PERSE SCHOOL
Consolidated Cash Flow Statement and Notes
For the year ended 31 August 2021

| | Note | 2021 £'000 | 2020 £'000 |
|--|------|---------------|---------------|
| Net cash provided by operating activities | A | 6,003 | 4,788 |
| Cash flows from investing activities | | | |
| Investment income received | | 179 | 231 |
| Purchase of tangible fixed assets | | (1,468) | (1,458) |
| Purchase of investments | | (4,550) | (110) |
| | | 164 | 3,451 |
| Cash flows from financing activities | | | |
| Advance fee payments received | | 461 | 538 |
| Advance fee payments utilised in payment of fees to the School | | (485) | (501) |
| Repayment of project borrowing | | (667) | (667) |
| Bank interest paid | | (199) | (244) |
| | | (726) | 2,577 |
| Cash and cash equivalents at the beginning of the year | | 13,405 | 10,828 |
| Cash and cash equivalents at the end of the year | 11 | 12,679 | 13,405 |

A. RECONCILIATION OF NET MOVEMENT IN FUNDS TO CASH USED IN OPERATING ACTIVITIES

| | 2021 £'000 | 2020 £'000 |
|--|---------------|---------------|
| Net income for the year | 4,124 | 3,796 |
| Interest and rent from investments | (175) | (212) |
| Interest paid | 198 | 244 |
| Depreciation | 1,542 | 1,401 |
| (Increase)/Decrease in stock | (2) | 3 |
| Decrease/(increase) in debtors | (134) | 284 |
| Increase/(Decrease) in creditors | 450 | (728) |
| Net cash provided by operating activities | 6,003 | 4,788 |

Basis of accounting

The financial statements have been prepared under the historical cost convention and 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 (FRS102) (Charities SORP(FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the requirements of the Companies Act 2006, including the provisions of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008, and under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value.

The Perse School is an incorporated charity domiciled and registered in England, which constitutes a Public Benefit entity as defined by FRS 102. The address of its registered office is set out on page 3. Assets and liabilities are initially recognised at cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The charitable company was dormant up to 31 August 2007. Effective from 1 September 2007, the assets and undertaking relating to the Perse School, which had previously been held by the unincorporated charity registered in England and Wales numbered 311434, were transferred to the charitable company. The endowment assets remained within the unincorporated charity, renamed The Perse School Endowment, with the charitable company acting as its trustee and which, for accounting purposes, is amalgamated into the accounts of the charitable company under a Uniting Order issued by the Charity Commission. (The Perse School Endowment now carries as registration number 1120654-1).

The financial statements have been prepared in sterling, which is the functional currency of the group. Monetary amounts in these financial statements are rounded to the nearest £'000.

Going Concern

The group has net current assets of £9.2million at 31 August 2021. The trustees have considered the financial position of the group, the level of free reserves, liquidity, the 2021/22 budget and accompanying cash flow forecast, together with the long term strategic plan and the level of admissions for 2022/23. As a consequence, the trustees believe the group is well placed to manage its business risks successfully and that there are no material uncertainties in applying the going concern basis of preparation.

Impact of COVID-19

The outbreak of COVID-19 in the early part of 2020 continues to cause severe disruption to the national and global economy. The Perse School has been committed throughout the pandemic to ensuring continuity of education and the safety of its pupils and staff through the use of digital learning and remote working, as a result of which the operation of The Perse School has been maintained well.

The Perse School has performed financial modelling to consider the ongoing impact of the COVID-19 outbreak on the reported results and forecast position, and no issues were identified that would give rise to a going concern risk. Given the measures taken by the School, its positive cash flow and its level of reserves, COVID-19 should not cast any doubt on the ability of the group to continue as a going concern.

Reduced disclosures for subsidiaries

As a qualifying entity within the meaning of FRS 102, the charitable company has chosen to take advantage in its individual financial statements of the following disclosure exemptions:

- Section 7 – Presentation of a statement of cash flows, related notes and disclosures.

Group accounts

These financial statements consolidate the results of the charitable company and its wholly owned subsidiaries on a line by line basis. A separate Statement of Financial Activities has not been presented for the parent charitable company on the basis of the exemption provided under section 408 of the Companies Act 2006.

Income

Income from donations and legacies

Income received from donations, legacies and other voluntary sources where there is no stipulated use is recognised in the General Fund when received. Individual reserve funds are maintained for donations, legacies and other income received where the donor stipulates a specific use.

Income is included in the accounts at the point when the Charity is entitled to the income, there is probability of receipt and the monetary value can be measured with sufficient reliability.

Income from charitable activities

Fees and other educational income receivable are accounted for in the period in which the service is provided. Fees receivable are stated after deduction of bursaries and other allowances.

Income from other trading activities

Turnover within the group's subsidiary companies is measured at the fair value of the consideration received or receivable and represents the amounts for services or goods provided in the normal course of the business, net of discounts. Turnover is recognised upon provision of services or delivery of goods.

Lettings income is accounted for in the period to which the letting relates.

Income from investments

Rental income from the investment properties is accounted for in the period to which the rental relates. Bank interest is accounted for in the period during which the interest earning balances are held.

Income from government grants

Grant income received monthly under the government's Coronavirus Job retention Scheme (CJRS) is recognised in the period to which the underlying furloughed staff costs relate.

Expenditure

All expenditure, including irrecoverable VAT, is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category.

- **Educational costs:** comprise the costs directly attributable to the provision of education to the pupils across all four sites and include: salary costs for all teachers; salary costs for support staff who work substantially with pupils; text books, stationary and all educational materials and ICT across all sites.
- **Support costs:** comprise salary costs of staff working within central office functions such as general management and finance; insurance costs for all schools; marketing and website costs; professional fees of lawyers and general consultants; costs of postage, telephones and general office support; governance costs.
- **Welfare costs:** include the costs of providing catering and health services within the three schools as well as all costs relating to compliance with health and safety legislation.
- **Premises costs:** include all costs related to the maintenance of the school sites and grounds plus related services and depreciation.

Termination payments

The best estimate of the expenditure required to settle an obligation for termination benefits is recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Employee benefits – Pensions

Retirement benefits to employees of the charitable company and its group are provided by the Teachers' Pension Scheme (TPS) and the Aviva Pension Trust for Independent Schools (APTIS) in respect of teaching staff and the National Employment Savings Trust (NEST) and Aviva Group Personal Pension Scheme (Aviva) for all other staff.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charitable company and its group in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a projected unit credit method.

The TPS is an unfunded multi-employer scheme with contributions calculated on a pay-as-you-go basis and no obligation to fund a past deficit with no underlying assets to assign between employers. Consequently there is insufficient information to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions are recognised in the period to which they relate. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

The APTIS, NEST and Aviva Schemes are defined contribution schemes, the assets of the schemes being held separately from those of the School in independently administered funds.

Contributions are made for teaching staff to the Teachers' Pension Scheme. Contributions are also made for teaching staff to APTIS and for support staff to group personal pension schemes which are of a defined contribution nature. The costs of the School's contributions to all schemes are charged to the Statement of Financial Activities as they fall due.

Employee benefits - Other

Short term employee benefits including holiday pay are recognised as an expense in the period in which the services are received from the employee involved.

Tangible Assets

Tangible fixed assets of a long-term nature with a cost exceeding £5,000 are capitalised on the balance sheet as fixed assets and depreciated as detailed below. Land and buildings acquired prior to 1995 are shown at their historic valuation less depreciation of the buildings.

Depreciation is provided at the following annual rates in order to write off each asset over its useful economic life: Freehold buildings 50 years straight line; new artificial surfaces 20 years straight line; Plant, equipment, furniture and fittings 6 years straight line; pianos 10 years straight line; ICT equipment 3 years straight line.

Freehold land

Freehold land is not depreciated.

Operating leases

Payments made under operating leases are written off to the Statement of Financial Activities on a straight line basis over the lease term.

Investments

Investment properties are carried in the balance sheet at market value. The properties are valued in accordance with section 10 of Charities SORP FRS 102, i.e. at open market value, with the intention of obtaining a revaluation

by an external valuer at least once every three years or at any stage if the trustees have reason to believe that values have changed materially. Investment properties are not depreciated. Investment property income is included in the Statement of Financial Activities on a receivable basis.

Investments in the subsidiary companies are accounted for in the balance sheet at cost less impairment.

Stocks

Stocks are included in the balance sheet at the lower of cost and net realisable value.

Debtors

Trade and other debtors are recognised as the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any discounts due.

Cash at bank and in hand

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

Creditors or provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third part and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised as their settlement amount after allowing for any trade discounts due. Provisions are measured at the best estimate of the amounts required to settle the obligation.

Fees received in advance of education to be provided in future years are accounted for as a liability until either taken to income in the term when used or else refunded.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Funds

Unrestricted funds comprise the accumulated funds which are neither restricted nor designated funds. They are available for use at the discretion of the Trustees in furtherance of the general objects of the charitable company.

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purpose and use of the designated funds are set out in the notes to the accounts.

Restricted funds comprise the unexpended balance of donations and grants held in trust to be applied for specific purposes.

Endowed funds comprise trust funds which are subject to specific trusts declared by the donors or with their authority. The condition of the trust is that the capital element is not expendable. The income arising from the investments is applied only in accordance with the conditions imposed by the donors (where specified) or for the general purposes of the School.

Tax accounting policy

The School is a registered charity and it is not liable to United Kingdom income tax or corporation tax on charitable activities. The School is a registered charity, and as such is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried on in the furtherance of the school's primary

objectives, if these profits and surpluses are applied solely for charitable purposes.

1. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

In the application of the Charitable Group’s accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Critical areas of judgement

In addition to the trustees’ assessment of the going concern status of the group, the following other specific judgements, estimates and assumptions were critical to the preparation of these financial statements:

Useful economic lives of tangible fixed assets

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. Useful economic lives and residual values are reviewed annually and reassessed where necessary to better reflect the actual usage of the assets involved.

Provision of fee debtors

The trustees consider whether fee debtors are recoverable. Where there is an indication that recoverability is unlikely, the amounts involved are recognised as a provision for bad debts. This assessment requires an estimation of future likely cash flows in order to calculate the appropriate amount of any provision.

| | 2021 | 2020 |
|---|---------------|---------------|
| | £’000 | £’000 |
| 2. TUITION FEES | | |
| Gross fees | 28,529 | 26,603 |
| Less: total bursaries, scholarships and allowances | (2,219) | (1,920) |
| | <u>26,310</u> | <u>24,683</u> |
| Add back: bursaries and allowances paid for by restricted funds | 379 | 182 |
| | <u>26,689</u> | <u>24,865</u> |
| 3. OTHER ANCILLARY ACTIVITIES | | |
| School lunches | 1,105 | 909 |
| Tuck shop and vending machines | 28 | 60 |
| Sundry income | 437 | 344 |
| | <u>1,570</u> | <u>1,312</u> |
| 4. SUBSIDIARY TRADING ACTIVITIES | | |

The charitable company controls all of the issued share capital of two trading subsidiary companies (see note 9), each of which is incorporated in England and Wales – please refer to page 4 for a list of these companies. The registered office for both subsidiaries is The Perse School, Hills Road, Cambridge, CB2 8QF. The Perse School Trading Company Limited has been dormant since 1 September 2019. The Perse School Cambridge International Limited is engaged in commercial trading activities relating to and in support of the charitable company, and it donates all of its taxable profits to the parent entity under Gift Aid each year. The results and financial position of this trading subsidiary is summarised in aggregate below using information extracted from the audited financial statements.

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4. SUBSIDIARY TRADING ACTIVITIES

| | 2021 £'000 | 2020 £'000 |
|---------------------|---------------|---------------|
| Turnover | 148 | 252 |
| Operating costs | (91) | (191) |
| Profit for the year | <u>57</u> | <u>61</u> |
| | | |
| Total assets | 163 | 390 |
| Total liabilities | (106) | (329) |
| Total funds | <u>57</u> | <u>61</u> |

Transactions during the year between the charitable company and its subsidiaries are detailed below:

| | 2020 £'000 | 2020 £'000 |
|---|---------------|---------------|
| Owed by subsidiary companies to the School at 1 September | 275 | 147 |
| Recharges for services in the year | 75 | 144 |
| Gift Aid receipts | (61) | 52 |
| Cash receipts from the subsidiary companies | (223) | (68) |
| Owed by subsidiary companies to the School at 31 August | <u>66</u> | <u>275</u> |

| 5. INVESTMENT INCOME | Unrestricted | Designated | Restricted | Total | Total |
|-------------------------|--------------|------------|------------|------------|------------|
| | Funds | Funds | Funds | 2021 | 2020 |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Lettings income | 150 | - | 7 | 157 | 145 |
| Bank and other interest | 9 | 2 | 7 | 18 | 67 |
| | <u>159</u> | <u>2</u> | <u>14</u> | <u>175</u> | <u>212</u> |

6. TOTAL EXPENDITURE

| | Staff costs | Depreciation | Other costs | 2021 | 2020 |
|------------------------------|---------------|--------------|--------------|---------------|---------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Cost of raising funds | | | | | |
| Fundraising | 90 | - | 43 | 133 | 166 |
| Investment property costs | - | - | 27 | 27 | 13 |
| | | | | | |
| Charitable activities | | | | | |
| Educational | 14,174 | - | 1,879 | 16,053 | 15,920 |
| Premises | 1,508 | 1,542 | 2,116 | 5,166 | 4,426 |
| Welfare | 106 | - | 1,266 | 1,372 | 1,255 |
| Support | 1,382 | - | 985 | 2,367 | 2,284 |
| Total school operating costs | <u>17,170</u> | <u>1,542</u> | <u>6,246</u> | <u>24,958</u> | <u>23,885</u> |
| | | | | | |
| Bank interest | - | - | 198 | 198 | 244 |
| Grants, awards and prizes | - | - | 379 | 379 | 182 |
| | | | | | |
| Other activities | - | - | 6 | 6 | 75 |
| | | | | | |
| Total | <u>17,260</u> | <u>1,542</u> | <u>6,899</u> | <u>25,701</u> | <u>24,565</u> |

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Support costs relate to School operating costs consisting principally of administration and bursary department expenditure

| | 2021 | 2020 |
|---------------------------------|------------|--------------|
| | £'000 | £'000 |
| Other costs for School running | 350 | 550 |
| Marketing and communications | 143 | 147 |
| Insurance and professional fees | 480 | 369 |
| Governance | 12 | 28 |
| | <u>985</u> | <u>1,094</u> |

Operating Leases

The amount paid under operating leases during the year was £253k (2020: £152k).

Auditor's Remuneration

Fees payable to the auditor for statutory audit during the year were £17k (2020: £17k) for the School, £nil (2020:£nil) for The Perse School Trading Company Limited and £1k (2020: £1k) for The Perse School Cambridge International Limited. Fees payable for tax compliance were £2k (2020: £2k) for The Perse School Cambridge International Limited.

7. STAFF COSTS

| | 2021 | 2020 |
|--------------------------|---------------|---------------|
| Group | £'000 | £'000 |
| Gross salaries | 13,352 | 13,198 |
| National insurance costs | 1,470 | 1,420 |
| Pension costs | 2,411 | 2,356 |
| Other costs | 27 | 78 |
| | <u>17,260</u> | <u>17,052</u> |

Included in the above figures are termination payments of £17k (2020: £63k) for the School. No funding was received in relation to this payment.

The average number of employees of the School and the Group during the year is shown below:

| | 2021 | 2020 |
|-------------|------------|------------|
| | No. | No. |
| Teaching | 189 | 196 |
| Support | 179 | 176 |
| Fundraising | 2 | 3 |
| | <u>370</u> | <u>375</u> |

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The number of employees receiving gross pay net of salary sacrifice and inclusive of the value of benefits-in-kind were:

| | 2021 | 2020 |
|---------------------|------|------|
| | No. | No. |
| £60,000 - £70,000 | 21 | 17 |
| £70,001 - £80,000 | 9 | 6 |
| £80,001 - £90,000 | 2 | 2 |
| £90,001 - £100,000 | 1 | 1 |
| £100,001 - £110,000 | 1 | 2 |
| £110,001 - £120,000 | 1 | - |
| £130,001 - £140,000 | - | 1 |
| £140,001 - £150,000 | 1 | 1 |
| £210,001 - £220,000 | - | - |
| £230,001 - £240,000 | 1 | 1 |

The gross pay included in the salary band £230,001 - £240,000 includes additional salary in lieu of employer pension contributions. The number of higher paid staff with benefits accruing under defined benefit schemes was 31 (2020:26).

The key management personnel of the Group and the School comprise the trustees, the Bursar, the Heads and Deputy Heads of the Upper School, the Perse Preparatory School and the Perse Pelican Nursery and Pre-preparatory School, the Director of Communications, the Development Director, the Director of HR, the Director of ICT, the Deputy Bursar and the Business Development Director. The total employee benefits of the key management personnel of the Group and the School were £1,839k (2020: £1,932k) and comprise gross pay net of salary sacrifice, benefits-in-kind and employers' national insurance and pension contributions.

Trustees

The trustees received no remuneration during the year (2020:£nil). No trustees were reimbursed for travel expenses in connection with meetings of the trustees (2020: 1 - £48); £nil was spent on training costs for trustees in the year (2020: £824). Indemnity insurance for trustees is included in the School's professional indemnity insurance premium of £8k (2020: £8k). Donations made by trustees totalled £600 (2020: £600).

