THE INCORPORATED BISHOP'S STORTFORD COLLEGE ASSOCIATION

England & Wales · Charity number 311057

Details

Status	Registered
Legal form	Charitable company
Company number	00081130
Registered	1964-07-22
Register	View on the Charity Commission register

Contact

Address	Bishops Stortford College School House Maze Green Road Bishop's Stortford Hertfordshire CM23 2PQ
Phone	01279838575
Email	bursary@bishopsstortfordcollege.org
Website	www.bishops-stortford-college.herts.sch.uk

Activities

Objects: TO ACQUIRE AND TAKE OVER AS A GOING CONCERN THE UNDERTAKING AND ALL OR ANY OF THE ASSETS AND LIABILITIES OF THE EAST OF ENGLAND NONCONFORMIST SCHOOL COMPANY LIMITED, INCORPORATED IN THE YEAR 1867, OR SUCH OF THEM AS MAY BE LEGALLY VESTED IN THE ASSOCIATION. (FOR DETAILS, SEE CLAUSE 3 OF MEMORANDUM OF ASSOCIATION).

Activities: Provision of education

Classification

- **How:** Provides Services
- **What:** Education/training
- **Who:** Children/young People

Geography

- **Area of benefit:** BISHOP'S STORTFORD
- Hertfordshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-07-31	£29,182,000	£28,187,000	£42,293,000	290
2024-07-31	£29,120,000	£29,842,000	£41,121,000	275
2023-07-31	£25,841,000	£27,199,000	£41,550,000	344
2022-07-31	£22,880,000	£22,397,000	£43,094,000	307
2021-07-31	£20,969,105	£19,410,042	£41,633,865	296

Trustees

Name	Role	Appointed
GUY ERNEST BAKER	Chair	2012-05-22
ANDREW CONTI		2017-03-17
Abigail Westell		2025-03-14
DOUG ALEXANDER		2017-09-01
David Fraser Thomson		2017-03-17
Dr PHILIP JOHN HARGRAVE		
Dr SUHAIL NURBHAI		2018-09-01
IRENE MARY PEARMAN		
Ian Jeremy Silk		2022-01-17
Joni Rae Gammage		2022-01-21
MR PETER SOLWAY		2015-09-01
PAULINE MULLENDER		2016-03-18
PROFESSOR GRAEME WILLIAM WALTER BARKER		2019-02-01
RICHARD CHARLES VYVYAN HARRISON		2015-07-01

Linked charities

- CHARITABLE FUND FOR EMPLOYEES OF THE COLLEGE (311057-1)
- E W EDWARDS' BIOLOGY PRIZE FUND (311057-10)
- DONALD ASHPOLE PRIZE FUND (311057-11)
- HARLEY STEWART SCHOLARSHIP (311057-12)
- JOHNS SCHOLARSHIP (311057-13)
- OLD STORFORDIAN BENEVOLENT FUND (311057-14)
- FOUNDATION SCHOLARSHIP FUND (311057-2)
- SCHADHORST PRIZE FUND (311057-3)
- MUSIC ROOMS BUILDING FUND (311057-4)
- NEW DAY BOY HOUSE BUILDING FUND (311057-5)
- H L PRICE LEGACY (311057-6)
- H L PRICE MEMORIAL SCHOLARSHIP FUND (311057-7)
- FLYING OFFICER RICHARD MORLEY SCHOLARSHIP FUND (311057-8)
- WAR MEMORIAL FUNDS (311057-9)

Accounts

THE INCORPORATED
BISHOP'S STORTFORD COLLEGE ASSOCIATION

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2025

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GOVERNORS, DIRECTORS AND CHARITY TRUSTEES

The Governors of the Incorporated Bishop's Stortford College Association are the trustees of the charity and the directors of the charitable company. The trustees who served on the Governing Council during the year were:

	1	2	3	4	5	6	
G.E. Baker, (Chairman)	●	●	●	●	●		
I.M. Pearman (Vice Chair)		●	●	●			
D.M. Alexander			●	●			Chair of the Estates Committee
G.W.W. Barker		●			●		
A.J.W. Conti				●		●	
P.E. Dodd		●					
J.R. Gammage		●		●	●	●	
P.J. Hargrave		●	●	●	●		Chair of the Nominations and Governance Committee
R.C.V. Harrison				●			Chair of the Finance & General Purpose Committee
S. Lehec		●					Retired March 2025
P. Mullender		●		●			Chair of the Education Committee
S. Nurbhai		●			●		
I.J. Silk		●					
C.P. Solway			●	●	●		
D.F. Thomson	●	●	●	●			Governor oversight for Development
A. Westell		●				●	Appointed March 2025

1. Member of the Development Working Group.
2. Member of the Education Committee.
3. Member of the Estates Committee.
4. Member of the Finance & General-Purpose Committee.
5. Member of the Nominations and Governance Committee.
6. Parent of a pupil at the College.