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| 8. FIXED ASSETS OF THE GROUP AND THE SCHOOL | Freehold land and Buildings £'000 | Plant, equipment Furniture & fittings £'000 | Total £'000 |
|--|--|---|----------------|
| Cost or valuation | | | |
| At 1 September 2020 | 62,637 | 1,425 | 64,062 |
| Additions | 1,884 | 122 | 2,006 |
| At 31 August 2021 | <u>64,521</u> | <u>1,547</u> | <u>66,068</u> |
| Depreciation | | | |
| At 1 September 2020 | 11,209 | 566 | 11,775 |
| Charge for the year | 1,353 | 189 | 1,542 |
| At 31 August 2021 | <u>12,562</u> | <u>755</u> | <u>13,317</u> |
| Net book value | | | |
| At 31 August 2021 | <u>51,959</u> | <u>792</u> | <u>52,751</u> |
| At 31 August 2020 | <u>51,428</u> | <u>859</u> | <u>52,287</u> |

Included within tangible fixed assets are the following which are not depreciated:

| | 2021 £'000 | 2020 £'000 |
|--------------------------------------|---------------|---------------|
| Land | 856 | 856 |
| Assets in the course of construction | 2,577 | 2,043 |
| Performing Arts Centre Public Art | 94 | 94 |

9. FIXED ASSET INVESTMENTS

| GROUP | Freehold land and buildings £'000 | Other Investments £'000 | Total £'000 | |
|-------------------|---|--------------------------------|-------------------------------|----------------|
| Cost or valuation | | | | |
| At 1 September | 5,855 | 50 | 5,905 | |
| Additions | 1,551 | 3,000 | 4,551 | |
| Revaluation | 79 | 284 | 363 | |
| At 31 August | <u>7,485</u> | <u>3,334</u> | <u>10,819</u> | |
| SCHOOL | | | | |
| | Freehold land and buildings £'000 | Group Undertakings £'000 | Other Investments £'000 | Total £'000 |
| Cost or valuation | | | | |
| At 1 September | 5,855 | - | - | 5,855 |
| Additions | 1,551 | - | 3,000 | 4,551 |
| Revaluation | 79 | - | 284 | 363 |
| At 31 August | <u>7,485</u> | <u>-</u> | <u>3,284</u> | <u>10,769</u> |

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The opening balance of freehold land and buildings comprises four residential properties. All four properties were available for commercial letting throughout the year in 2021; (2020: four properties). Additions are shown at cost (including refurbishment). A professional valuation was undertaken by Savills (UK) Limited, Chartered Surveyors, in January 2022 who confirmed the valuation of the properties as at 31 August 2021. During the year the School purchased an additional site at Abington.

Other investments are shares in an unlisted company (Blutick Limited) which have been measured at fair value and 679,748.04 COIF Charities Ethical Investment Fund Accumulation Units, purchased for £3million with a mid market valuation at 31 August 2021 of £3.284million.

The School owns the whole share capital (amounting to £100) of The Perse School Trading Company Limited. The company was dormant from 1 September 2019 (see note 4).

The School owns the whole share capital (amounting to £1) of The Perse School Cambridge International Limited. The principal activities of the company are advising on the setting up of and the provision of services to overseas schools and the licensing of the School's brand internationally and the provision of educational consultancy services and content for on-line learning platforms. The company was incorporated in England and Wales on 15 January 2018. At 31 August 2021, the company had turnover of £148k (2020: £252k), profit before taxation of £57k (2020: £61k) and net assets of £57k (2020: £61k).

| | Group 2021 £'000 | Group 2020 £'000 | School 2021 £'000 | School 2020 £'000 |
|-------------------------------------|------------------------|------------------------|-------------------------|-------------------------|
| 10. DEBTORS | | | | |
| Trade debtors | 403 | 358 | 370 | 357 |
| Other debtors | 15 | 18 | 25 | 18 |
| Amounts owed by subsidiary | - | - | 66 | 275 |
| Prepayments and accrued income | 341 | 255 | 331 | 255 |
| | <u>759</u> | <u>631</u> | <u>792</u> | <u>905</u> |
| | | | | |
| | Group 2021 £'000 | Group 2020 £'000 | School 2021 £'000 | School 2020 £'000 |
| 11. CASH AT BANK AND IN HAND | | | | |
| Cash at bank and in hand | 12,679 | 11,855 | 12,600 | 11,520 |
| Cash held in escrow | - | 1,550 | - | 1,550 |
| | <u>12,679</u> | <u>13,405</u> | <u>12,600</u> | <u>13,070</u> |

Cash at bank and in hand at 31st August 2020 included £1.55m held with Ashton KCJ in escrow for a property purchase.

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| | Group 2021 £'000 | Group 2020 £'000 | School 2021 £'000 | School 2020 £'000 |
|--|------------------------|------------------------|-------------------------|-------------------------|
| 12. CREDITORS DUE WITHIN ONE YEAR | | | | |
| PAC loan | 667 | 666 | 667 | 666 |
| Trade creditors | 699 | 409 | 699 | 405 |
| Tax and social security costs | 415 | 375 | 415 | 375 |
| Accruals and deferred income | 807 | 336 | 769 | 285 |
| Advance fee payment scheme (note 13) | 487 | 417 | 487 | 417 |
| Fees paid in advance | 749 | 627 | 749 | 627 |
| Other creditors | 378 | 327 | 378 | 327 |
| | <u>4,202</u> | <u>3,157</u> | <u>4,164</u> | <u>3,102</u> |

| | Group 2021 £'000 | Group 2020 £'000 | School 2021 £'000 | School 2020 £'000 |
|---|------------------------|------------------------|-------------------------|-------------------------|
| 13. CREDITORS DUE AFTER MORE THAN ONE YEAR | | | | |
| PAC loan | 9,333 | 10,001 | 9,333 | 10,001 |
| Advance fee payment scheme (note 14) | 306 | 388 | 306 | 388 |
| | <u>9,639</u> | <u>10,389</u> | <u>9,639</u> | <u>10,389</u> |

| | | | | |
|----------------------------|-----|-----|-----|-----|
| Repayable >1 yr < 2 yrs | | | | |
| PAC loan | 666 | 666 | 666 | 666 |
| Advance fee payment scheme | 173 | 193 | 173 | 193 |

| | | | | |
|----------------------------|-------|-------|-------|-------|
| Repayable >2 yrs < 5yrs | | | | |
| PAC loan | 1,998 | 1,998 | 1,998 | 1,998 |
| Advance fee payment scheme | 133 | 195 | 133 | 195 |

| | | | | |
|------------------|--------------|---------------|--------------|---------------|
| Repayable >5 yrs | | | | |
| PAC loan | 6,669 | 7,337 | 6,669 | 7,337 |
| | <u>9,639</u> | <u>10,389</u> | <u>9,639</u> | <u>10,389</u> |

A term loan of up to £12 million was agreed with Lloyds Bank plc on 22nd January 2016. The interest rate on this loan is 1.81% over base rate. The loan is repayable over eighteen years in equal termly instalments, commencing when the loan is fully drawn down and the first repayment was made in September 2018. The purpose of the loan was to finance the construction of the Performing Arts Centre.

The term loan is secured by a charge on the School's Glebe Road properties, the Preparatory School site and the Upper School site.

14. ADVANCE FEE PAYMENTS OF THE GROUP AND THE SCHOOL

The School accepts payment of fees in advance from parents covering periods of up to 7 academic years. No guarantee is provided by the School regarding the future level of fees.

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

| | 2021 £'000 | 2020 £'000 |
|----------------------------|---------------|---------------|
| Within one year | 487 | 417 |
| More than one year | | |
| - Within one to two years | 173 | 193 |
| - Within two to five years | 133 | 195 |
| | <u>306</u> | <u>388</u> |
| | | |
| Total advance fee payments | <u>793</u> | <u>805</u> |

The balance represents the accrued liability under the contracts. Movements during the year were:

| | 2020 £'000 | 2020 £'000 |
|--|---------------|---------------|
| Balance at the beginning of the year | 805 | 765 |
| New contracts | 461 | 538 |
| Amounts accrued to contracts as debt-financing costs | 12 | 3 |
| Amounts utilised in payment of fees to the School | (485) | (501) |
| | <u>793</u> | <u>805</u> |

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

| | Tangible fixed assets | Investments | Net Current Assets | Long term Liabilities | Total |
|--------------------|--------------------------|---------------|-----------------------|--------------------------|---------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| 2021 | | | | | |
| GROUP | | | | | |
| Endowed Funds | 35 | 493 | - | - | 528 |
| Restricted Funds | - | 1,850 | 369 | - | 2,219 |
| Designated Funds | - | 707 | 2,674 | - | 3,381 |
| Unrestricted Funds | 52,716 | 7,769 | 6,230 | (9,639) | 57,076 |
| | <u>52,751</u> | <u>10,819</u> | <u>9,273</u> | <u>(9,639)</u> | <u>63,204</u> |
| | | | | | |
| SCHOOL | | | | | |
| Endowed Funds | 35 | 493 | - | - | 528 |
| Restricted Funds | - | 1,850 | 369 | - | 2,219 |
| Designated Funds | - | 707 | 2,674 | - | 3,381 |
| Unrestricted Funds | 52,716 | 7,719 | 6,222 | (9,639) | 57,018 |
| | <u>52,751</u> | <u>10,769</u> | <u>9,265</u> | <u>(9,639)</u> | <u>63,146</u> |

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| | Tangible fixed assets | Investments | Net Current Assets | Long term Liabilities | Total |
|--------------------|--------------------------|--------------|-----------------------|--------------------------|---------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| 2020 | | | | | |
| GROUP | | | | | |
| Endowed Funds | 35 | 468 | - | - | 503 |
| Restricted Funds | - | 123 | 2,230 | - | 2,353 |
| Designated Funds | - | 840 | 2,934 | - | 3,774 |
| Unrestricted Funds | 52,252 | 4,474 | 5,750 | (10,389) | 52,087 |
| | <u>52,287</u> | <u>5,905</u> | <u>10,914</u> | <u>(10,389)</u> | <u>58,717</u> |
| SCHOOL | | | | | |
| Endowed Funds | 35 | 468 | - | - | 503 |
| Restricted Funds | - | 123 | 2,230 | - | 2,353 |
| Designated Funds | - | 840 | 2,934 | - | 3,774 |
| Unrestricted Funds | 52,252 | 4,424 | 5,738 | (10,389) | 52,025 |
| | <u>52,287</u> | <u>5,855</u> | <u>10,902</u> | <u>(10,389)</u> | <u>58,655</u> |

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16. CAPITAL AND RESERVES OF THE GROUP AND THE SCHOOL

| 2021 | Balance at 2020 £'000 | Income £'000 | Expenditure £'000 | Revaluation £'000 | Transfers £'000 | Balance at 2021 £'000 |
|--|--------------------------|-----------------|----------------------|----------------------|--------------------|--------------------------|
| GROUP AND SCHOOL ENDOWED FUNDS | | | | | | |
| Endowment | 320 | - | - | - | 15 | 335 |
| CCC Bursary | 57 | - | - | 3 | - | 60 |
| Farrell Bursary | 17 | - | - | 1 | - | 18 |
| Pye Foundation | 25 | - | - | 1 | - | 26 |
| Enduring Gift – Bursaries | 74 | - | - | 1 | - | 75 |
| Enduring Gift – Rouse Awards | 10 | - | - | - | - | 10 |
| Enduring Gift – Aristotelian Prize | - | 4 | - | - | - | 4 |
| Total endowed funds | <u>503</u> | <u>4</u> | <u>-</u> | <u>6</u> | <u>15</u> | <u>528</u> |
| GROUP AND SCHOOL RESTRICTED FUNDS | | | | | | |
| Prizes and Travel | 75 | 2 | - | 3 | - | 80 |
| A C Hawkins Bequest | 14 | - | - | 1 | - | 15 |
| Bursaries and Scholarships: | | | | | | |
| - CCC Bursary | - | 2 | (2) | - | - | - |
| - Old Perseans | 37 | 2 | (6) | 1 | - | 34 |
| - Millennium Bursary Appeal | 69 | - | (9) | 5 | - | 65 |
| - Earnshaw-Smith Bursary | 217 | 1 | (9) | 17 | - | 226 |
| - Neve Bursary | 4 | - | - | - | - | 4 |
| Annual Fund | 308 | 57 | (48) | 23 | - | 340 |
| Access to Excellence | - | - | - | - | - | - |
| Capital Works | 161 | - | - | - | (81) | 80 |

THE PERSE SCHOOL
Notes to the Consolidated Financial Statements
For the year ended 31 August 2021

| | Balance at 2020 £'000 | Income £'000 | Expenditure £'000 | Revaluation £'000 | Transfers £'000 | Balance at 2021 £'000 |
|--|--------------------------|-----------------|----------------------|----------------------|--------------------|--------------------------|
| GROUP AND SCHOOL RESTRICTED FUNDS | | | | | | |
| Continued | | | | | | |
| Enduring Gift – Bursaries | 1,205 | 104 | (305) | 91 | - | 1,095 |
| Enduring Gift – PAC | 197 | 2 | - | 15 | (4) | 210 |
| Enduring Gift – Outreach | 35 | 4 | - | - | - | 39 |
| Enduring Gift – Outdoor Pursuits | 31 | - | - | - | - | 31 |
| Total restricted funds | 2,353 | 174 | (379) | 156 | (85) | 2,219 |
| GROUP AND SCHOOL DESIGNATED FUNDS | | | | | | |
| Enduring Gift | 605 | 50 | - | - | - | 655 |
| Current Bursaries Fund | 1,122 | - | - | - | (93) | 1,029 |
| Future Bursaries Fund | 2,025 | - | - | - | (350) | 1,675 |
| Travel Bursaries Fund | 22 | - | - | - | - | 22 |
| Total designated funds | 3,774 | 50 | - | - | (443) | 3,381 |
| UNRESTRICTED FUNDS | | | | | | |
| GROUP | | | | | | |
| General Reserve | 52,087 | 29,597 | (25,322) | 201 | 513 | 57,076 |
| Total funds – group | 58,717 | 29,825 | (25,701) | 363 | - | 63,204 |
| SCHOOL | | | | | | |
| General Reserve | 52,025 | 29,595 | (25,316) | 201 | 513 | 57,018 |
| Total funds - School | 58,655 | 29,823 | (25,695) | 363 | - | 63,146 |

THE PERSE SCHOOL
Notes to the Consolidated Financial Statements
For the year ended 31 August 2021

16. CAPITAL AND RESERVES OF THE GROUP AND THE SCHOOL

| 2020 | Balance at 2019 £'000 | Income £'000 | Expenditure £'000 | Revaluation £'000 | Transfers £'000 | Balance at 2020 £'000 |
|--|--------------------------|-----------------|----------------------|----------------------|--------------------|--------------------------|
| GROUP AND SCHOOL ENDOWED FUNDS | | | | | | |
| Endowment | 305 | - | - | - | 15 | 320 |
| CCC Bursary | 57 | - | - | - | - | 57 |
| Farrrell Bursary | 17 | - | - | - | - | 17 |
| Pye Foundation | 25 | - | - | - | - | 25 |
| Enduring Gift – Bursaries | 74 | - | - | - | - | 74 |
| Enduring Gift – Rouse Awards | 10 | - | - | - | - | 10 |
| Enduring Gift – Aristotelian Prize | - | - | - | - | - | - |
| Total endowed funds | 488 | - | - | - | 15 | 503 |
| GROUP AND SCHOOL RESTRICTED FUNDS | | | | | | |
| Prizes and Travel | 75 | 2 | (2) | - | - | 75 |
| A C Hawkins Bequest | 15 | - | (1) | - | - | 14 |
| Bursaries and Scholarships: | | | | | | |
| - CCC Bursary | - | 1 | (1) | - | - | - |
| - Old Perseans | 39 | 2 | (4) | - | - | 37 |
| - Millennium Bursary Appeal | 78 | - | (9) | - | - | 69 |
| - Earnshaw-Smith Bursary | 225 | 1 | (9) | - | - | 217 |
| - Neve Bursary | 4 | - | - | - | - | 4 |
| Annual Fund | 279 | 77 | (47) | - | (1) | 308 |
| Access to Excellence | - | - | - | - | - | - |
| Capital Works | 242 | - | - | - | (81) | 161 |

THE PERSE SCHOOL
Notes to the Consolidated Financial Statements
For the year ended 31 August 2021

| | Balance at 2019 £'000 | Income £'000 | Expenditure £'000 | Revaluation £'000 | Transfers £'000 | Balance at 2020 £'000 |
|--|--------------------------|-----------------|----------------------|----------------------|--------------------|--------------------------|
| GROUP AND SCHOOL RESTRICTED FUNDS | | | | | | |
| Continued | | | | | | |
| Enduring Gift – Bursaries | 1,103 | 215 | (113) | - | - | 1,205 |
| Enduring Gift – PAC | 194 | 7 | - | - | (4) | 197 |
| Enduring Gift – Outreach | 19 | 16 | (1) | - | 1 | 35 |
| Enduring Gift – Outdoor Pursuits | - | 31 | - | - | - | 31 |
| Total restricted funds | 2,273 | 352 | (187) | - | (85) | 2,353 |
| GROUP AND SCHOOL DESIGNATED FUNDS | | | | | | |
| Enduring Gift | 528 | 77 | - | - | - | 605 |
| Current Bursaries Fund | 1,362 | - | - | - | (240) | 1,122 |
| Future Bursaries Fund | 1,715 | 17 | - | - | 293 | 2,025 |
| Travel Bursaries Fund | 22 | - | - | - | - | 22 |
| Total designated funds | 3,627 | 94 | - | - | 53 | 3,774 |
| UNRESTRICTED FUNDS | | | | | | |
| GROUP | | | | | | |
| General Reserve | 48,533 | 28,018 | (24,481) | - | 17 | 52,087 |
| Total funds – group | 54,921 | 28,464 | (24,668) | - | - | 58,717 |
| SCHOOL | | | | | | |
| General Reserve | 48,480 | 27,967 | (24,439) | - | 17 | 52,025 |
| Total funds - School | 54,868 | 28,413 | (24,626) | - | - | 58,655 |

Enduring Gift

In March 2015 the School launched its 'Enduring Gift' campaign – a major fundraising appeal with the following goals: doubling the means-tested support from the Bursary Funds to keep The Perse accessible to families who cannot afford a full fee and providing support in cases of unexpected hardship; expanding the School's educational reach into the community, locally and beyond; The Performing Arts Centre project – a once in a lifetime opportunity to transform and enhance the heart of the School.

Donations received through the Enduring Gift campaign have therefore been transferred between the following fund categories:

Endowed funds: donations where the donor has stipulated that the income generated should provide bursaries for the future.

Restricted funds: donations received for the provision of bursaries, the Performing Arts Centre and Outreach.

Designated funds: donations received which may be used at the discretion of the Trustees in furtherance of the general objects of the charity.

ENDOWED FUNDS

Endowment

In accordance with a Charity Commission Order, £299,418 of the School's permanent endowment was expended in 2000/01 to build a sports hall and sixth form centre. The order requires that the funds spent on the buildings must be replaced by an annual transfer from the general fund over 20 years in instalments of £14,971 per annum. The endowment fund relates to the amounts transferred over the last 20 years totalling £299,400 and £35,035 being the original capital of the independent educational regional charity scheme of 1910.

Bursaries and scholarships

The Cambridgeshire County Council (CCC) Bursary was established in 1978 from a donation of £16,000. The donation was made to generate income to provide bursaries for the benefit of children who at the time of the award are day pupils from maintained primary schools in Cambridge.

The Farrell Bursary was established in 1978 by a donation of £5,000 in memory of Michael Farrell from his widow. Income is applied in making bursary awards to pupils resident within 25 miles of the city of Cambridge.

The Pye Bursary was established and endowed in 1978 by a donation of £7,000 from the Pye Foundation. Income is applied in making bursary awards to pupils resident within 25 miles of the city of Cambridge.

In June 2017 a donation was received for £10,000 to fund prizes for the School's annual Rouse Awards and in 2021 £4,000 was received to fund the Aristotelian Prize.

RESTRICTED FUNDS

Prizes and Travel

The Prizes and Travel Fund was set up from various donations and bequests to be used for the awarding of prizes to pupils of the School and from donations from Rouse (1965) of £1,600 and Cooper (1971) of £1,000 and Howie and Perrett (1988) of £1,000 to be used for travel bursaries which are awarded annually at the Head's discretion.

THE PERSE SCHOOL
Notes to the Consolidated Financial Statements
For the year ended 31 August 2021

The A C Hawkins Bequest Fund was established in 1973 out of a legacy of £7,132 to be applied towards helping pupils learn to swim.

Bursaries and Scholarships

The Old Persean Society made a donation in 2000 of £69,707. Income and capital generated by the donation is to be used to provide bursaries for sixth form students.

The Millennium Appeal Bursary Fund was set up from donations and bequests to the School from a campaign appeal launched in 1997.

The estate of Georgina Earnshaw-Smith gifted funds for a bursary to be established in the name of her late husband, Eric Earnshaw-Smith, relating to classical, literary, other arts or humanities studies.

A legacy was received in 2011 from the late Maureen Neve with the clear requests that the money be used to provide a bursary or bursaries. The first Neve bursary was awarded in the 2011/12 academic year.

Annual Fund and Access to Excellence Fund

The Annual Fund was established in 2002. This is an annual appeal encouraging regular donations to raise funds for bursaries and specific projects nominated by the School.

The Access to Excellence campaign raised funds inter alia to support the development of the School by building additional facilities at all three sites. The campaign raised significant funds to help achieve the first phase of the development project. A proportion of the funds raised was devoted to means-tested bursary support for pupils.

Three pupils currently benefit from Annual Fund and Access to Excellence Fund bursaries (2020: 3).

Capital works

The Capital Works Funds consists of a donation towards the cost of the kitchen refurbishment (included within fixed assets) in 2018 which is being released to unrestricted reserves over five years.

DESIGNATED FUNDS

The Current Bursaries Fund was set up in order to assist with the financing of means-tested bursary awards. The fund was established from allocations from the income and expenditure account. An amount has been transferred from unrestricted funds to the Current Bursaries Fund so as to maintain the level of the fund at the equivalent of approximately one full academic year's worth of bursary awards, which is estimated to be £1,029k for the year 2021/22.

The Future Bursaries Fund was established in 2011/12, and the opening balance is made up of transfers from unrestricted funds of the annual balance between 5% of gross fee income and actual bursary spend in the year funded by the School from that year's operations, up to and including the year ended 31 August 2020. The fund is now being expended at a rate of £350k per annum, via transfer to unrestricted reserves, to fund bursaries provided by the School.

The Travel Bursaries Fund was established to provide means tested assistance for some school trips

17. PENSION ARRANGEMENTS

Defined Benefit Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £2,805k (2020: £1,898k) and at the year-end £237k (2020 - £227k) was accrued in respect of contributions to this scheme.

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

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

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

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

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of the cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards.

The pause was lifted in July 2020, and a consultation was launched on 24 June on proposed changes to the cost control mechanism following a review by the Government Actuary. Following a public consultation, the Government have accepted three key proposals recommended by the Government Actuary, and are aiming to implement these changes in time for the 2020 valuations.

In view of the above rulings and decisions the assumptions used in the 31 March 2016 Actuarial Valuation may become inappropriate. In this scenario, a valuation prepared in accordance with revised benefits and suitably revised assumptions would yield different results than those contained in the Actuarial Valuation.

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

Group Personal Pension Schemes

The School operates three group personal pension schemes. The Schemes are defined contribution schemes, the assets of the schemes being held separately from those of the School in independently administered funds. The School's contributions to the schemes were 13.75% (2020: 13.75%) for the Aviva non teaching staff pension scheme with employee contributions of 6.25% (2020: 6.25%). The second scheme is the NEST scheme which the School uses to fulfil its obligations under auto-enrolment legislation. Contribution rates for this scheme were 6% for the employer (2020: 6%) and 3% for employees (2020: 3%). The third scheme is the APTIS (Aviva Pension Trust for Independent Schools) scheme which is available to those members of the teaching staff as an alternative to the Teachers' Pension Scheme. Contribution rates for this scheme were 23.68% (combined pension and death in service benefit) (2020:23.68%) maximum, although employees may opt for a lower employer contribution to be paid, subject to a minimum of 13.75% with additional taxable salary received in lieu. Employee contributions were 6.25% minimum (2020: 6.25%)

Employer contributions paid to the schemes in the year were £461k (2020: £461k) and the amount due to the schemes at 31 August 2020 was £52k (2020: £53k).

18. RELATED PARTY TRANSACTIONS

Five trustees (2020: five) had children attending the School as at 31st August 2021. Fees were paid on the same terms as for all other children attending the School (see note 4).

19. OPERATING LEASES GROUP AND SCHOOL

At 31 August 2021 the Group and the School had annual commitments under operating leases which expire as shown in the banding below:

| | Land & Buildings £'000 | Office Equipment & vehicles £'000 | Total 2021 £'000 | Land & Buildings £'000 | Office Equipment & vehicles £'000 | Total 2020 £'000 |
|---------------|------------------------------|--|------------------------|------------------------------|--|------------------------|
| Within 1 year | 12 | 298 | 310 | 12 | 240 | 252 |
| 2 – 5 years | 42 | 302 | 344 | 48 | 396 | 444 |
| >5 years | - | 22 | 22 | 6 | 36 | 42 |
| | <u>54</u> | <u>622</u> | <u>676</u> | <u>66</u> | <u>672</u> | <u>738</u> |

THE PERSE SCHOOL
Notes to the Consolidated Financial Statements
For the year ended 31 August 2021

At 31st August 2021 the Group and the School had contracted with tenants under non-cancellable operating leases for the following future minimum lease payments:

| | | |
|-----------------------|-------|-------|
| Amount due: | 2020 | 2020 |
| | £'000 | £'000 |
| Within 1 year | 150 | 84 |
| Between 1 and 5 years | 50 | - |

20. CAPITAL COMMITMENTS

At 31 August 2021 the School had capital commitments of £609k contracted but not provided for in the financial statements (2020: £508k) relating to the main hall façade and the new mezzanine floor.

21. NET DEBT RECONCILIATION

| | 1 September 2020 £'000 | Cash flows £'000 | 31 August 2021 £'000 |
|--------------------------|------------------------------|---------------------|----------------------------|
| Cash at bank and in hand | 13,405 | (805) | 12,600 |
| Bank loans | (10,667) | 666 | (10,001) |
| Net Debt | <u>2,738</u> | <u>(139)</u> | <u>2,599</u> |

THE PERSE SCHOOL
Notes to the Consolidated Financial Statements
For the year ended 31 August 2021

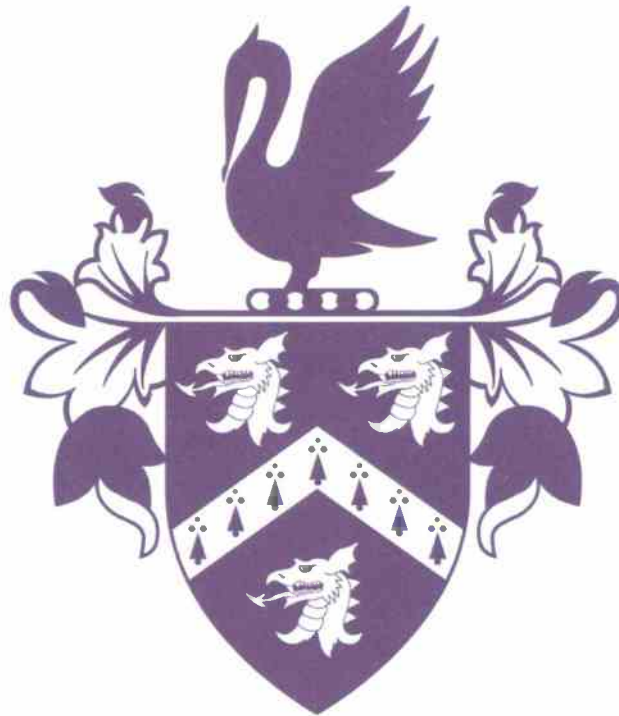
22. ANALYSIS OF PRIOR YEAR TOTAL FUNDS

| | Note | Unrestricted Funds £'000 | Designated Funds £'000 | Restricted Funds £'000 | Endowed Funds £'000 | Total Funds 2020 £'000 |
|-----------------------------------|------|-----------------------------|---------------------------|---------------------------|------------------------|------------------------------|
| INCOME FROM: | | | | | | |
| Donations and legacies | | - | 74 | 339 | - | 413 |
| Charitable Activities- | | | | | | |
| Tuition fees | 2 | 24,865 | - | - | - | 24,865 |
| Other educational income | | 780 | - | - | - | 780 |
| Other ancillary activities | 3 | 1,312 | - | - | - | 1,312 |
| Other Trading Activities | | | | | | |
| Lettings | | 53 | - | - | - | 53 |
| Subsidiary trading activities | | 252 | - | - | - | 252 |
| Investments | 5 | 179 | 20 | 13 | - | 212 |
| CJRS income | | 479 | - | - | - | 479 |
| TOTAL INCOME | | <u>27,920</u> | <u>94</u> | <u>352</u> | <u>-</u> | <u>28,366</u> |
| EXPENDITURE ON: | | | | | | |
| Raising funds | | | | | | |
| Fundraising | | (166) | - | - | - | (166) |
| Investment property costs | | (13) | - | - | - | (13) |
| Charitable activities | | | | | | |
| Operating costs | | (23,885) | - | (5) | - | (23,890) |
| Bank interest | | (244) | - | - | - | (244) |
| Grants, awards and prizes | | - | - | (182) | - | (182) |
| Other activities | | (75) | - | - | - | (75) |
| TOTAL EXPENDITURE | 6 | <u>(24,383)</u> | <u>-</u> | <u>(187)</u> | <u>-</u> | <u>(24,570)</u> |
| NET INCOME | | 3,537 | 94 | 165 | - | 3,796 |
| Transfers between funds | | 17 | 53 | (85) | 15 | - |
| Other recognised losses | | - | - | - | - | - |
| NET MOVEMENT IN FUNDS | 16 | <u>3,554</u> | <u>147</u> | <u>80</u> | <u>15</u> | <u>3,796</u> |
| Balances b/fwd 1 September | | <u>48,533</u> | <u>3,627</u> | <u>2,273</u> | <u>488</u> | <u>54,921</u> |
| Balances c/fwd 31 August | | <u>52,087</u> | <u>3,774</u> | <u>2,353</u> | <u>503</u> | <u>58,717</u> |

THE PERSE SCHOOL

England & Wales - Charity number 1120654

Accounts



The Perse School
A Charitable Company Limited by Guarantee

Annual Report
and
Consolidated Financial Statements
For the year ended
31 August 2020

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THE PERSE SCHOOL
General Information
For the year ended 31 August 2020

A Charitable Company limited by Guarantee

| | |
|---------------------------------------|--|
| Company number | 5977683 |
| Registered Charity Number | 1120654 |
| Principal address & registered office | The Perse School, Hills Road, Cambridge, CB2 8QF |

Trustees and Governors

Nominated by Trinity College Cambridge:

LA Merrett MA PhD

Nominated by Gonville & Caius College Cambridge:

K-C Lin BA MA PhD (from 1 September 2019)

AD Oliver MA MPhil PhD LittD (from 1 September 2019)

Co-opted:

H Bettinson MA PhD

K Davies MA FCA

WMR Dawkins BA

S Freestone DL MEd GRSM LRAM ARCM (from 1 September 2019)

SW Graves BSc MBA (OP)

CP Hancock MA LLM QC (OP)

SD Lebus MA

RC StH Mason BSc MBBS MRCP MBA

GJ Proudfoot MA

SC Roberts MA

JW Scott MA - Chair from 1 September 2019

S A Shakir-Khalil MA (from 7 September 2020)

DM Shave MA MBACP

BP Smith MA CPFA FCIHT (until 31 August 2020)

SL Steele CTA

CJ Stenner LLB - Vice Chair

D Williams MB Bch FRCP FRPCH

(OP) = Old Persean

Personnel and Professional Advisors

Clerk to the Governors and Company Secretary

GA Ellison MA

Heads and Bursar

EC Elliott MA Head

JWS Piper BA Head of the Perse Preparatory School

SC Waddington BSc MA Head of the Perse Pelican Nursery and Pre-preparatory School

A Shakespeare MA FCA Bursar

RSM UK Audit LLP Registered Auditor
Abbotsgate House
Hollow Road
Bury St Edmunds
Suffolk, IP32 7FA

Lloyds Bank plc Bankers
Barclays Bank plc
HSBC Bank plc
Coutts & Co
Santander UK plc

Farrer & Co, London Solicitors
Ashtons Legal, Cambridge
Veale Wasborough Vizards, Bristol

Cazenove Capital Management Investment Managers
12 Moorgate
London EC2R 6DA

The Perse School's subsidiary companies are as follows:

| | Company reg.no |
|--|-----------------------|
| The Perse School Trading Company Limited (dormant) | 09636505 |
| The Perse School Cambridge International Limited | 11149877 |

Website address:

www.perse.co.uk

The trustees present their report, including their Strategic Report, and the consolidated financial statements for the year ended 31 August 2020. The financial statements have been prepared on the basis of the accounting policies set out on pages 33 to 36 of the financial statements and comply with the charity's scheme and applicable law.

OBJECTS AND POLICIES

The Perse School is a charitable company limited by guarantee and not having a share capital that is governed by Memorandum and Articles of Association dated 23 October 2006 as amended by special resolutions dated 13 March 2008, 10 December 2009, 26 June 2014 and 6 August 2014.

The School was founded as a charity by the will of Dr Stephen Perse in 1615.

The object of the charity, as set out in its Memorandum of Association, is the advancement of education by the provision and conduct of the School known as the Perse School Cambridge together with any of its affiliated or subsidiary Schools (howsoever the same shall from time to time be known) and by ancillary or incidental educational activities and any other associated activities for the benefit of the community as a whole.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Group Structure

On 1 September 2007 the School, having until then been an unincorporated charity, became a charitable company limited by guarantee. The endowment assets at this date remained within the unincorporated charity, renamed The Perse School Endowment (registration number 1120654-1), with the charitable company acting as its trustee.

The Group during the year comprised The Perse School and two wholly owned subsidiaries:

- The Perse School Trading Company Limited. This company was dormant from 1 September 2019; and
- The Perse School Cambridge International Limited (incorporated on 15 January 2018). The business of the company is the undertaking of trading activities in the UK and overseas for the benefit of the Charity. Trading activities include but are not limited to activities connected to: overseas schools; education technology platforms; school memorabilia; grounds maintenance; letting of premises; and general education consultancy.

Governing Board

The Perse Upper School (the Upper), the Perse Prep School (the Prep) and the Perse Pelican Nursery and Pre-Preparatory School (the Pelican) (the three of which are known collectively as The Perse School) have a single Governing Board composed of the trustees, who are also the directors of the charitable company. A list of trustees is set out on page 3 of this Report.

The School's Articles of Association empower it to have twenty trustees (who are the directors and governors of the Charity and also its members). Three of the trustees are nominated - two are nominated by the Council of Gonville and Caius College and one by the Council of Trinity College. The seventeen other trustees are co-opted by the Board.

All trustees are appointed for a term of three years and may thereafter be reappointed for two further terms each of three years. In exceptional circumstances, a trustee who has served three consecutive terms in office may be reappointed for further periods.

During the year there were five Governing Board committees that dealt with matters concerning all three schools:

Meeting termly:

- Audit and Risk Committee;
- Education Committee;
- Finance & General Purposes Committee; and
- Nominations and Governance Committee.

Meeting annually:

- Senior Staff Salaries Committee.

Other committees, groups and panels are formed for specific purposes and meet as the need arises, currently:

- Staff Committee (re grievance and disciplinary matters);
- Appeal Committee (re grievance and disciplinary matters);
- Complaints Panel (re the complaints procedure);
- Review Panel (re the review procedure);
- Strategy Committee;
- Investment Management Working Group; and
- Special Committee (to facilitate the governing and direction of the Charity when the Charity's ability to convene normal meetings is materially frustrated by the effects of the COVID-19 pandemic).

All committees report to the Governing Board in line with their terms of reference.

In addition, some governors are also board directors of The Perse School Cambridge International.

Recruitment and appointment of new trustees

The School's Nominations and Governance Committee is appointed by the Governing Board and its terms of reference require it to:

- Identify and keep under review the range and balance of skills, experience, and other qualities – either specific or general – which need to be represented on the Governing Board.
- Review the composition of the Governing Board to ensure that such skills, etc, are represented on the Governing Board or, if they are not, to identify which particular skills are missing or out of balance.
- Consider the re-appointment of Governors / trustees.
- Identify and consider the appointment of new Governors / trustees.
- Make recommendations to the Governing Board for the appointment or re-appointment of Governors / trustees.

All new trustees receive a comprehensive information pack giving them information about the School, its governance, management, and policies. A trustees' handbook is issued to all trustees annually with updates being available throughout the year on the trustees' portal.

All new trustees meet the Chairman or Vice-chairman of the Governing Board as part of the appointment process. They also meet the Head and the Bursar and the Clerk, and have a tour of the School (wherever possible) before attending their first meeting of the Governing Board.

The School has hosted, and encourages trustees to attend, seminars organised by the Association of Governing Bodies of Independent Schools (AGBIS).

The School circulates trustees with the details of other courses and seminars run by AGBIS and by professional firms providing services to charities and education. The School also runs its own updates for governors and holds annual strategy seminars with governors, senior Perse staff and external speakers as well as seminars, again using external speakers, looking at topics such as future challenges to the charitable status and wider legal position of independent schools, digital technology and its effect on teaching and learning and public benefit and community links. Briefings by senior management to committees and the Board ensure relevant governors are kept abreast of new legislation and the external auditor annually updates the Audit & Risk Committee and, through that Committee, the Finance and General Purposes Committee with accounting matters which may affect the Group.

Regular surveys are undertaken in order to identify the training needs of individual trustees.