The following were Representative Governors: G.W.W. Barker, A.J.W. Conti, P.E. Dodd, R.C.V. Harrison, S. Nurbhai and C.P. Solway.

OFFICERS OF THE COLLEGE:

Head: J Maguire

Secretary and Bursar: P.M. Stanley

ADVISERS:

Bankers: Lloyds Bank plc, 20 North Street, Bishop's Stortford, Hertfordshire, CM23 2LN

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

Solicitors: TEES, Tees House, 95 London Road, Bishop's Stortford, Hertfordshire, CM23 3GW
Veale Wasbrough Vizards LLP, Narrow Quay House, Narrow Quay, Bristol BS1 4QA

Insurance: Endsleigh Insurances (Brokers) Limited, Shurdington Road, Cheltenham Spa, Gloucestershire, GL51 4UE

OTHER INFORMATION:

Address and Registered Office: School House, Maze Green Road, Bishop's Stortford, Hertfordshire, CM23 2PQ

Website: www.bishopsstortfordcollege.org

The Governors, who are also the directors and charity Trustees, have pleasure in submitting their one hundred and twenty-first annual report together with the audited financial statements for the year, and confirm they comply with the requirements of the Memorandum and Articles of Association, the Charities Act 2011 and the Companies Act 2006.

DIRECTORS' REPORT

REFERENCE AND ADMINISTRATION INFORMATION

- The Incorporated Bishop's Stortford College Association, known as Bishop's Stortford College ("the College") was founded in 1868. It is constituted as a private limited company (Number 81130) with charitable status (Number 311057). The College operates three schools known as Pre-Prep, the Prep School and the Senior School.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

- The College is governed by its Memorandum and Articles of Association incorporated on 2nd June 1904, as amended by Special Resolutions, passed on 30th June 1978, 29th June 2001, 20th March 2015 and further amended by determination on 17th March 2023. The Governors continued to keep the Memorandum and Articles under review to ensure they remain appropriate.

Governing Body

- The Governing Council is a self-appointing body that may comprise of up to twelve elected Governors and six representative Governors. Up to, but no more than, one third of the elected body is required to retire by rotation each year. They are then eligible for re-election at the Annual General Meeting should they wish to stand. There is one Governing Body for all parts of the College and the Governors, executive officers, principal advisors and business addresses are listed on page 2 above.

- Representative Governors are nominated by the Baptist Union and the United Reformed Church. In addition, the Memorandum and Articles permit four other suitable representatives such as College parents, to serve on the Governing Council. Representative Governors retire each year but are eligible for re-election should they wish to stand. Parent Governors play an important role in bringing the views of the parent community to the attention of the Governing Council.

Recruitment of Governors

- A Nominations and Governance Committee is responsible for identifying, interviewing, and recommending candidates who are not representatives of outside bodies to join the Governing Council. After considering the candidate's eligibility, personal competence, skills and availability, the Governing Council decide, by a vote, to either accept or reject the nominated person. The Baptist Union and the United Reformed Church identify and recommend their own representatives to the elected Governors. The Governing Council then decide, by a vote, to either accept or reject the recommended person.

The Charity Governance Code

- The Trustees are aware of the Charity Governance Code published in 2018 and updated in March 2021 which sets out the principles and recommended practice for good governance within the sector. The Trustees are satisfied that the Charity applies the principles of the code within its current Governance arrangements.

Training of Governors

- New Governors are inducted into the workings of the College, including the policies and procedures of the Governing Council and its Committees, by a series of meetings with the Chairman and the Clerk to the Governing Council and through opportunities to attend during their first year, committee meetings. External courses are also made available to incoming Governors as part of their induction process. Governors are encouraged to further develop their skills and knowledge, by attending relevant seminars, training events and presentations.