Governor involvement in School life

The governors help guide, shape and support specific aspects of the School's life through the various committees and the training and strategy sessions detailed above. Key School policies are approved on an annual cycle by the Full Board and all governors are regularly updated on safeguarding and have access to the School's Designated Safeguarding Lead. The Governor with Special Interest in Safeguarding with emphasis on Safer Recruitment and Child Protection meets termly with the safeguarding teams and carries out an annual review of the Single Central Register. The Staff Liaison Governor meets all new staff and carries out termly meetings with departments on a rolling basis.

Governors attend School sporting events and productions, and sample lessons via learning walks.

Organisational management

The day to day running of the School is delegated to the Head (and through him to the Head of the Perse Prep School and the Head of the Perse Pelican Nursery and Pre-Preparatory School), each with their team of teaching staff and the Bursar and her team of administrative and support staff. The Head and/or Bursar attend all committee and Board meetings. The running of the subsidiary companies is through their boards which report to the Full board via the Finance and General Purposes Committee.

Financial probity is ensured by having suitably qualified individuals on the Finance and General Purposes Committee, the Audit and Risk Committee and the Investment Management Working Group. The Audit & Risk Committee and the Finance and General Purposes Committee receive an annual report from the external auditor and the Finance and General Purposes Committee receives termly reports from the Bursar on the financial position of the School. The Finance and General Purposes Committee reviews and recommends the annual budget to the Full Board and considers the latest management accounts (produced monthly) with any significant variances against budget and an agreed set of Key Performance Indicators. The Bursar considers management accounts produced monthly with variances analysed and explained by the Chief Financial Officer.

The Schools are staffed with paid employees, both full-time and part-time. Parents assist voluntarily with fund-raising and some school activities.

Engagement with suppliers, customers and others in a business relationship with the School

The School's supplier and customer engagement, including all policies and contracts are designed to ensure a fair and transparent approach to all business transactions.

The School has in place clear and transparent tariffs for all facilities available for external use and these charges are annually benchmarked against other comparable facilities to ensure they represent fair value.

The School actively encourages local community and customer engagement in regard to the use, development and expansion of these facilities and services.

During the COVID-19 pandemic frequent dialogue has been maintained with all parties to ensure the reestablishment and safe operation, where possible under current legislation, of these facilities.

The School operates a transparent procurement process through a value based approval structure, therefore ensuring all services and products are assessed under the same best value and risk mitigation criteria.

The School completes regular relationship management meetings with all strategic services suppliers to ensure effective contract management and engagement.

Engagement with employees

The School encourages staff contribution at all levels. The Heads, Bursar and members of the Executive Leadership Team meet regularly with regional forums to share best practice.

The School encourages the involvement of its employees through regular staff meetings that disseminate information of particular concern to employees and through regular staff surveys and staff committees for receiving their views. Termly meetings are held of the Staff Salaries Committee at which any staff concerns can be raised through their elected representatives.

The School intranet also provides information and access to professional development and support, including wellbeing, as well as a weekly staff bulletin.

New staff are fully inducted and both teachers and support staff take part in training both before the start of and during the school year.

The School is committed to ensuring equality of opportunity for all who learn and work here, with one of its key values being 'valuing one another.' We respect and value positively difference, including in race, gender, sexual orientation, ability and age. We strive vigorously to remove conditions which place people at a disadvantage and combat bigotry. During 2019/2020 an Inclusion, Equality and Diversity working group was formed, with representation from students, teachers, parents, support staff, alumni and governors, to consider equality and inclusion and make recommendations to the Executive Leadership Team and the Board of Governors.

The School considers all applications from disabled persons, bearing in mind the aptitudes of the individuals concerned. Where an existing employee becomes disabled, every effort is made to ensure that employment within the School continues. The School's policy is to provide training, career development and opportunities for promotion, which are, as far as possible, identical to those for other employees.

Statement of trustees' responsibilities

The trustees (who are also directors for the purposes of company law) are responsible for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources of the charitable company for the year. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to Disclosure on Information to Auditors

The trustees also confirm that, so far as each of the trustees is aware, at the time the report is approved:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

CHARITABLE OBJECTS

The object of the charity, as set out in its Memorandum of Association, is the advancement of education by the provision and conduct of the School known as the Perse School Cambridge together with any of its affiliated or subsidiary Schools (howsoever the same shall from time to time be known) and by ancillary or incidental educational activities and any other associated activities for the benefit of the community as a whole.

The object of the School is a purpose falling within section 3(1)(b) of the Charities Act 2006, i.e.: the advancement of education. It is a purpose for the public benefit and is therefore a charitable purpose as defined in section 2(1) of the Act.

The Perse School educates boys and girls from age 3 – 18 on three sites; the Pelican (ages 3 – 7), the Prep (ages 7 – 11) and the Upper (ages 11 – 18). Children thus progress through three different schools but have the benefits of being part of one larger institution with an integrated curriculum and pastoral care system.

Vision and values

The Perse School's vision for the pupils and staff is to love learning and strive for the greater good. To realise this vision, The Perse:

- a) Promotes academic excellence through a challenging curriculum, outstanding teaching and a culture of endeavour, intellectual curiosity and scholarship.
- b) Provides a supportive pastoral environment which meets individual needs, and promotes the development of happy, balanced and considerate pupils.
- c) Offers a rounded education, rich in extracurricular opportunities, which develop life skills, character and perspective.
- d) Finances means tested bursaries to ensure The Perse is accessible, and helps those outside the School through outreach and charitable work.
- e) Encourages the appreciation of the spiritual dimension to life, and the development of a moral framework
- f) Provides high quality professional development for staff to ensure ongoing personal and institutional improvement.

The School endeavours to provide a broad and balanced education appropriate to the needs of each pupil in order to cater for the full development of their varied talents and to achieve high academic standards leading, from the Upper School, to university entry, as well as to achievements throughout the schools in cultural, sporting and other fields. The School aims to ensure an academically selective entry from the widest possible social spectrum, thereby preserving its tradition of breadth of access and continuing to meet public benefit requirements.

A common set of values has been agreed which define the behaviour expected of all Perse students and staff. These values are shown on the following page:

We value
Endeavour



Which means we
 Aim high and challenge ourselves

Try our best and are not afraid to make mistakes

So we
 Aim to be the best we can reasonably be

Set high standards and value the efforts people make to reach them

Are organised and punctual

Develop the resilience needed to embrace setbacks as learning opportunities

Win and lose honourably and graciously

Lead by example

We value
Intellectual curiosity and scholarship



Which means we
 Love learning, thinking deeply and being creative

Welcome reasoned debate

So we
 Develop a lifelong love of learning, acquiring the qualities and skills needed for successful study

Go beyond the curriculum and exam specifications

Celebrate original thought, research and creativity

Learn to communicate well both orally and in writing

Invite challenge; listen to and value other perspectives

Reflect on our learning to become more effective learners

We value
Breadth and balance



Which means we
 Are involved, engaged and committed

Take full advantage of the opportunities we are given

So we
 Take on personal responsibility

Learn to play our part in a team

Honour our commitments

Broaden our horizons by trying new activities

Find enjoyment and personal development in extra curricular learning

Keep a sense of perspective

We value
One another and our environment



Which means we
 Each play our part in creating a kind and considerate community

Care for ourselves, each other, and those in need

So we
 Are honest, kind, courteous, and caring in all we do

Balance the needs of the individual and the community

Act responsibly to keep ourselves and others safe and healthy

Look after the school and wider environment

Acknowledge and appreciate the contributions of others, treat all fairly, and recognise that diversity is a strength

PUBLIC BENEFIT

The trustees confirm that they have given regard to the Charity Commission's guidance on public benefit. The objects of the School are for the 'public benefit' as that term is used in the Charities Act 2011 for the following reasons:

Provision of benefit to public in general

Children eligible for admission as pupils of the School form a public rather than a private group for the following reasons:

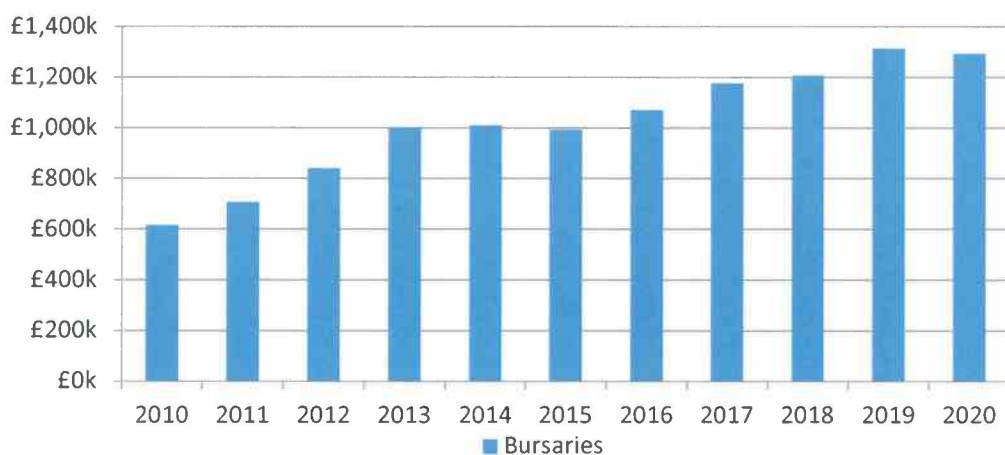
1. The group of potential beneficiaries described in the objects of the School represent a sizable number of individuals. The School's catchment area has a school age population of some 230,000. This group constitutes a broad and significant section of the public.
2. There is no personal or contractual link or characteristic which potential beneficiaries must share in order to be eligible for admission as a pupil of the School.
3. The objects of the School are open and inclusionary. No person in poverty is excluded by the objects from eligibility for admission as a pupil of the School. The School carries out its objects in this regard through the breadth of its access and its bursary provision.

Selection policy and bursary awards

The School aims to ensure an academically selective entry from the widest possible social spectrum. To further that aim, the School offers means-tested bursaries from its own resources and through the generosity of gifts from a number of benefactors. The School is actively seeking further benefactions and support for its bursary scheme so that it may continue to meet bursary demand.

Some 115 children within the School benefited from some kind of means-tested bursary award in the 2019/20 academic year, receiving awards which equate to 76.95 full fee paying places. The total value of these awards in the 2019/20 academic year was £1,292k (2018/19: £1,312k).

Increases in bursary provision since 2010/11 as the School headed through a period of expansion towards steady state and which demonstrate the benefits and effectiveness of the School's bursary development plan, can be seen in the graph below. Bursaries have more than doubled in value over this period but it should be noted that this period does not fully reflect the effect of COVID-19 on hardship bursaries awarded from 2020/21.



Bursaries are funded by a mixture of restricted and unrestricted funds. All bursaries are re-assessed annually by means of a detailed means-testing system. Awards made range from 5% of fees up to full fee bursaries. Bursaries are also made available to cover costs of extras such as key school trips and lunches.

Carbon and Energy Reporting

In line with the Greenhouse Gas Protocol (GHG) Corporate Accounting and Reporting Standard, The Perse School has been engaged in a process aimed at reducing its energy and greenhouse gas emissions.

The Perse School currently maintains both scope 1 and 2 emissions, which are generated from the school premises and transport, respectively. The School maintains emissions from a range of transport including minibuses and "grey fleet" (personal cars used for business purposes).

The Perse School is currently devising a strategy to reduce its carbon footprint significantly including:

- Encouraging employees to purchase renewable technology cars i.e., hybrid vehicles,
- Purchasing energy efficient equipment where appropriate in our school,
- Replacing HVAC systems with energy-efficient equipment where possible,
- Adopting behavioural change measures where possible.

The Perse School has a longstanding commitment to tackling climate change. Its calculated carbon footprint for the current financial year is 725.62 tCO₂e, whilst energy consumption was 3,341,751.53 kWh (3,341 MWh).

Methodology:

The School has reported all of its emission sources under the Companies Act 2006 (Strategic Report and Director's Reports) Regulations 2013 as required. The School has calculated and reported its emissions in line with the GHG Protocol Corporate Accounting and Reporting Standard (revised edition) and emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2020 (reference "Introduction guidance").

The reporting period is the financial year 2019/2020, the same as that covered by the Annual Report and Financial Statements. The boundaries of the GHG inventory are defined using the operational control approach. In general, the emissions reported are the same as those which would be reported based on a financial control boundary.

2019/2020 Emissions

| | |
|----------------------------------|--|
| Scope 1 (natural gas/transport) | Tonnes CO ₂ equivalent (tCO ₂ e) |
| | 403.98 |
| Scope 2 (electricity) | Tonnes CO ₂ equivalent (tCO ₂ e) |
| | 319.96 |
| Scope 3 ("grey fleet" transport) | Tonnes CO ₂ equivalent (tCO ₂ e) |
| | 1.68 |
| Total | 725.62 tCO₂e |

Scope one (1), two (2) and here (3) carbon intensity metric = 0.441 tCO₂e per pupil taught (1,645) during the financial year.

Total Emissions

Efficiency Measures Taken:

- Replaced aging office equipment with energy-efficient products
- Continual review of car policy and driver's handbook
- Expanded video conferencing and online meetings (as opposed to face to face meetings)
- Installing electric vehicle charging points at our school

Objectives for 2020/2021:

- Reduce its baseline electricity and gas consumption by 2%
- Continual review of existing equipment and school policies
- Reviewing supply contracts to determine feasibility of renewable energy
- Implementation and assessment of the Energy Savings Opportunity Scheme (ESOS) recommendations
- Continue with its energy-savings programme

The Perse School will report on progress within the next set of financial accounts.

STRATEGIC REPORT

ACHIEVEMENT AND PERFORMANCE

PROVISION OF BENEFICIAL PURPOSE

The School provides the following demonstrable benefits, all of which flow, directly or indirectly, from the School's charitable purpose to advance education:

The School provides a high quality education to 1,645 pupils (2018/19: 1,624)

The School educates 1,645 pupils thereby relieving pressure on local schools which would otherwise need to find additional places for these pupils and provides a financial benefit to the State at no cost to the taxpayer (other than the value of the fiscal benefits of charitable status). Using estimates of the average annual cost to the taxpayer of a place at a state school, the School saves the State over £10m each year.

The last Independent Schools Inspectorate (ISI) inspection took place in 2019. This was a compliance only inspection for which the School met all of the required standards.

The last educational quality and compliance inspection took place in 2016. The inspectors concluded that the School offers an outstanding education and for every key inspection criteria the School received the highest possible grading of excellent or exceptional. This followed on from a clean sweep of top grades in the 2010 inspection.

The full reports are available on the School's website: www.perse.co.uk

Academic results

Examination results continue to be among the most successful in the country. For the twelfth year in succession, more than three-quarters of A Level entries were graded at either A* or A.

| | % A* | Cumulative % A* - A | Cumulative % A* - B | Cumulative % A* - C |
|----------|---------|------------------------|------------------------|------------------------|
| Perse | 65 | 93 | 99 | 99 |
| National | 14.3 | 38.1 | 65.4 | 87.5 |

This table also includes Pre-U equivalent grades using the standard D1/D2=A*, D3/M1=A, M2=B, M3=C

The Times placed the School top of the league table of independent co-educational schools' A-level results in 2019.

At GCSE/IGCSE, 87% of entries were graded 9 or 8 (broadly equivalent to the old A* grade) and 97% of entries were graded 9 – 7 (equivalent to A* - A).

| | Cumulative % A* | Cumulative % A | Cumulative % B | Cumulative % C |
|-------|--------------------|-------------------|-------------------|-------------------|
| Perse | 87 | 97 | 99 | 100 |

(% cumulative)

Nearly all Perse students choose to proceed to university. Details of the university destinations for 2019/20 can be found in on page 122 of The Perse School Annual Review available on the School website.

Students also took Trinity, Rockschoo and ABRSM exams.

The School's core values are embedded in its curricular and extra-curricular provision.

Many Perse students pursued opportunities to broaden their knowledge and test their skills against peers elsewhere, including:

- First prize in the Armourers & Brasiers Tata Materials Science Competition;
- Gold, silver and bronze awards in the British Physics Olympiad, the British Biology Olympiad, the Chemistry Olympiad;
- Gold award in the British Astronomy & Astrophysics Olympiad;
- Gold, silver and bronze awards in the Senior Physics Challenge, the Intermediate Physics Challenge and the Junior Physics Challenge;
- Gold, silver and bronze awards in the National Biology Challenge and the Intermediate Biology Challenge;
- Gold star (formerly roentgenium), gold, silver and bronze awards in the Cambridge Chemistry Challenge;
- Gold, silver and bronze awards in the Senior Maths Challenge, the Intermediate Maths Challenge and the Junior Maths Challenge, with other prizes won in the UK Mathematics Trust Olympiad for Girls and the Senior Team Maths Challenge;
- Royal Geography Excellence Award (for those students attaining the highest GCSE geography marks);
- Fourth place in the national semi-finals of the Cyber First Girls competition;
- Qualification for the National Final of the British Informatics Olympiad;
- Qualification for the National Finals of the UK Bebras Computational Thinking Challenge;
- Top places in the senior category of the TCS Oxford Computing Challenge and top-10 finishes in the senior and intermediate sections;
- National vice champions in the Joutes Oratoires Lyceennes final;
- Winners of the Year 11 regional inter-school French debating competition;
- Second round places at the United Kingdom Linguistics Olympiad and bronze award in round one of the UK Linguistics Olympiad;
- Artwork featured in the Royal Academy of Arts – Young Artists' Summer Show and the 2020 Protein Data Bank Europe calendar;
- Second place in the Cambridge Young Photographer competition;
- Shortlisted place in the Royal Society of Biology Nancy Rothwell Award;
- First place in the Senior Latin prose category, runner up in the Senior Greek verse category and highly commended in the Intermediate Greek verse category of the Senior Greek and Latin Reading Competition;
- Achieving places in the national finals of the Cambridge Union Society schools debating competition, the Oxford Union Society schools debating competition and the English-Speaking Union public speaking competition for sixth forms;
- Winners in the Simon Powell Poetry Prize 2020;
- Winner of the Cromwell Association Essay Prize;
- Winner of the City of Cambridge Orchestra Young Conductor Competition;
- The student Green Team won the Eco-Schools silver award;
- Winners of the Senior Schools' Challenge Plate and the Junior Schools' Challenge;
- Award winners in the Rotary Technology Tournament;
- Runner-up in the Marshall Society Essay Competition and highly commended award in the Young Economist of the Year competition.

Students' work has also been published in the New England Journal of Medicine and the 2020 edition of Contemporary Aesthetics and a student's short film clip was shown at the Duemila30 festival in Milan.