Organisational Structure

- The Governors, as the Trustees of the Charity, are legally responsible for the overall control and supervision of the College and they meet as a full Governing Council no less than three times per year. In between meetings, the Chair of the Governing Council, or the Vice Chair in their absence, are available to provide guidance or advice to the College if it is needed. The work of overseeing strategy and implementation of policies agreed by the Governing Council is devolved to one of the following Committees:

  - Education Committee, which is responsible for academic, pastoral, staffing, welfare and other operational issues.

  - Estates Committee, which is responsible for the built estate, staff accommodation, maintenance, leasing of property, health and safety, security and building project planning.

  - Finance & General-Purpose Committee (F&GPC), which is responsible for financial planning and investment strategies, as well as, scrutinising revenue and capital expenditure, the budget, salaries and monitoring agreed key performance indicators. The F&GPC is supported by the governor led Remuneration Working Group and where required Contingency Working Group, and Executive led Estates Working Group and Development Working Group.

- Nominations and Governance Committee, which is responsible for ensuring that the Governing Council has the right balance of skills and experience, leading the process for Governor appointments and secondly for coordinating and oversight of Governance and Leadership matters.

As part of the strategic planning process the Governing Council meets annually at an '*Away Day*' to discuss matters of importance, to review key documents and policies, as well as considering future plans and initiatives.

Consolidated Financial Statements

- In December 2020 the charity established a wholly owned subsidiary, Bishop's Stortford College Enterprises Limited with the aim of supporting non-fee income generation in support of the Trust's objectives. The subsidiary started trading in January 2022 and separate financial statements have been prepared for the subsidiary for the year ended 31st July 2025.

  Consolidated financial statements have been prepared for the group for the same period in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - effective 1 January 2015.

Structure of the Charity

- The College comprises of three sections, three cross-college departments, a professional support organisation and the Stortfordian Foundation Office, as follows:

  - **Pre-Prep**. Pre-Prep comprises of three year groups from the age of 4 and operates from purpose-built facilities.

  - **Prep School**. The Prep School comprises of six year groups from the age of 7 (Year 3), which offers subject-based teaching from the age of 9 (Year 5). From Pre-Prep the children move to Shell which provides a transitionary period of two years. The transfer age to the Senior School is 13 (Year 9).

  - **Senior School**. The Senior School has five year groups and prepares pupils for the GCSE and A-Level public examinations, university entrance and for adult life.

  - **Cross College Departments**. Learning Support, Music and Sport are taught across the three schools by single departments. In this way best use is made of specialist teaching, coaching and support staff and pupils are able to develop skills from an early age.

  - **College Professional Services**. College Professional Services provide College-wide support to all sections. The main functions are bursary administration, marketing and admissions, finance, information technology services, human resources, estates and facilities, health & safety, commercial and medical. A significant number of College Professional Service staff are embedded in schools and departments and line managed by their respective departmental heads.

  - **Bishop's Stortford College Enterprises**. Bishop's Stortford College Enterprises Limited has the aim of generating non-fee income generation in support of the Trust's objectives.

  - **Stortfordian Foundation Office**. The Stortfordian Foundation Office is responsible for building community support towards raising additional funds through grants, gifts, legacies and endowments. In addition, it facilitates other community benefits such as offers of work experience to current pupils and alumni networking.

Management Structure and Other Relationships

- The day-to-day running of the College is delegated to the Head of the College who is also the Senior School Head. The College Head, the Prep School Head, the Head of Pre-Prep and the Bursar form the College Executive Team who meet regularly throughout the year. The Head and Bursar attend all meetings of the Governing Body, almost all of which are attended by the Prep School Head and the Head of Pre-Prep.

- The College remains a selective co-educational day and boarding school that offers, in return for a fee, an education from the age of 4 to 18. The desired outcome is for pupils to achieve suitable public examination grades to allow them to make rewarding choices about their future. As part of the provision, pupils are given assistance in applying for university, work, or gap year travel.

- To support the attainment of the highest standards, the College actively interacts with other schools through membership of the Headmasters' and Headmistresses' Conference, the Independent Association of Preparatory Schools and the Independent Schools Bursars' Association, and, in the local area, through the Head's membership of the Bishop's Stortford Educational Trust.

- The Governors, via the Foundation Office, encourage the fostering of links between former pupils, parents and present-day students. The College thus encouraged membership of an active society of ex-pupils, known as Old Stortfordians (OS), meet on a regular basis at the College and other venues. The College benefits from the generosity of its parents and former pupils, whose support continues to be greatly appreciated.

The volunteer support of parent groups, such as the Friends of the Prep School, is similarly valued. To develop these links further the College retain a programme that includes Parent Evenings and links with the wider community. These are an important aspect of ensuring the delivery of the charitable aims of the Trust.

- Remuneration is set by the Governing Body, with the policy objective of attracting and retaining talented and motivated people to deliver the College's charitable purpose. The appropriateness and relevance of the remuneration is reviewed annually, including reference to comparisons with other organisations and benchmarking reports to ensure that the College remains sensitive to the broader issues of pay and employment conditions elsewhere.

Employment Policy

- The Governing Council recognise that staff engagement is vital to the success of the College, and appreciate the contribution made by academic and non-academic staff to that success. Senior management promote a culture of cooperation and partnership between staff in different sections and departments within the College. The aim is to create a culture of mutual respect, and good internal communications. The Whole College Forum provide representative and scheduled consultation and dialogue between staff and the Executive. The College remain an equal opportunities employer and is fully committed to safeguarding and promoting the welfare of children. Accordingly, recruiting procedures for College staff follow published guidance. At least one member of any interview panel will have attended 'Safeguarding and Recruitment' training, and all appointments are subject to safer recruiting review before employment commences.

- The Governing Council and management are committed to staff development. Training is delivered as part of an ongoing INSET programme to meet identified priorities. All staff who are new to the College receive induction training that includes the College's safeguarding policies and guidance on safe working practices. Senior leadership development is facilitated through appraisal processes.

Equality Policy

- The College's Equality, Diversity and Inclusion policy applies to all the pupils, staff and visitors at Bishop's Stortford College and is held on the College website. The College aims to embed equality of access, opportunity and outcome for all members of our College community, within all aspects of College life. The College actively seeks to embrace the following concepts:

  - Shared Humanity. Identifying commonality and shared values, aspirations and needs, underpins our approach to equality. We value our fundamental similarities and universality.
  - Valuing difference and diversity. We appreciate the richness within our differences and look for ways of celebrating and understanding them better.
  - Interdependence, interaction, and influence. We recognise that, as they evolve, distinct cultures, beliefs and lifestyles will impact on and inform each other.
  - Social cohesion within our College and within our local community.
  - Excellence. We aim to inspire and recognise high personal and collective achievement throughout our community, the UK and the wider world. Excellence is to be found everywhere.
  - Personal and cultural identity. We will provide opportunities to explore and value the complexity of our personal and cultural identities.
  - Fairness and social justice. We will develop our understanding of the inequality that exists in society and explore ways of individually and collectively promoting a more equitable society.
  - Mutual respect of those with different faiths and beliefs.

  The College seeks to foster warm, welcoming, and respectful environments, which allow us to question and challenge discrimination and inequality, resolve conflicts peacefully and work and learn free from harassment and violence. We recognise that there are similarities and differences between individuals and groups, but we will strive to ensure that our differences do not become barriers to participation, access and learning and to create inclusive processes and practices, where the varying needs of individuals and groups are identified and met. We therefore cannot achieve equality for all by treating everyone the same. We build on our similarities and seek enrichment from our differences and so promote understanding and learning between and towards others to create cohesive communities.

Investment policy and objectives

- The College's investment objectives are to balance the current and future needs by:

  - maintaining (at least) the value of the investments in real terms.
  - producing a consistent and sustainable amount to support expenditure; and
  - delivering these objectives within acceptable levels of risk.

  To meet these objectives the College's investments are managed as a whole on a total return basis, maintaining diversification in order to produce an appropriate balance between risk and return. The investment strategy is monitored by the Finance & General-Purpose Committee, as is investment performance, which is reported below within the Strategic Report.

OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

- The objects of the Charity, as set out in its Trust Deed, can be summarised as to promote, and provide for the advancement of education and thus, to conduct, carry on or acquire and develop in England any boarding or day school for the education of children.

  In addition, some small trust funds are held to make awards for purposes specified by the donor, embracing both the development of the College's facilities and the provision of funds for bursaries, scholarships, prizes, and other educational purposes.

- The Trustees confirm that they have complied with the duty in the Charities Act 2011 to have due regard to the general and sub-sector guidance issued by the Charity Commission. In this connection, the Governing Council monitored the guidance on public benefit produced by the Charity Commission together with its supplemental guidance on fee-charging.