Perse students have had another successful year in sport with the Perse sport department listed in the top 20 in *School Sport* magazine's leading independent sports schools list in 2019. Perse teams were amongst County Champions, East champions and National Cup quarter-finalists in hockey and also finalists at the National Super 6s in indoor hockey; National School Cup finalists in rugby; regional finalists in the National Schools Netball Competition; runners-up in the regional finals of the LTA Schools Team Tennis Championship; County finalists of the Lady Taverners indoor competition in Girls' cricket; County Champions and East Central finalists, winners in the Cambridge and District Championships, Bedfordia Championships, Cambridgeshire Schools Championships and the South-East England Independent Schools Championships in cross country; Gold winner in the National Junior Indoor Rowing Championships and bronze in the Mizuno British Rowing Indoor Championships; winners in the British Schools Small-bore Rifle Association; and finalists in the Independent Schools Golf Association.

In addition to academic achievements, Perse pupils participate in many extra-curricular areas which help develop a broad range of skills and qualities, including a comprehensive drama provision with performances of *The Addams Family* (musical), *Plays You Won't Have Heard Of*, *Saved By The Bell*, *Chaos and Education*, *Education, Education, Education*, and *Outdoor Pursuits* activities.

The outbreak of COVID-19 in the early part of 2020 and the closure of the School site to all years with the exception of keyworker and vulnerable children in the summer term saw teaching and learning, pastoral care and extra-curricular activities moving online in a switch to digital education. The School remained open (including throughout the Easter holiday) to vulnerable and keyworker children.

The School adapted to the challenges and opportunities of home learning with a variety of online tools – in addition to the core curriculum, assemblies, music performances (including the Big Three Project) and drama productions (including *The Tempest*) moved online. Home study provided new opportunities for independent learning and creativity, particularly inhouse events, and a full review of all the School's activities is included in the School's Annual Review available on the School website.

The School provides broader benefits to children, the local community and society

Valuing and supporting one another is one of the cornerstones of a Perse education and, with the School's commitment to its charitable purposes, the belief in community extends well beyond the school gates.

Primary Partnership is a scheme started in 2008/09 to develop relationships with local primary schools and to provide access for them to the School's specialist facilities and teaching. The scheme has steadily expanded, and in 2019/20, teachers and more than 200 students worked with over 20 primary schools, delivering a wide range of enrichment programmes. Each primary school specifies the support they would like – from one-to-one maths sessions and coding workshops, to helping children for whom English is a second language and teaching Spanish, French and Latin.

The School also supports a local sixth form college in their UCAS process, specifically with preparation interviews led by subject specialists from the School. These interviews were hosted on-line in 2019/20 which reflected the setting for university admissions interviews. This partnership will be extended in future years to develop alumni as mentors. The Economics department has also assisted another sixth form college with the setting up of their own sixth form department, sharing experience and best practice.

Sixth form students help pensioners with the skills needed to use the latest technology as part of the Digistart programme, assisting with mobile phones, Skype and online shopping.

In 2017, the Perse School launched an annual coding competition, open nationwide to pupils in Years 7 to 11. Pupils compete to win the Braben Cup, sponsored by Dr David Braben OBE. The challenge is free to enter with prizes for

the top three teams. In 2019/20 around 3,000 pupils from schools at home and abroad took part. Local schools also competed in the annual Perse Science Quiz.

Community lectures are held each term and in 2019/20 Bridget Kendall OBE spoke on The Roller Coaster Ride of Anglo-Russian Relations, and Professor Beverley Glover spoke on The Cambridge University Botanic Garden: A Unique Role in Addressing Global Challenges. The Annual Josef Behrmann Lecture was delivered by Dr Andrew Sawczenko and Rev Patrick Moriarity on 'Standing Together'.

Community use of the School – particularly the Sports Centre and the Music School – has continued to be promoted and to be successful. The Sports Centre, which is heavily used by the School itself, hosts many hours a week use by the local community and is the home to a number of local clubs, groups and societies which have a concentration on youth training and development.

The School also hosts events for local organisations such as The Sick Children's Trust and the Addenbrooke's Neonatal Intensive Care Unit.

In 2011 The Perse School formed a partnership with Christel House Schools, a charity that transforms children's lives by building and running learning centres in some of the world's most deprived communities. The charity was set up in 1998 by Christel De Haan with support from the late Ron Haylock (former Perse pupil), and today has seven learning centres in four countries helping over 4,500 children. The Perse School supports Christel House by sending its teachers and students to Christel House to share expertise and experiences; raising funds; participating in joint educational projects; and by one of its teachers being a trustee of Christel House Europe.

The Perse has been further expanding its work with Blutick, an online maths programme that uses artificial intelligence to give feedback to students as they work through the maths curriculum for 11 – 16 year olds. When the COVID-19 lockdown was announced, Blutick was made available free of charge to the world in response to school closures and has 80,000 users answering 2.5 million questions. Blutick have linked with Cambridge Assessment International Education to run professional development sessions for their China region and for their south Asia region. Blutick have presented to the Singapore Ministry of Education and to Save The Children in Indonesia. Blutick is also used in Christel House Bangalore and Raipur.

In 2018 The Perse became the first school to launch an initiative to assist Missing Maps – a scheme which helps non-government organisations such as Medecins Sans Frontieres and the Red Cross deliver aid more effectively by mapping previously unmapped communities.

Students, staff and parents worked together to support a number of charities, both local and international through a series of activities including non-uniform days and sponsored events. Each year the School supports Link to Hope, a charity that sends shoeboxes filled with Christmas gifts to families and elderly people in Eastern Europe. During Random Acts of Kindness week the Student Council arranged a variety of activities designed to help pupils show kindness within the School, the local community and internationally as well as being kind to themselves. Food and clothing were donated by students, parents and staff throughout the week to support Cambridge Food Bank and Romsey Mill, a local charity helping children, young people and families.

During the lockdown period individual pupils raised money on their own initiatives, helped within the community and Perse DT staff produced more than 1,000 face shields to protect healthcare workers. The annual Sleep out event, which raises funds for Emmaus, usually takes place at the Upper School but this year pupils slept outside in their gardens in makeshift shelters.

The Perse Summer School is open to young people aged 7 – 15 from the local area with a range of academic, creative and performing arts, sport and outdoor pursuits, and technology and computing options. A reduced offering was made in summer 2020 to ensure compliance with the government COVID-19 guidelines.

The Music department hosts a range of community rehearsals and events.

Perse staff hold leadership or advisory roles in an array of aspects of education, from curriculum reform to student skills for university, and support young people from all walks of life in many different ways, including:

- Acting as a syndic at Cambridge Assessment;
- Membership of the Headmasters' and Headmistresses' Conference academic policy sub committees shaping curriculum and assessment;
- Acting as Independent Schools Inspectorate Inspectors;
- Volunteering to teach English and maths through local and international charities;
- Visiting and supporting Christel House, conducting staff training and collaborative work between students to develop the growing relationship between the two schools. Christel House schools work with the very poorest pupils in their communities to break the cycle of poverty. Perse students raised money to buy three classroom projectors for Bangalore with the project aim of funding a projector for each of the twenty-nine classrooms over the next few years;
- Acting as Examiners and developing exam specifications for a range of exam boards;
- Acting as exam moderators;
- Coaching for local and national sports clubs and teams;
- Assisting with community air cadet units;
- Developing community support groups;
- Contributing to curriculum development;
- Membership of Olympiad Committees;
- Co-ordinating charity events and working in local charities;
- Supporting the Arkwright Scholarship Scheme;
- Authoring and co-authoring textbooks;
- Delivering seminars;
- Developing websites for scheme of work;
- Working with local choirs and music groups;
- Professional tutoring of PGCE trainees, guiding and supporting their development;
- Developing and implementing induction training in independent schools;
- Acting as subject consultants for new syllabuses;
- Leading local scout movement groups and Duke of Edinburgh;
- Acting as governors of other schools;
- Working with the Financial Times on their resources for the development of financial literacy.

Investment in staff and staff welfare

The trustees are aware that the quality and range of the education that the School offers can only be maintained at a high level of excellence by continual investment in staff, equipment and buildings. The trustees pay tribute to the dedication and commitment of all the staff – teaching and support staff – who together contribute to this community of learning.

The School encourages the involvement of its employees through regular staff meetings that disseminate information of particular concern to employees, and through staff surveys and staff committees for receiving their views. Termly meetings are held of the Staff Salaries Committee at which any staff concerns can be raised through their elected representatives.

The School recognises its responsibilities under the Equality Act 2010 and supports the principle of equal opportunities and opposes discrimination based on any protected characteristic. Being a committed equal opportunities employer, the School will take every possible step to ensure that employees and prospective employees are treated equally and fairly.

The valuable contribution of supporters

The trustees continue to recognise with gratitude the support received by the School – at all educational stages – from the Parents’ Associations and from individual contributions of finance, time and expertise.

Continued investment in infrastructure

Significant building works, both to accommodate increased pupil numbers and to improve facilities, have been a feature of the School over the past ten years. All building works have been consistent with pupil numbers and the School’s Development Plan.

In 2019/20 the School completed a significant extension to its Music block, providing further practice and storage space and investing in additional pianos and other instruments. Work commenced on a new mezzanine floor within the main school building, to provide additional dining and meeting spaces.

The School remains committed to providing appropriate facilities for current and future pupils and staff, and regularly reviews the masterplans for its sites alongside investing in existing buildings.

Expansion outside the UK

The School recognises the importance of developing sources of revenue other than tuition fees to help fund the capital programme, its bursary scheme and its outreach work.

The Perse School Singapore opened in January 2020 for pupils aged 6 – 11. The campus is at Upper Bukit Timah, a residential area in Singapore, and close to Bukit Timah nature reserve. Pupils engage in a broad and innovative curriculum that closely follows the Cambridge Primary Programme, incorporating Singapore Maths and Mandarin as a second language. Blending innovation and tradition, the school will use the most up-to-date educational technologies in the classroom to prepare pupils for a global future. The four core values of the Perse – intellectual curiosity and scholarship, endeavour, breadth and balance and respect for one another and our environment – form the heart of the school’s ethos.

The Perse School Suzhou is scheduled to open in August 2021 – delayed from August 2020 due to the restrictions of the Coronavirus outbreak. The Founding Principal has taken up post in Suzhou – an historic city of canals and waterways 100km from Shanghai. The Perse School Suzhou will be situated in the core of the city in Gusu District and will be co-educational. It will focus on the Cambridge IGCSE and IA level and other international qualifications plus additions from the Perse’s own curriculum. It will prepare Chinese students for international universities.

The partnerships between these two schools and The Perse School Cambridge International Limited will give Perse Cambridge students greater international exposure and will provide opportunities for exchange programmes and visits. They will also provide an income stream to The Perse School Cambridge International Limited.

Section 172 Statement

In accordance with Section 172 of the Companies Act 2006, the Directors (who form the Board of Trustees) complied with their duty to promote the success of the School through their approval of the School’s Development Plan and on-going review of performance against this. All decisions are made in line with the School’s Development

Plan, capital Master Plan and cash flow forecasts, with the long-term interests of the charity and its stakeholders in mind.

Culture, and employee welfare and engagement are important to Trustees. As detailed above, the School has a structure of regular staff meetings, staff committees and working groups and a variety of tools to promote well-being available to all staff. As a School, it already supports flexible working practices.

Trustees understand the importance of maintaining productive relationships within stakeholders, underlined by a strong sense of purpose. Members of the Trustees' sub committees and member of the Executive Leadership Team proactively collaborate with a variety of stakeholders within the education sector to share knowledge and learnings as appropriate.

Trustees are mindful of the School's impact on the community and environment. The School's communities, social action and enrichment sit at the heart of everything it does, and this is reflected in its curriculum and in the School's four core values (see page 11).

As a registered charity, the School is committed to making the biggest difference to its pupils, inside and outside the classroom, regardless of their background. The School's reputation and business conduct are paramount to its future success and ability to deliver value to its various stakeholders. The School has an experienced Trustee Board who are responsible for ensuring corporate governance best practice is followed, supported by the Audit & Risk Committee, Finance & General Purposes Committee, Education Committee, Nominations & Governance Committee and Strategy Committee.

Promoting the success of the charitable company

The Trustees have established a Code of Conduct within the General Statement of the Responsibilities of Members of the Governing Board which provides a structure for the responsibilities and expectations associated with the role. This key document, aligned to the School's values, provides trustees with an understanding of what is required and enables them to be transparent, open and accountable in what they do. The Code of Conduct recognises that decisions should be taken in the interests of all stakeholders with the aim of maintaining a reputation for high standards of business conduct. In accordance with section 172 of the Companies Act 2006, each of the Trustees acts in the way he or she considers to be in good faith and which would most likely promote the success of the School and to achieve its charitable purpose. Other areas of the Trustee's Report also cover how the School fosters relationships with key stakeholders. Please see pages 7 and 8.

RISK MANAGEMENT

The Perse School's Board of Governors is responsible for the consideration and management of the risks faced by the School and the wider Group.

The principal risks that the Group and the School faces are:

- The impact of the economy on parents' and carers' ability to pay fees, and other pressures on cash flow;
- Retention and recruitment of quality staff in the context of a national shortage of teachers;
- The changing educational and charitable requirements for independent schools;
- The impact of an adverse event on the School which may have an effect on the reputation of the School;
- The impact of possible future changes to existing charitable exemptions (VAT, corporation tax, business rate relief) and increases in the contribution rates to The Teachers' Pension Scheme ;
- The impact of the COVID-19 outbreak;
- The impact of a loss of infrastructure, whether that be access to buildings (e.g. through fire) or a loss of IT systems, including through a cyber attack.

The trustees have given consideration to the major risks to which the School is exposed and are content with the management of those risks. In the majority of areas, systems designed to mitigate those risks have been in place for some time. In further reviewing the situation, the trustees continue to extend the systems, and their range, to provide comprehensive cover of the risks as they are identified. The School's risk management schedule, which includes all of the above risks, is reviewed by the Governing Board and by its Finance & General Purposes Committee and its Audit and Risk Committee. The Governing Board's committees' terms of reference reflect the risk management monitoring roles of each committee.

The trustees also look annually at the School's performance by comparison to benchmarking reports on the independent school sector produced by independent professional firms.

Each of the three schools has a Crisis Preparation and Response Manual which includes a Disaster Recovery/Business Continuity Plan which are reviewed annually and supported by external consultants.

The School regularly uses external consultants to review the effectiveness of different areas of the School's operations and to advise on external factors that might affect the School.

During the year, the School again used external consultants to review its management of Health & Safety, and to carry out reviews of ICT and data protection. The trustees' Audit & Risk Committee meets termly and acts as a further check and balance on both the management and the governance of the School.

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The Group's accounts include the results of the year's financial activities for The Perse School and its two wholly owned subsidiaries.

Fundraising activities

The School raises funds for its projects through the Alumni and Development Office (ADO). The ADO fundraises from former pupils, parents and friends; it does not seek to raise funds from the general public as it focuses on developing lasting relationships with those who have an existing connection with the School. The ADO team organise alumni activities, run fundraising events and raise funds through the annual Sixth Form leavers' gift, Enduring Gift and legacy appeals. The details of the fundraising approach are set out in the School's Fundraising and Donation Acceptance Code which is reviewed annually by the Trustees and is available on the School's website.

The Perse is registered with the Fundraising Regulator and adheres to the Code of Fundraising Practice, which is the document underlying the School's own Fundraising and Donation Acceptance Code. By adhering to the School's Fundraising and Donation Acceptance Code any volunteer acting on the School's behalf commits to adhering to the Code of Fundraising Practice. During 2019/20 the School complied with fundraising standards. Complaints relating to fundraising activities are raised with the Business Development Director or the Bursar. The School aims to resolve any informal complaint within 15 working days of receipt. There were no complaints during 2019/20.

An Enduring Gift campaign was the focus of the ADO's work in 2019/20 and is the campaign which marked the School's 400th anniversary in 2015/16. £337k was given to the campaign during 2019/20.

An Enduring Gift's goals, which are inspired by Dr Stephen Perse's philanthropy are:

- Doubling the means-tested support from the Bursary fund to keep The Perse accessible to families who cannot afford a full fee, and providing support in cases of unexpected hardship;
- Expanding the educational reach of The Perse into the community, both locally and beyond; and
- The Performing Arts Centre project, a once in a life-time opportunity to transform and enhance the heart of the Upper School (for use by all pupils, 3 – 18).

The School also continued to benefit from contributions into the Annual Fund in the form of regular donations from current and past parents, Old Perseans and friends of the School.

Investment in staff

The trustees are keen to attract and retain the best teaching and key support staff and set salaries and other terms of remuneration in order to try to achieve this. The remuneration of key management personnel is set by the Governors' Senior Staff Salaries Committee which comprises the Chair, the Vice-chair, the Chair of the Finance & General Purposes Committee and the Staff Liaison Governor.

Investment in facilities

The trustees are aware that the quality and range of the education that the School offers can only be maintained at a high level of excellence by continual investment not only in staff but also in equipment and buildings. In 2019/20 the School completed its £1.3million extension to the Music block and started work on the new mezzanine floor in the Old Gym, aimed at improving the catering and dining facilities and providing additional meeting and learning spaces.

The School has also continued its investment in the ICT infrastructure to support and enhance digital learning both on site and for remote learning.

Financial outcome

Income

Tuition fee income continues to be the principal funding source for the group. During the 2019/20 academic year the number of pupils in the School was 1,645, with 1,204 pupils in the Upper School (2018/19: 1,181); in the Prep 284 (2018/19: 284) and the Pelican 157 (2018/19: 159). Tuition fee increases were 3.95% for all three schools (2018/19 3.95% for all three schools).

The outbreak of COVID-19 in the early part of 2020 and the closure of the School site to all years with the exception of keyworker and vulnerable children in the summer term has had an impact on the income for the year. Where the School was able to achieve savings in areas such as catering, transport, sport and extra-curricular activities, these savings were passed on in the form of a reduction applied to the Summer term fee. No charge was made for activities (such as outdoor pursuits) or lunches not provided on site.

In response to the pandemic the Perse also increased its hardship bursary funding by making available money raised from donors as part of the Enduring Gift fundraising campaign. Families with children at the Pelican, Prep and Upper were eligible to apply for means tested assistance if they were suffering from financial distress and experiencing difficulties paying the termly fees as a result of the COVID-19 pandemic.

Other areas of income were also affected, such as lettings, after school clubs and late stay charges but the School was able to run a reduced Summer School and Club Pelican during the summer break in accordance with government COVID-19 guidance.

Legacies and donations continue to be a most welcome and significant part of the School's income and totalled £413k during the year (2018/19: £560k). During the year the School received £479k from the Coronavirus Job Retention Scheme.