- In furtherance of these objects the College currently operates three schools: Pre-Prep, Prep School, and the Senior School. In addition, the College administered bursaries, grants, and awards, as well as managing property, endowments, bequests and gifts given, or established, in pursuance of these objects.

Ethos, Aims and Intended Impact

- The Trustees are mindful of the guidance issued by the Charity Commission about the need to provide public benefit and on fee charging, as well as the requirements of the Charities Act 2011. The Governing Council monitor the activities of the College closely to ensure its aims and activities align with the guidance and the requirements of the Act.

- The College has formally issued its vision document with 8 Strategic projects to help deliver its vision.

  Bishop's Stortford College will be a leading academically selective, co-educational, all-through, day and boarding school for ages 3 to 18, offering a world-class education grounded in the values of belonging, scholarship, and character.

  - ***Delivering Academic Excellence***. We will offer a modern curriculum that prepares pupils for the future. We will seek to instil a love of learning and develop intellectual curiosity. Teaching will be inspirational, learning will be exciting, and consequently, our pupils will achieve outstanding results in all aspects of the College.

  - ***Developing Strong Personal Values***. We will nurture strong values by providing exceptional pastoral care. Pupils will learn the importance of tolerance, inclusivity, and respect for others, and will strive to make a positive contribution to our community and the wider world.

  - ***Finding the Best in Every Pupil***. Our pupils will be treated as individuals. We will identify and develop each pupil's unique strengths by offering a comprehensive curriculum and co-curricular activities programme. Our pupils will have wonderful opportunities to become fulfilled, skilled, happy, and confident young people.

  - ***Attracting Ambitious and Enthusiastic Pupils and Communicating about College Life***. Our reputation for excellence will remain strong, ensuring a healthy demand for boarding and day placements.

  - ***Being a Great Place to Work***. Our staff are our most important resource. We will recruit and retain inspirational teachers, as well as highly skilled support staff. All staff will be equally valued, supported, and professionally developed in their roles.

  - ***Enhancing the School Environment***. The physical learning environment will be of the highest quality. A programme of maintenance and enhancement will ensure the campus remains fully up to date, supporting our vibrant learning community.

  - ***Maximising our Resources***. The College is a registered charity dedicated to optimising the effectiveness of all its resources for its educational purpose. The financial strategy will acknowledge and ensure both affordability and teaching excellence. Opportunities that support this ethos will be explored both in the UK and internationally.

  - ***Inspiring Governance and Leadership***. The leadership of the College is accountable, responsible, courageous, and possesses a clear vision

- The College remained first and foremost a place of learning but was also a place where children enjoyed opportunities to become fulfilled, confident, skilful and happy young men and women. It was the College's aim to provide this process of all round growth, academically, morally, spiritually, athletically and creatively. Every pupil was encouraged, taught and challenged to fulfil his or her true potential, by being immersed in an environment of discovery and committed participation. The College thus allowed time and space for academic work to be balanced by sport, art, music, drama and a diverse choice of other extra-curricular activities, including community service.

- The College has its roots in the Christian faith but welcomes and values young people from all faiths and none. It encourages each pupil's spiritual discovery and expression in work which is overseen by the College Chaplain. The College House system is at the heart of the experience offered to pupils.

- The aim of the House system is to provide small enough groupings to achieve a real sense of belonging and community, and the family atmosphere that results is, quite deliberately, a strong one. Through this approach, the College allows its young people to acquire a confidence in their relationships both with each other and also with adults.

- The College give sixth formers, as they approach adulthood, opportunities to exercise responsibility and leadership as well as to show appropriate care and concern for others. The aim is that as the result of an education here, they should be sufficiently self-confident to contribute constructively to society at large and play a full role in it, whatever their chosen path.

- Overall, the College aims to provide a secure and structured community for all its pupils, in which they can fulfil their potential while learning to live and work together in a spirit of co-operation, kindness, respect and enthusiasm.