Expenditure

Staff costs continue to be the largest area of the School's expenditure, reflecting the continuing investment required to support the School.

Teaching staff continued to work through the period of partial site closure by providing digital education and remote pastoral care, and by looking after key worker and vulnerable children on site. The School benefited from the Coronavirus Job Retention Scheme in furloughing those support staff who were unable to work remotely and this also contributed to the reduction in costs passed on to parents.

The School delivered its planned ICT programme in full, spending £693k (excluding staff costs) but postponed some non-essential estates works until 2020/21.

Surplus

The overall surplus for the group for the year was £3,796k (2018/19: £3,978k). This figure, which is inclusive of fundraising, is consistent with the School's strategic and development plans. With capital expenditure of £48m over the past 12 years, the surplus is required to meet the costs of the School's investment in its plant and buildings and to pay back bank borrowings taken out to fund that investment.

Reserves

The general reserves held by the School principally represent the tangible fixed assets, largely comprising by value the land, buildings and equipment of the three schools – each on its own site. Unrestricted funds total £52,087k (2019: £48,533k) and the other unrestricted reserves consist of three designated funds to provide bursaries and

scholarships totalling £3,169k (2019: £3,091k) and one designated fund for those donations into An Enduring Gift campaign which have not been given for a specific purpose totalling £605k (2019: £528k).

In the current economic climate, the trustees expect only modest levels of income receivable from the underlying investments in the medium-term; consequently the trustees will continue to give consideration to an increase in the level of these funds, and also seek alternative ways of obtaining future funding of bursaries and scholarships. One of the main focuses of An Enduring Gift Campaign is the joint establishment of a permanent bursaries fund and the funding of current bursaries (depending on donor wishes), alongside donations towards the School's outreach programme.

The unrestricted funds, being largely represented by the School's land, buildings and equipment, are not liquid assets.

The restricted and endowed funds held by the School principally represent the 1910 endowment and later additions, investments for bursaries and scholarships, and the development appeal to fund new building and bursaries. Where income arises it is spent as soon as is practicable on the specified purpose. For details of restricted funds see note 15 to the accounts.

Policy on reserves

The trustees recognise the need for prudent financial management of the School's borrowings, and to build reserves over time. The current policy, successfully implemented, is to manage the net negative free reserves position out of free cash flow generated by operations. The School's policy generally is to build reserves to a level consistent with prudent financial management, taking into account the need to maintain the School sites and fund future capital expenditure. The trustees review this policy annually.

The trustees view the development plan for the School as the most effective and prudent way to ensure the long-term future of the School. The Pelican, Prep and the Upper schools all have their own development plans with site and age range specific focuses. The individual school plans are co-ordinated by the Heads and Bursar to deliver a coherent whole, and each plan contains a number of common 3 - 18 elements. School development planning is both a bottom up (staff contributions) and top down (management guided) process. The Governing Board formally reviews development plans on an annual basis at the autumn meeting of the Education Committee which reports to the December meeting of the Full Board. The implementation of individual plans is also subject to review by appropriate board committees.

In agreeing the school development plan and annual focuses, careful thought is given to the pace and extent of change which needs to be managed to ensure the resources and capacity exist for changes to be successfully implemented. An evaluation of the progress in implementing the development plan and the success of individual focuses takes place on a termly basis at Executive Leadership Team level.

On the basis of the definition of free reserves set out by the Charities SORP (FRS102), the School has net negative free reserves. At 31 August 2020 the value of total reserves was £58.7m (£54.9m 2018/19) and net negative free reserves stood at £708k (£5.4m 2018/19), being the value of unrestricted funds after deducting operational fixed assets and committed expenditure. This arises because of the significant expansion and development of the School and associated building works including the construction of the performing arts centre at the Upper and the Science extension at the Prep School.

Investments

Investment powers and authority

The School Scheme permits the trustees to consolidate the investments and the money belonging to the School

into one combined pool constituted as a common investment fund. The School's Memorandum of Association allows it to appoint an investment manager and delegate to that person discretionary powers in relation to the management of the School's investments within the limits of the School's investment policy. During the year, the School's short term liquid assets were managed by Cazenove Capital Management.

Investment policy

The trustees determined in July 2006 that a good investment return and a reasonable level of security, combined with a strategic site advantage for the School would be provided by investing long term investment funds in Cambridge property which lies adjacent to the Hills Road site. Four residential properties were let to third parties for the 2019/20 financial year.

The School also has short term investment funds held for identified expenditure e.g. capital expenditure and short term bursary expenditure, and to meet general cash flow needs. For short term funds, capital preservation is of paramount importance with income generation a secondary objective. Short term assets should be held in cash or near cash investments denominated in sterling:

- (i) Either deposited by the School itself with institutions meeting the requirements of the School's Internal Treasury Management Policy, or
- (ii) Deposited by the School's authorised professional investment manager, who must be regulated by the FCA, in accordance with the investment mandate in force between the authorised professional investment manager and the School.

The performance of the investments

The School's investment properties were valued at 31 August 2018 by Carter Jonas LLP and as at 31 August 2020 the value of the investment is shown at this market valuation of £4,526k (2019: £4,526k). The valuation, of necessity, reflects the current uncertainty in the market.. These properties represent long-term investments. Rental income of £145k was received in the year. It is anticipated that the properties will continue to be available for commercial rent during the forthcoming financial year.

The School's short term investments have been placed in accordance with the policy outlined above and have achieved a return commensurate with the School's risk management and liquidity requirements and market conditions.

Performance compared with policy

Both long term and short term investments have met the overall policy of the trustees to protect the value of the capital, prior to its possible disbursement, while achieving a reasonable level of current income.

Auditors

RSM UK Audit LLP have indicated their willingness to continue in office.

The Trustees' Report and Strategic Report on pages 5 to 26 were approved by the trustees on 23 March 2021 and signed on their behalf by:



J Scott
Governor & Chair of Board of Trustees



G Proudfoot
Governor & Chair of Finance & General Purposes Committee

Opinion

We have audited the financial statements of The Perse School (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2020 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 August 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report and Consolidated Financial Statements 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.

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic 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 the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Trustees' Report.

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities, 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 group's and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other

purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

RSM UK Audit LLP

LARAGH JEANROY (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
Abbotsgate House
Hollow Road
Bury St Edmunds
Suffolk
IP32 7FA

29/4/21

THE PERSE SCHOOL
Consolidated Statement of Financial Activities
For the year ended 31 August 2020

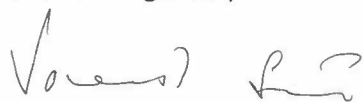
| | Note | Unrestricted Funds £'000 | Designated Funds £'000 | Restricted Funds £'000 | Endowed Funds £'000 | Total Funds 2020 £'000 | Total Funds 2019 £'000 |
|-----------------------------------|------|--------------------------------|------------------------------|------------------------------|---------------------------|---------------------------------|---------------------------------|
| INCOME FROM: | | | | | | | |
| Donations and legacies | | - | 74 | 339 | - | 413 | 560 |
| Charitable Activities- | | | | | | | |
| Tuition fees | 2 | 24,865 | - | - | - | 24,865 | 24,883 |
| Other educational income | | 780 | - | - | - | 780 | 790 |
| Other ancillary activities | 3 | 1,312 | - | - | - | 1,312 | 1,537 |
| Other Trading Activities | | | | | | | |
| Lettings | | 53 | - | - | - | 53 | 72 |
| Subsidiary trading activities | | 252 | - | - | - | 252 | 394 |
| Investments | 5 | 179 | 20 | 13 | - | 212 | 206 |
| CJRS income | | 479 | - | - | - | 479 | - |
| TOTAL INCOME | | 27,920 | 94 | 352 | - | 28,366 | 28,442 |
| EXPENDITURE ON: | | | | | | | |
| Raising funds | | | | | | | |
| Fundraising | | (166) | - | - | - | (166) | (231) |
| Investment property costs | | (13) | - | - | - | (13) | (38) |
| Charitable activities | | | | | | | |
| Operating costs | | (23,885) | - | (5) | - | (23,890) | (23,476) |
| Bank interest | | (244) | - | - | - | (244) | (298) |
| Grants, awards and prizes | | - | - | (182) | - | (182) | (116) |
| Other activities | | (75) | - | - | - | (75) | (305) |
| TOTAL EXPENDITURE | 6 | (24,383) | - | (187) | - | (24,570) | (24,464) |
| NET INCOME | | 3,537 | 94 | 165 | - | 3,796 | 3,978 |
| Transfers between funds | | 17 | 53 | (85) | 15 | - | - |
| Other recognised losses | | - | - | - | - | - | - |
| NET MOVEMENT IN FUNDS | 16 | 3,554 | 147 | 80 | 15 | 3,796 | 3,978 |
| Balances b/fwd 1 September | | 48,533 | 3,627 | 2,273 | 488 | 54,921 | 50,943 |
| Balances c/fwd 31 August | | 52,087 | 3,774 | 2,353 | 503 | 58,717 | 54,921 |

| | Note | Group 2020 £'000 | Group 2019 £'000 | School 2020 £'000 | School 2019 £'000 |
|--|------|------------------------|------------------------|-------------------------|-------------------------|
| FIXED ASSETS | | | | | |
| Tangible assets | 8 | 52,287 | 52,043 | 52,287 | 52,043 |
| Investments | 9 | 5,905 | 5,795 | 5,855 | 5,795 |
| | | <u>58,192</u> | <u>57,838</u> | <u>58,142</u> | <u>57,838</u> |
| CURRENT ASSETS | | | | | |
| Stock | | 35 | 38 | 29 | 27 |
| Debtors | 10 | 631 | 916 | 905 | 1,053 |
| Cash at bank and in hand | 11 | 13,405 | 10,828 | 13,070 | 10,417 |
| | | <u>14,071</u> | <u>11,782</u> | <u>14,004</u> | <u>11,497</u> |
| CURRENT LIABILITIES | | | | | |
| Creditors | 12 | (3,157) | (3,681) | (3,102) | (3,449) |
| NET CURRENT ASSETS | | | | | |
| | | <u>10,914</u> | <u>8,101</u> | <u>10,902</u> | <u>8,048</u> |
| TOTAL ASSETS PLUS CURRENT ASSETS | | | | | |
| | | <u>69,106</u> | <u>65,939</u> | <u>69,044</u> | <u>65,886</u> |
| CREDITORS: amounts falling due after more than one year | | | | | |
| | 13 | (10,389) | (11,018) | (10,389) | (11,018) |
| TOTAL NET ASSETS | | | | | |
| | | <u>58,717</u> | <u>54,921</u> | <u>58,655</u> | <u>54,868</u> |
| CAPITAL AND RESERVES | | | | | |
| Endowed Funds | 16 | 503 | 488 | 503 | 488 |
| Restricted Funds | 16 | 2,353 | 2,273 | 2,353 | 2,273 |
| Designated Funds | 16 | 3,774 | 3,627 | 3,774 | 3,627 |
| Unrestricted Funds | 16 | 52,087 | 48,533 | 52,025 | 48,480 |
| TOTAL FUNDS | | | | | |
| | | <u>58,717</u> | <u>54,921</u> | <u>58,655</u> | <u>54,868</u> |

As permitted by Section 408 of the Companies Act 2006, the Statement of Financial Activities of the parent Charity is not presented as part of these financial statements. The Charity's surplus for the year was £3,787k (2019: £3,923k).

The notes on pages 37 to 52 form part of these financial statements.

The financial statements were approved and authorised for issue by the trustees at their meeting on 23 March 2021 and signed by



J Scott

Governor & Chairman of the Board of Trustees



G Proudfoot

Governor & Chairman of the Finance & General Purposes Committee

THE PERSE SCHOOL
Consolidated Cash Flow Statement and Notes
For the year ended 31 August 2020

| | Note | 2020 £'000 | 2019 £'000 |
|--|------|---------------|---------------|
| Net cash provided by operating activities | A | 4,788 | 4,134 |
| Cash flows from investing activities | | | |
| Investment income received | | 231 | 206 |
| Purchase of tangible fixed assets | | (1,458) | (411) |
| Purchase of investments | | (110) | - |
| | | <u>3,451</u> | <u>3,929</u> |
| Cash flows from financing activities | | | |
| Advance fee payments received | | 538 | 742 |
| Advance fee payments utilised in payment of fees to the School | | (501) | (505) |
| Repayment of project borrowing | | (667) | (667) |
| Bank interest paid | | (244) | (298) |
| | | <u>2,577</u> | <u>3,201</u> |
| Change in cash and cash equivalents in the year | | | |
| | | <u>10,828</u> | <u>7,627</u> |
| Cash and cash equivalents at the beginning of the year | | | |
| | | <u>13,405</u> | <u>10,828</u> |
| Cash and cash equivalents at the end of the year | 11 | | |

A. RECONCILIATION OF NET MOVEMENT IN FUNDS TO CASH USED IN OPERATING ACTIVITIES

| | 2020 £'000 | 2019 £'000 |
|--|---------------|---------------|
| Net income for the year | 3,796 | 3,978 |
| Interest and rent from investments | (212) | (206) |
| Interest paid | 244 | 298 |
| Depreciation | 1,401 | 1,386 |
| Decrease/(Increase) in stock | 3 | (2) |
| Decrease/(increase) in debtors | 284 | 11 |
| (Decrease)/increase in creditors | (728) | (1,331) |
| Net cash provided by operating activities | <u>4,788</u> | <u>4,134</u> |

Basis of accounting

The financial statements have been prepared under the historical cost convention and 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 (FRS102) (Charities SORP(FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the requirements of the Companies Act 2006, including the provisions of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008, and under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value.

The Perse School is an incorporated charity domiciled and registered in England, which constitutes a Public Benefit entity as defined by FRS 102. The address of its registered office is set out on page 3. Assets and liabilities are initially recognised at cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The charitable company was dormant up to 31 August 2007. Effective from 1 September 2007, the assets and undertaking relating to the Perse School, which had previously been held by the unincorporated charity registered in England and Wales numbered 311434, were transferred to the charitable company. The endowment assets remained within the unincorporated charity, renamed The Perse School Endowment, with the charitable company acting as its trustee and which, for accounting purposes, is amalgamated into the accounts of the charitable company under a Uniting Order issued by the Charity Commission. (The Perse School Endowment now carries as registration number 1120654-1).

The financial statements have been prepared in sterling, which is the functional currency of the group. Monetary amounts in these financial statements are rounded to the nearest £'000.

Going Concern

The group has net current assets of £10.9million at 31 August 2020. The trustees have considered the financial position of the group, the level of free reserves, liquidity, the 2020/21 budget and accompanying cash flow forecast, together with the long term strategic plan and the level of admissions for 2021/22. As a consequence, the trustees believe the group is well placed to manage its business risks successfully and that there are no material uncertainties in applying the going concern basis of preparation.

Impact of COVID-19

The outbreak of COVID-19 in the early part of 2020 has caused severe disruption to the global economy, and will continue to do so. The Perse School has been committed to ensuring continuity of education and the safety of its pupils and staff through the use of digital learning and remote working, as a result of which the operation of The Perse School has been maintained well.

The Perse School has performed financial modelling to consider the impact of the COVID-19 outbreak on the reported results and forecast position, and no issues were identified that would give rise to a going concern risk. Given the measures taken by the School, its positive cash flow and its level of reserves, COVID-19 should not cast any doubt on the ability of the group to continue as a going concern.

Reduced disclosures for subsidiaries

As a qualifying entity within the meaning of FRS 102, the charitable company has chosen to take advantage in its individual financial statements of the following disclosure exemptions:

- Section 7 – Presentation of a statement of cash flows, related notes and disclosures.

Group accounts

These financial statements consolidate the results of the charitable company and its wholly owned subsidiaries on a line by line basis. A separate Statement of Financial Activities has not been presented for the parent charitable company on the basis of the exemption provided under section 408 of the Companies Act 2006.

Income

Income from donations and legacies

Income received from donations, legacies and other voluntary sources where there is no stipulated use is recognised in the General Fund when received. Individual reserve funds are maintained for donations, legacies and other income received where the donor stipulates a specific use.

Income is included in the accounts at the point when the Charity is entitled to the income, there is probability of receipt and the monetary value can be measured with sufficient reliability.

Income from charitable activities

Fees and other educational income receivable are accounted for in the period in which the service is provided. Fees receivable are stated after deduction of bursaries and other allowances.

Income from other trading activities

Turnover within the group's subsidiary companies is measured at the fair value of the consideration received or receivable and represents the amounts for services or goods provided in the normal course of the business, net of discounts. Turnover is recognised upon provision of services or delivery of goods.

Lettings income is accounted for in the period to which the letting relates.

Income from investments

Rental income from the investment properties is accounted for in the period to which the rental relates. Bank interest is accounted for in the period during which the interest earning balances are held.

Expenditure

All expenditure, including irrecoverable VAT, is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category.

- **Educational costs:** comprise the costs directly attributable to the provision of education to the pupils across all four sites and include: salary costs for all teachers; salary costs for support staff who work substantially with pupils; text books, stationary and all educational materials and ICT across all sites.
- **Support costs:** comprise salary costs of staff working within central office functions such as general management and finance; insurance costs for all schools; marketing and website costs; professional fees of lawyers and general consultants; costs of postage, telephones and general office support; governance costs.
- **Welfare costs:** include the costs of providing catering and health services within the three schools as well as all costs relating to compliance with health and safety legislation.
- **Premises costs:** include all costs related to the maintenance of the school sites and grounds plus related services and depreciation.

Termination payments

The best estimate of the expenditure required to settle an obligation for termination benefits is recognised immediately as an expense when the charitable company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Employee benefits – Pensions

Retirement benefits to employees of the charitable company and its group are provided by the Teachers' Pension Scheme (TPS) in respect of teaching staff and the National Employment Savings Trust (NEST) and Aviva Group Personal Pension Scheme (Aviva) for all other staff.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charitable company and its group in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a projected unit credit method.

The TPS is an unfunded multi-employer scheme with contributions calculated on a pay-as-you-go basis and no obligation to fund a past deficit with no underlying assets to assign between employers. Consequently there is insufficient information to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions are recognised in the period to which they relate. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

The NEST and Aviva Schemes are defined contribution schemes, the assets of the schemes being held separately from those of the School in independently administered funds.

Contributions are made for teaching staff to the Teachers' Pension Scheme. Contributions are also made for support staff to group personal pension schemes which are of a defined contribution nature. The costs of the School's contributions to all schemes are charged to the Statement of Financial Activities as they fall due.

Employee benefits - Other

Short term employee benefits including holiday pay are recognised as an expense in the period in which the services are received from the employee involved.

Tangible Assets

Tangible fixed assets of a long-term nature with a cost exceeding £5,000 are capitalised on the balance sheet as fixed assets and depreciated as detailed below. Land and buildings acquired prior to 1995 are shown at their historic valuation less depreciation of the buildings.

Depreciation is provided at the following annual rates in order to write off each asset over its useful economic life: Freehold buildings 50 years straight line; new artificial surfaces 20 years straight line; Plant, equipment, furniture and fittings 6 years straight line; pianos 10 years straight line; ICT equipment 3 years straight line.

Freehold land

Freehold land is not depreciated.

Operating leases

Payments made under operating leases are written off to the Statement of Financial Activities on a straight line basis over the lease term.

Investments

Investment properties are carried in the balance sheet at market value. The properties are valued in accordance with section 10 of Charities SORP FRS 102, i.e. at open market value, with the intention of obtaining a revaluation by an external valuer at least once every five years or at any stage if the trustees have reason to believe that values have changed materially. Investment properties are not depreciated. Investment property income is included in the Statement of Financial Activities on a receivable basis.

Investments in the subsidiary companies are accounted for in the balance sheet at cost less impairment.

Stocks

Stocks are included in the balance sheet at the lower of cost and net realisable value.

Debtors

Trade and other debtors are recognised as the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any discounts due.

Cash at bank and in hand

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

Creditors or provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third part and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised as their settlement amount after allowing for any trade discounts due. Provisions are measured at the best estimate of the amounts required to settle the obligation.

Fees received in advance of education to be provided in future years are accounted for as a liability until either taken to income in the term when used or else refunded.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Funds

Unrestricted funds comprise the accumulated funds which are neither restricted nor designated funds. They are available for use at the discretion of the Trustees in furtherance of the general objects of the charitable company.

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purpose and use of the designated funds are set out in the notes to the accounts.

Restricted funds comprise the unexpended balance of donations and grants held in trust to be applied for specific purposes.

Endowed funds comprise trust funds which are subject to specific trusts declared by the donors or with their authority. The condition of the trust is that the capital element is not expendable. The income arising from the investments is applied only in accordance with the conditions imposed by the donors (where specified) or for the general purposes of the School.

Tax accounting policy

The School is a registered charity and it is not liable to United Kingdom income tax or corporation tax on charitable activities.

The School is a registered charity, and as such is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried on in the furtherance of the School's primary objectives, if these profits and surpluses are applied solely for charitable purposes.

1. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

In the application of the Charitable Group's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Critical areas of judgement

In addition to the trustees' assessment of the going concern status of the group, the following other specific judgements, estimates and assumptions were critical to the preparation of these financial statements:

Useful economic lives of tangible fixed assets

The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. Useful economic lives and residual values are reviewed annually and reassessed where necessary to better reflect the actual usage of the assets involved.

Provision of fee debtors

The trustees consider whether fee debtors are recoverable. Where there is an indication that recoverability is unlikely, the amounts involved are recognised as a provision for bad debts. This assessment requires an estimation of future likely cash flows in order to calculate the appropriate amount of any provision.

| | 2020 | 2019 |
|---|---------------|---------------|
| | £'000 | £'000 |
| 2. TUITION FEES | | |
| Gross fees | 26,603 | 26,636 |
| Less: total bursaries, scholarships and allowances | (1,920) | (1,869) |
| | <u>24,683</u> | <u>24,767</u> |
| Add back: bursaries and allowances paid for by restricted funds | 182 | 116 |
| | <u>24,865</u> | <u>24,883</u> |
| 3. OTHER ANCILLARY ACTIVITIES | | |
| School lunches | 909 | 1,183 |
| Tuck shop and vending machines | 60 | 70 |
| Sundry income | 344 | 284 |
| | <u>1,312</u> | <u>1,537</u> |

4. SUBSIDIARY TRADING ACTIVITIES

The charitable company controls all of the issued share capital of two trading subsidiary companies (see note 9), each of which is incorporated in England and Wales – please refer to page 4 for a list of these companies. The registered office for both subsidiaries is The Perse School, Hills Road, Cambridge, CB2 8QF. The subsidiaries are engaged in commercial trading activities relating to and in support of the charitable company, and they donate all of their taxable profits to their parent entity under Gift Aid each year. The results and financial position of these trading subsidiaries is summarised in aggregate below using information extracted from their audited financial statements.

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4. SUBSIDIARY TRADING ACTIVITIES

| | 2020 £'000 | 2019 £'000 |
|---------------------|---------------|---------------|
| Turnover | 252 | 316 |
| Operating costs | (191) | (257) |
| Profit for the year | <u>61</u> | <u>59</u> |
| Total assets | 390 | 480 |
| Total liabilities | (329) | (421) |
| Total funds | <u>61</u> | <u>59</u> |

Transactions during the year between the charitable company and its subsidiaries are detailed below:

| | 2020 £'000 | 2019 £'000 |
|---|---------------|---------------|
| Owed by subsidiary companies to the School at 1 September | 147 | 153 |
| Recharges for services in the year | 144 | 154 |
| Gift Aid receipts | 52 | 90 |
| Cash receipts from the subsidiary companies | (68) | (250) |
| Owed by subsidiary companies to the School at 31 August | <u>275</u> | <u>147</u> |

| 5. INVESTMENT INCOME | Unrestricted | Designated | Restricted | Total | Total |
|-------------------------|--------------|------------|------------|------------|------------|
| | Funds | Funds | Funds | 2020 | 2019 |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Lettings income | 125 | 17 | 3 | 145 | 119 |
| Bank and other interest | 54 | 3 | 10 | 67 | 87 |
| | <u>179</u> | <u>20</u> | <u>13</u> | <u>212</u> | <u>206</u> |

6. TOTAL EXPENDITURE

| | Staff costs | Depreciation | Other costs | 2020 | 2019 |
|------------------------------|---------------|--------------|--------------|---------------|---------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Cost of raising funds | | | | | |
| Fundraising | 135 | - | 31 | 166 | 231 |
| Investment property costs | - | - | 13 | 13 | 38 |
| Charitable activities | | | | | |
| Educational | 14,040 | - | 1,880 | 15,920 | 15,124 |
| Premises | 1,574 | 1,401 | 1,451 | 4,426 | 4,632 |
| Welfare | 113 | - | 1,142 | 1,255 | 1,589 |
| Support | 1,190 | - | 1,094 | 2,284 | 2,131 |
| Total school operating costs | <u>16,917</u> | <u>1,401</u> | <u>5,567</u> | <u>23,885</u> | <u>23,476</u> |
| Bank interest | - | - | 244 | 244 | 298 |
| Grants, awards and prizes | - | - | 182 | 182 | 116 |
| Other activities | - | - | 75 | 75 | 305 |
| Total | <u>17,052</u> | <u>1,401</u> | <u>6,112</u> | <u>24,565</u> | <u>24,464</u> |

Support costs relates to School operating costs consisting principally of administration and bursary department expenditure

| | 2020 | 2019 |
|---------------------------------|--------------|--------------|
| | £'000 | £'000 |
| Other costs for School running | 550 | 439 |
| Marketing and communications | 147 | 232 |
| Insurance and professional fees | 369 | 322 |
| Governance | 28 | 36 |
| | <u>1,094</u> | <u>1,029</u> |

Operating Leases

The amount paid under operating leases during the year was £152k (2019: £72k).

Auditor's Remuneration

Fees payable to the auditor for statutory audit during the year were £17k (2019: £16k) for the School, £nil (2019:£1k) for The Perse School Trading Company Limited and £1k (2019: £1k) for The Perse School Cambridge International Limited. Fees payable for tax compliance were £1k (2019: £1k) for the Perse School Trading Company Limited and £2k (2019: £2k) for The Perse School Cambridge International Limited.

7. STAFF COSTS

| | 2020 | 2019 |
|--------------------------|---------------|---------------|
| Group | £'000 | £'000 |
| Gross salaries | 13,198 | 12,769 |
| National insurance costs | 1,420 | 1,389 |
| Pension costs | 2,356 | 1,739 |
| Other costs | 78 | 113 |
| | <u>17,052</u> | <u>16,010</u> |

Included in the above figures are termination payments of £63k (2019: £6k) for the School. No funding was received in relation to this payment.

The average number of employees of the School and the Group during the year is shown below:

| | 2020 | 2019 |
|-------------|------------|------------|
| | No. | No. |
| Teaching | 196 | 193 |
| Support | 176 | 169 |
| Fundraising | 3 | 4 |
| | <u>375</u> | <u>366</u> |

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The number of employees receiving gross pay net of salary sacrifice and inclusive of the value of benefits-in-kind were:

| | 2020 | 2019 |
|---------------------|------|------|
| | No. | No. |
| £60,000 - £70,000 | 17 | 20 |
| £70,001 - £80,000 | 6 | 5 |
| £80,001 - £90,000 | 2 | 3 |
| £90,001 - £100,000 | 1 | 3 |
| £100,001 - £110,000 | 2 | 1 |
| £130,001 - £140,000 | 1 | - |
| £140,001 - £150,000 | 1 | - |
| £210,001 - £220,000 | - | 1 |
| £230,001 - £240,000 | 1 | - |

The gross pay included in the salary band £230,001 - £240,000 includes additional salary in lieu of employer pension contributions. The number of higher paid staff with benefits accruing under defined benefit schemes was 26 (2019:28).

The key management personnel of the Group and the School comprise the trustees, the Bursar, the Heads and Deputy Heads of the Upper School, the Perse Preparatory School and the Perse Pelican Nursery and Pre-preparatory School, the Director of Communications, the Development Director, the Director of HR, the Director of ICT and the Deputy Bursar. The total employee benefits of the key management personnel of the Group and the School were £1,932k (2019: £1,908k) and comprise gross pay net of salary sacrifice, benefits-in-kind and employers' national insurance and pension contributions.

Trustees

The trustees received no remuneration during the year (2019:£nil). One trustee was reimbursed £48 for travel expenses in connection with meetings of the trustees (2019: 4 - £1,315); £824 was spent on training costs for trustees in the year (2019: £5,521). Indemnity insurance for trustees is included in the School's professional indemnity insurance premium of £8k (2019: £8k). Donations made by trustees totalled £600 (2019: £5,996).

8. FIXED ASSETS OF THE GROUP AND THE SCHOOL

| | Freehold land and Buildings £'000 | Plant, equipment Furniture & fittings £'000 | Total £'000 |
|--------------------------|--|---|----------------|
| Cost or valuation | | | |
| At 1 September 2019 | 61,189 | 1,228 | 62,417 |
| Additions | 1,448 | 197 | 1,645 |
| At 31 August 2020 | <u>62,637</u> | <u>1,425</u> | <u>64,062</u> |
| Depreciation | | | |
| At 1 September 2019 | 9,982 | 392 | 10,374 |
| Charge for the year | 1,227 | 174 | 1,401 |
| At 31 August 2020 | <u>11,209</u> | <u>566</u> | <u>11,775</u> |

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| FIXED ASSETS OF THE GROUP AND THE SCHOOL | Freehold land and Buildings £'000 | Plant, equipment Furniture & fittings £'000 | Total £'000 |
|---|--|---|----------------|
| Net book value | | | |
| At 31 August 2020 | <u>51,428</u> | <u>859</u> | <u>52,287</u> |
| At 31 August 2019 | <u>51,207</u> | <u>836</u> | <u>52,043</u> |

Included within tangible fixed assets are the following which are not depreciated:

| | 2020 £'000 | 2019 £'000 |
|--------------------------------------|---------------|---------------|
| Land | 856 | 824 |
| Assets in the course of construction | 2,043 | 807 |
| Performing Arts Centre Public Art | 94 | 94 |

9. FIXED ASSET INVESTMENTS

| GROUP | Freehold land and buildings £'000 | Other Investments £'000 | Total £'000 |
|-------------------|---|-------------------------------|----------------|
| Cost or valuation | | | |
| At 1 September | 5,795 | - | 5,795 |
| Additions | 60 | 50 | 110 |
| At 31 August | <u>5,855</u> | <u>50</u> | <u>5,905</u> |

| SCHOOL | Freehold land and buildings £'000 | Group Undertakings £'000 | Total £'000 |
|-------------------|---|--------------------------------|----------------|
| Cost or valuation | | | |
| At 1 September | 5,795 | - | 5,795 |
| Additions | 60 | - | 60 |
| At 31 August | <u>5,855</u> | <u>-</u> | <u>5,855</u> |

The opening balance of freehold land and buildings comprises four residential properties. All four properties were available for commercial letting throughout the year in 2020; (2019: four properties). Additions are shown at cost (including refurbishment). A professional valuation was undertaken by Carter Jonas LLP, Chartered Surveyors, in October 2018 who confirmed the valuation of the properties as at 31 August 2018.

Other investments are shares in an unlisted company (Blutick Limited) which have been measured at fair value.

The School owns the whole share capital (amounting to £100) of The Perse School Trading Company Limited. The company was dormant from 1 September 2019 (see note 4).

The School owns the whole share capital (amounting to £1) of The Perse School Cambridge International Limited. The principal activities of the company are advising on the setting up of and the provision of services to overseas schools and the licensing of the School's brand internationally, and the provision of

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educational consultancy services and content for on-line learning platforms. The company was incorporated in England and Wales on 15 January 2018. At 31 August 2020, the company had turnover of £252k (2019: £316k), profit before taxation of £61k (2019: £59k) and net assets of £61k (2019: £59k).

| | Group 2020 £'000 | Group 2019 £'000 | School 2020 £'000 | School 2019 £'000 |
|--------------------------------|------------------------|------------------------|-------------------------|-------------------------|
| 10. DEBTORS | | | | |
| Trade debtors | 358 | 270 | 357 | 270 |
| Other debtors | 18 | 12 | 18 | 2 |
| Amounts owed by subsidiary | - | - | 275 | 147 |
| Prepayments and accrued income | 255 | 634 | 255 | 634 |
| | <u>631</u> | <u>916</u> | <u>905</u> | <u>1,053</u> |

| | Group 2020 £'000 | Group 2019 £'000 | School 2020 £'000 | School 2019 £'000 |
|-------------------------------------|------------------------|------------------------|-------------------------|-------------------------|
| 11. CASH AT BANK AND IN HAND | | | | |
| Cash at bank and in hand | 11,855 | 10,828 | 11,520 | 10,417 |
| Cash held in escrow | 1,550 | - | 1,550 | - |
| | <u>13,405</u> | <u>10,828</u> | <u>13,070</u> | <u>10,417</u> |

Cash at bank and in hand includes £1.55m held with Ashton KCJ in escrow for a property purchase.

| | Group 2020 £'000 | Group 2019 £'000 | School 2020 £'000 | School 2019 £'000 |
|--|------------------------|------------------------|-------------------------|-------------------------|
| 12. CREDITORS DUE WITHIN ONE YEAR | | | | |
| PAC loan | 666 | 666 | 666 | 666 |
| Trade creditors | 409 | 702 | 405 | 699 |
| Tax and social security costs | 375 | 370 | 375 | 370 |
| Accruals and deferred income | 336 | 595 | 285 | 366 |
| Advance fee payment scheme (note 13) | 417 | 414 | 417 | 414 |
| Fees paid in advance | 627 | 487 | 627 | 487 |
| Other creditors | 327 | 447 | 327 | 447 |
| | <u>3,157</u> | <u>3,681</u> | <u>3,102</u> | <u>3,449</u> |

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| | Group 2020 £'000 | Group 2019 £'000 | School 2020 £'000 | School 2019 £'000 |
|---|------------------------|------------------------|-------------------------|-------------------------|
| 13. CREDITORS DUE AFTER MORE THAN ONE YEAR | | | | |
| PAC loan | 10,001 | 10,667 | 10,001 | 10,667 |
| Advance fee payment scheme (note 14) | 388 | 351 | 388 | 351 |
| | <u>10,389</u> | <u>11,018</u> | <u>10,389</u> | <u>11,018</u> |
| | | | | |
| Repayable >1 yr < 2 yrs | | | | |
| PAC loan | 666 | 666 | 666 | 666 |
| Advance fee payment scheme | 193 | 175 | 193 | 175 |
| | | | | |
| Repayable >2 yrs < 5yrs | | | | |
| PAC loan | 1,998 | 1,998 | 1,998 | 1,998 |
| Advance fee payment scheme | 195 | 176 | 195 | 176 |
| | | | | |
| Repayable >5 yrs | | | | |
| PAC loan | 7,337 | 8,003 | 7,337 | 8,003 |
| | <u>10,389</u> | <u>11,018</u> | <u>10,389</u> | <u>11,018</u> |

A term loan of up to £12 million was agreed with Lloyds Bank plc on 22nd January 2016. The interest rate on this loan is 1.81% over base rate. The loan is repayable over eighteen years in equal termly instalments, commencing when the loan is fully drawn down and the first repayment was made in September 2018. The purpose of the loan is to finance the construction of the Performing Arts Centre.

The term loan is secured by a charge on the School's Glebe Road properties, the Preparatory School site and the Upper School site.

14. ADVANCE FEE PAYMENTS OF THE GROUP AND THE SCHOOL

The School accepts payment of fees in advance from parents covering periods of up to 7 academic years. No guarantee is provided by the School regarding the future level of fees.

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

| | 2020 £'000 | 2019 £'000 |
|----------------------------|---------------|---------------|
| Within one year | 417 | 414 |
| More than one year | | |
| - Within one to two years | 193 | 175 |
| - Within two to five years | 195 | 176 |
| | <u>388</u> | <u>351</u> |
| | | |
| Total advance fee payments | <u>805</u> | <u>765</u> |

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The balance represents the accrued liability under the contracts. Movements during the year were:

| | 2020 | 2019 |
|--|------------|------------|
| | £'000 | £'000 |
| Balance at the beginning of the year | 765 | 525 |
| New contracts | 538 | 742 |
| Amounts accrued to contracts as debt-financing costs | 3 | 3 |
| Amounts utilised in payment of fees to the School | (501) | (505) |
| Balance at the end of the year | <u>805</u> | <u>765</u> |

15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

| | Tangible fixed assets | Investments | Net Current | | Total |
|--------------------|--------------------------|--------------|-------------------------|--------------------------|---------------|
| | | | Assets (Liabilities) | Long term Liabilities | |
| 2020 | £'000 | £'000 | £'000 | £'000 | £'000 |
| GROUP | | | | | |
| Endowed Funds | 35 | 468 | - | - | 503 |
| Restricted Funds | - | 123 | 2,230 | - | 2,353 |
| Designated Funds | - | 840 | 2,934 | - | 3,774 |
| Unrestricted Funds | 52,252 | 4,474 | 5,750 | (10,389) | 52,087 |
| | <u>52,287</u> | <u>5,905</u> | <u>10,914</u> | <u>(10,389)</u> | <u>58,717</u> |

SCHOOL

| | | | | | |
|--------------------|---------------|--------------|---------------|-----------------|---------------|
| Endowed Funds | 35 | 468 | - | - | 503 |
| Restricted Funds | - | 123 | 2,230 | - | 2,353 |
| Designated Funds | - | 840 | 2,934 | - | 3,774 |
| Unrestricted Funds | 52,252 | 4,424 | 5,738 | (10,389) | 52,025 |
| | <u>52,287</u> | <u>5,855</u> | <u>10,902</u> | <u>(10,389)</u> | <u>58,655</u> |

| | Tangible fixed assets | Investments | Net Current | | Total |
|--------------------|--------------------------|--------------|-------------------------|--------------------------|---------------|
| | | | Assets (Liabilities) | Long term Liabilities | |
| 2019 | £'000 | £'000 | £'000 | £'000 | £'000 |
| GROUP | | | | | |
| Endowed Funds | 35 | 453 | - | - | 488 |
| Restricted Funds | - | 123 | 2,150 | - | 2,273 |
| Designated Funds | - | 840 | 2,787 | - | 3,627 |
| Unrestricted Funds | 52,008 | 4,379 | 3,164 | (11,018) | 48,533 |
| | <u>52,043</u> | <u>5,795</u> | <u>8,101</u> | <u>(11,018)</u> | <u>54,921</u> |

SCHOOL

| | | | | | |
|--------------------|---------------|--------------|--------------|-----------------|---------------|
| Endowed Funds | 35 | 453 | - | - | 488 |
| Restricted Funds | - | 123 | 2,150 | - | 2,273 |
| Designated Funds | - | 840 | 2,787 | - | 3,627 |
| Unrestricted Funds | 52,008 | 4,379 | 3,111 | (11,018) | 48,480 |
| | <u>52,043</u> | <u>5,795</u> | <u>8,048</u> | <u>(11,018)</u> | <u>54,868</u> |

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16. CAPITAL AND RESERVES OF THE GROUP AND THE SCHOOL

| 2020 | Balance | | | | Balance |
|----------------------------------|----------------|---------------|--------------------|------------------|----------------|
| GROUP AND SCHOOL | at 2019 | Income | Expenditure | Transfers | at 2020 |
| ENDOWED FUNDS | £'000 | £'000 | £'000 | £'000 | £'000 |
| Endowment | 305 | - | - | 15 | 320 |
| CCC Bursary | 57 | - | - | - | 57 |
| Farrell Bursary | 17 | - | - | - | 17 |
| Pye Foundation | 25 | - | - | - | 25 |
| Enduring Gift - Bursaries | 74 | - | - | - | 74 |
| Enduring Gift – Rouse awards | 10 | - | - | - | 10 |
| Total endowed funds | 488 | - | - | 15 | 503 |
| GROUP AND SCHOOL | Balance | | | | Balance |
| RESTRICTED FUNDS | at 2019 | Income | Expenditure | Transfers | at 2020 |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Prizes and Travel | 75 | 2 | (2) | - | 75 |
| A C Hawkins Bequest | 15 | - | (1) | - | 14 |
| Bursaries and Scholarships: | | | | | |
| - CCC Bursary | - | 1 | (1) | - | - |
| - Old Perseans | 39 | 2 | (4) | - | 37 |
| - Millennium Bursary Appeal | 78 | - | (9) | - | 69 |
| - Earnshaw-Smith Bursary | 225 | 1 | (9) | - | 217 |
| - Neve Bursary | 4 | - | - | - | 4 |
| Annual Fund | 279 | 77 | (47) | (1) | 308 |
| Access to Excellence | - | - | - | - | - |
| Capital works | 242 | - | - | (81) | 161 |
| Enduring Gift - Bursaries | 1,103 | 215 | (113) | - | 1,205 |
| Enduring Gift – PAC | 194 | 7 | - | (4) | 197 |
| Enduring Gift – Outreach | 19 | 16 | (1) | 1 | 35 |
| Enduring Gift – Outdoor Pursuits | - | 31 | - | - | 31 |
| Total restricted funds | 2,273 | 352 | (187) | (85) | 2,353 |
| GROUP AND SCHOOL | Balance | | | | Balance |
| DESIGNATED FUNDS | At 2019 | Income | Expenditure | Transfers | At 2020 |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Enduring Gift | 528 | 77 | - | - | 605 |
| Current Bursaries Fund | 1,362 | - | - | (240) | 1,122 |
| Future Bursaries Fund | 1,715 | 17 | - | 293 | 2,025 |
| Travel Bursaries Fund | 22 | - | - | - | 22 |
| Total designated funds | 3,627 | 94 | - | 53 | 3,774 |

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| | Balance At 2019 £'000 | Income £'000 | Expenditure £'000 | Transfers £'000 | Balance at 2020 £'000 |
|---------------------------------|-----------------------------|-----------------|----------------------|--------------------|-----------------------------|
| UNRESTRICTED FUNDS GROUP | | | | | |
| General Reserve | 48,533 | 28,018 | (24,481) | 17 | 52,087 |
| Total funds - group | 54,921 | 28,464 | (24,668) | - | 58,717 |

| | | | | | |
|----------------------|--------|--------|----------|----|--------|
| SCHOOL | | | | | |
| General Reserve | 48,480 | 27,967 | (24,439) | 17 | 52,025 |
| Total funds - School | 54,868 | 28,413 | (24,626) | - | 58,655 |

| | Balance at 2018 £'000 | Income £'000 | Expenditure £'000 | Transfers £'000 | Balance at 2019 £'000 |
|--|-----------------------------|-----------------|----------------------|--------------------|-----------------------------|
| 2019 GROUP AND SCHOOL ENDOWED FUNDS | | | | | |
| Endowment | 290 | - | - | 15 | 305 |
| CCC Bursary | 57 | - | - | - | 57 |
| Farrell Bursary | 17 | - | - | - | 17 |
| Pye Foundation | 25 | - | - | - | 25 |
| Harper Travel | - | - | - | - | - |
| Enduring Gift - Bursaries | 74 | - | - | - | 74 |
| Enduring Gift – Rouse awards | 10 | - | - | - | 10 |
| Total endowed funds | 473 | - | - | 15 | 488 |

| | Balance at 2018 £'000 | Income £'000 | Expenditure £'000 | Transfers £'000 | Balance at 2019 £'000 |
|--|-----------------------------|-----------------|----------------------|--------------------|-----------------------------|
| GROUP AND SCHOOL RESTRICTED FUNDS | | | | | |
| Prizes and Travel | 74 | 1 | - | - | 75 |
| A C Hawkins Bequest | 14 | 1 | - | - | 15 |
| Bursaries and Scholarships: | | | | | |
| - CCC Bursary | - | - | - | - | - |
| - Old Perseans | 42 | 1 | (4) | - | 39 |
| - Millennium Bursary Appeal | 87 | - | (9) | - | 78 |
| - Earnshaw-Smith Bursary | 232 | 2 | (9) | - | 225 |
| - Neve Bursary | 4 | - | - | - | 4 |
| Annual Fund | 260 | 78 | (59) | - | 279 |
| Access to Excellence | - | - | - | - | - |
| Capital works | 298 | 25 | - | (81) | 242 |
| Enduring Gift - Bursaries | 772 | 366 | (35) | - | 1,103 |
| Enduring Gift – PAC | 193 | 5 | - | (4) | 194 |
| Enduring Gift - Outreach | 18 | 1 | - | - | 19 |
| Total restricted funds | 1,994 | 480 | (116) | (85) | 2,273 |

| | Balance at 2018 £'000 | Income £'000 | Expenditure £'000 | Transfers £'000 | Balance at 2019 £'000 |
|--|-----------------------------|-----------------|----------------------|--------------------|-----------------------------|
| GROUP AND SCHOOL DESIGNATED FUNDS | | | | | |
| Enduring Gift | 444 | 84 | - | - | 528 |
| Current Bursaries Fund | 1,180 | - | - | 182 | 1,362 |
| Future Bursaries Fund | 1,580 | - | - | 135 | 1,715 |
| Travel Bursaries Fund | 20 | - | - | 2 | 22 |
| Total designated funds | 3,224 | 84 | - | 319 | 3,627 |

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| | Balance at | | | | Balance at |
|---------------------------|------------|--------|-------------|-----------|------------|
| | 2018 | Income | Expenditure | Transfers | 2019 |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| UNRESTRICTED FUNDS | | | | | |
| GROUP | | | | | |
| General Reserve | 45,252 | 27,878 | (24,348) | (249) | 48,533 |
| Total funds - group | 50,943 | 28,442 | (24,464) | - | 54,921 |
| SCHOOL | | | | | |
| General Reserve | 45,254 | 27,724 | (24,249) | (249) | 48,480 |
| Total funds - School | 50,945 | 28,288 | (24,365) | - | 54,868 |

Enduring Gift

In March 2015 the School launched its 'Enduring Gift' campaign – a major fundraising appeal with the following goals: doubling the means-tested support from the Bursary Funds to keep The Perse accessible to families who cannot afford a full fee and providing support in cases of unexpected hardship; expanding the School's educational reach into the community, locally and beyond; The Performing Arts Centre project – a once in a lifetime opportunity to transform and enhance the heart of the School.

Donations received through the Enduring Gift campaign have therefore been transferred between the following fund categories:

Endowed funds: donations where the donor has stipulated that the income generated should provide bursaries for the future.

Restricted funds: donations received for the provision of bursaries, the Performing Arts Centre and Outreach.

Designated funds: donations received which may be used at the discretion of the Trustees in furtherance of the general objects of the charity.

ENDOWED FUNDS

Endowment

In accordance with a Charity Commission Order, £299,418 of the School's permanent endowment was expended in 2000/01 to build a sports hall and sixth form centre. The order requires that the funds spent on the buildings must be replaced by an annual transfer from the general fund over 20 years in instalments of £14,971 per annum. The endowment fund relates to the amounts transferred over the last 19 years totalling £284,429 and £35,035 being the original capital of the independent educational regional charity scheme of 1910.

Bursaries and scholarships

The Cambridgeshire County Council (CCC) Bursary was established in 1978 from a donation of £16,000. The donation was made to generate income to provide bursaries for the benefit of children who at the time of the award are day pupils from maintained primary schools in Cambridge.

The Farrell Bursary was established in 1978 by a donation of £5,000 in memory of Michael Farrell from his widow. Income is applied in making bursary awards to pupils resident within 25 miles of the city of Cambridge.

The Pye Bursary was established and endowed in 1978 by a donation of £7,000 from the Pye Foundation. Income is applied in making bursary awards to pupils resident within 25 miles of the city of Cambridge.

In June 2017 a donation was received for £10,000 to fund prizes for the School's annual Rouse Awards.

RESTRICTED FUNDS

Prizes and Travel

The Prizes and Travel Fund was set up from various donations and bequests to be used for the awarding of prizes to pupils of the School and from donations from Rouse (1965) of £1,600 and Cooper (1971) of £1,000 and Howie and Perrett (1988) of £1,000 to be used for travel bursaries which are awarded annually at the Head's discretion.

The A C Hawkins Bequest Fund was established in 1973 out of a legacy of £7,132 to be applied towards helping pupils learn to swim.

Bursaries and Scholarships

The Old Persean Society made a donation in 2000 of £69,707. Income and capital generated by the donation is to be used to provide bursaries for sixth form students.

The Millennium Appeal Bursary Fund was set up from donations and bequests to the School from a campaign appeal launched in 1997.

The estate of Georgina Earnshaw-Smith gifted funds for a bursary to be established in the name of her late husband, Eric Earnshaw-Smith, relating to classical, literary, other arts or humanities studies.

A legacy was received in 2011 from the late Maureen Neve with the clear requests that the money be used to provide a bursary or bursaries. The first Neve bursary was awarded in the 2011/12 academic year.

Annual Fund and Access to Excellence Fund

The Annual Fund was established in 2002. This is an annual appeal encouraging regular donations to raise funds for bursaries and specific projects nominated by the School.

The Access to Excellence campaign raised funds inter alia to support the development of the School by building additional facilities at all three sites. The campaign raised significant funds to help achieve the first phase of the development project. A proportion of the funds raised was devoted to means-tested bursary support for pupils.

Three pupils currently benefit from Annual Fund and Access to Excellence Fund bursaries (2019: 3).

Capital works

The Capital Works Funds consists of a donation towards the cost of the kitchen refurbishment (included within fixed assets) in 2018 which is being released to unrestricted reserves over five years.

DESIGNATED FUNDS

The Current Bursaries Fund was set up in order to assist with the financing of means-tested bursary awards. The fund was established from allocations from the income and expenditure account. An amount has been transferred from unrestricted funds to the Current Bursaries Fund so as to maintain the level of the fund at the equivalent of approximately one full academic year's worth of bursary awards, which is estimated to be £1,121k for the year 2020/21.

The Future Bursaries Fund, established in 2011/12, is made up of transfers from unrestricted funds of the annual balance between 5% of gross fee income and actual bursary spend in the year funded by the School from that year's operations.

The Travel Bursaries Fund was established to provide means tested assistance for some school trips

17. PENSION ARRANGEMENTS

Defined Benefit Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,898k (2019: £1,278k) and at the year-end £227k (2019 - £174k) was accrued in respect of contributions to this scheme.

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

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

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

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgement that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of the cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards.

In view of the above rulings and decisions the assumptions used in the 31 March 2016 Actuarial Valuation may become inappropriate. In this scenario, a valuation prepared in accordance with revised benefits and suitably revised assumptions would yield different results than those contained in the Actuarial Valuation.

Until a remedy to the discrimination conclusion has been determined by the Employment Tribunal it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS.

Accordingly, no provision for any additional past benefit pension costs is included in these financial statements.

Group Personal Pension Schemes

The School operates two group personal pension schemes. The Schemes are defined contribution schemes, the assets of the schemes being held separately from those of the School in independently administered funds. The School's contributions to the schemes were 13.75% (2019: 13.75%) for the Aviva non teaching staff pension scheme with employee contributions of 6.25% (2019: 6.25%). The second scheme is the NEST scheme which the School uses to fulfil its obligations under auto-enrolment legislation. Contribution rates for this scheme were 4% for the employer (2019: 2% rising to 4% from April 2019) and 3% for employees (2019: 2% rising to 3% from April 2019).

Employer contributions paid to the schemes in the year were £461k (2019: £461k) and the amount due to the schemes at 31 August 2020 was £53k (2019: £51k).

18. RELATED PARTY TRANSACTIONS

Five trustees (2019: five) had children attending the School as at 31st August 2020. Fees were paid on the same terms as for all other children attending the School (see note 4).

19. OPERATING LEASES GROUP AND SCHOOL

At 31 August 2020 the Group and the School had annual commitments under operating leases which expire as shown in the banding below:

| | Land & Buildings £'000 | Office Equipment & vehicles £'000 | Total 2020 £'000 | Land & Buildings £'000 | Office Equipment & vehicles £'000 | Total 2019 £'000 |
|---------------|---------------------------|--------------------------------------|------------------------|---------------------------|--------------------------------------|------------------------|
| Within 1 year | 12 | 240 | 252 | 12 | 118 | 130 |
| 2 – 5 years | 48 | 396 | 444 | 48 | 253 | 301 |
| >5 years | 6 | 36 | 42 | 18 | 51 | 69 |
| | <u>66</u> | <u>672</u> | <u>738</u> | <u>78</u> | <u>422</u> | <u>500</u> |

At 31st August 2020 the Group and the School had contracted with tenants under non-cancellable operating leases for the following future minimum lease payments:

| Amount due: | 2020 £'000 | 2019 £'000 |
|-----------------------|---------------|---------------|
| Within 1 year | 84 | 93 |
| Between 1 and 5 years | - | 8 |

20. CAPITAL COMMITMENTS

At 31 August 2020 the School had capital commitments of £508k contracted but not provided for in the financial statements (2019: £1,855k) relating to the main hall façade.

21. NET DEBT RECONCILIATION

| | 1 September 2019 £'000 | Cash flows £'000 | 31 August 2020 £'000 |
|--------------------------|------------------------------|---------------------|----------------------------|
| Cash at bank and in hand | 13,070 | 335 | 13,405 |
| Bank loans | (11,333) | 666 | (10,667) |
| Net Debt | <u>1,737</u> | <u>1,001</u> | <u>2,738</u> |

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22. ANALYSIS OF PRIOR YEAR TOTAL FUNDS

| | Unrestricted Funds £'000 | Designated Funds £'000 | Restricted Funds £'000 | Endowed Funds £'000 | Total Funds 2019 £'000 |
|-----------------------------------|--------------------------------|------------------------------|------------------------------|---------------------------|---------------------------------|
| INCOME FROM: | | | | | |
| Donations and legacies | 9 | 80 | 471 | - | 560 |
| Charitable Activities | | | | | |
| Tuition fees | 24,883 | - | - | - | 24,883 |
| Other educational income | 790 | - | - | - | 790 |
| Other ancillary activities | 1,537 | - | - | - | 1,537 |
| Other Trading Activities | | | | | |
| Lettings | 72 | - | - | - | 72 |
| Subsidiary trading activities | 394 | - | - | - | 394 |
| Investments | 193 | 4 | 9 | - | 206 |
| TOTAL INCOME | 27,878 | 84 | 480 | - | 28,442 |
| EXPENDITURE ON: | | | | | |
| Raising funds | | | | | |
| Fundraising | (231) | - | - | - | (231) |
| Investment property costs | (38) | - | - | - | (38) |
| Charitable activities | | | | | |
| Operating costs | (23,476) | - | - | - | (23,476) |
| Bank interest | (298) | - | - | - | (298) |
| Grants, awards and prizes | - | - | (116) | - | (116) |
| Other activities | (305) | - | - | - | (305) |
| TOTAL EXPENDITURE | (24,348) | - | (116) | - | (24,464) |
| NET INCOME | 3,530 | 84 | 364 | - | 3,978 |
| Transfers between funds | (249) | 319 | (85) | 15 | - |
| Other recognised losses | - | - | - | - | - |
| NET MOVEMENT IN FUNDS | 3,281 | 403 | 279 | 15 | 3,978 |
| Balances b/fwd 1 September | 45,252 | 3,224 | 1,994 | 473 | 50,943 |
| Balances c/fwd 31 August | 48,533 | 3,627 | 2,273 | 488 | 54,921 |