Principal Activity

- The principal activity is to provide an education to children between the ages of 4 and 18 in a co-educational day/boarding environment. The number of pupils at the College at the end of the year was:

	Pre-Prep			Prep School						Senior School					Totals
Form	R	P1	P2	LS	US	FI	F2	L3	U3	4F	L5	U5	L6	U6	
Totals	**25**	**39**	**46**	**49**	**67**	**67**	**86**	**108**	**110**	**137**	**135**	**140**	**109**	**134**	**1252**
Boarders: Full/Weekly;	*0*	*0*	*0*	*0*	*1*	*0*	*2*	*0*	*4*	*20*	*22*	*22*	*26*	*32*	*129*
Flexi/Part-Time	*0*	*0*	*0*	*5*	*5*	*0*	*8*	*1*	*1*	*3*	*4*	*4*	*4*	*3*	*38*

- To ensure the College continues to have a strong financial base and as wider reflection of outside society as possible, the key management team place considerable emphasis on marketing the College, particularly on future admissions for the younger age groups and on attracting pupils from a wide range of social backgrounds. As a result, the numbers of potential pupils who were recorded as prospective pupils and have an interest in joining the College for entry up until 2029, are:

Year of Entry	Prospective
2026	372
2027	154
2028	10
2029	2

PUBLIC BENEFIT

Widening Access

- In addition to setting fees at a level that widens the number of families that can afford to provide their children with a private education, the College also aims to provide opportunities for those who would not ordinarily be able to afford the opportunity to send their children to the College to do so through a bursary scheme. Means-tested financial assistance is, therefore, provided so that such families are able to benefit from our charitable objectives.

Financial Assistance

- Financial assistance is available where a pupil meets the College entry requirements. It is funded by allocating a percentage of anticipated income to the scheme. Awards are means tested and range from full support by way of a 100% concession, to lesser awards where parental income is assessed to be at a higher level. When necessary, further support is provided; this can take a number of forms e.g. by way of a grant towards the costs for uniform, travel to and from the College or assistance with trips related to the curriculum. During the year, bursaries totalling £1,106,000 were awarded to provide means-tested financial assistance. As a result, there were 13 pupils in receipt of a bursary (15 in the previous year) worth 100% of the tuition fees, and a further 22 pupils (26 in the previous year) receiving assistance of between 50% and 90% of the fees.

- The total value of bursaries, scholarships, grants, prizes and other awards made out of restricted funds was £39,000 (2024: £84,000), whilst £2,606,000 (2024: £2,699,000) was awarded out of unrestricted funds, this equates to 9.0% (2024: 8.9%) of gross fee income. The total number of children receiving assistance of all kinds was 400 (2024: 442); equal to 35.3% (2024: 34.5%) of College pupils.

- Where our existing parents find themselves in a difficult financial position, the College, will offer means-tested emergency support.

Social Impact

- The Governing Council is committed to developing its programme of support and co-operation with others in education and wishes to ensure that the College is making an educational impact for as many children as possible. The College is part of a wider community in which its staff and pupils are encouraged to participate. In addition to educating 1252 pupils, the College ensured that its facilities and expertise were available for use by others, particularly by children. Examples of support during the year to local state schools and community organisations included:

  - The annual Festival of Literature – an event aimed purely at children. The College actively encouraged participation from other schools across the region. Several well-known authors took part in storytelling and helping to reach out to children, with over 1500 pupils attending in 2025.

  - The Bishop's Stortford Pupil Voice Network was established by the Prep School in 2017, with the aim of establishing a new network in Bishop's Stortford. The network enables representatives from different Pupil/School Councils to get together to share good practice and learn more about the value of Pupil Voice in the local community. Pupils and staff from approximately 10 local primary schools' attended. The next Pupil Voice Network Meeting is due to be held in Spring 2026.

  - In 2025, the Invite and Inspire series, providing extra-curricular opportunities for local students on Saturdays hosted over 250 students from 30 schools. We increased our offering to different age groups, from Year 3 to Sixth Form.

  - Reception, Year 1 and Year 2 students from Little Hallingbury School were invited to attend Forest School sessions in the Pre-Prep across two events.

  - Funding was received from East Herts Council to run a showcase of arts events in September/October 2024, including a concert to residents from local residential homes, as well as art workshops tailored to young students and adults in the community.

  - Weekly after-school language courses were offered in Latin, German and Spanish to local Year 5 and 6 students.

  - Bishop's Stortford Sinfonia hosted a joint performance with orchestra members and over 20 local students performing in the Memorial Hall. Free tickets to the performance were then provided to the community, inspiring a love of orchestral music for young students age 3-15.

  - The Ferguson Lecture Series encouraged attendance from local secondary BSET pupils, with several visiting throughout the year.

  - The College swimming pool was used by local clubs, youth groups and schools. The swimming pool is an 'Approved Training Centre' for the Institute of Qualified Lifeguards and the College offers spaces on this course for staff from other local schools and swimming clubs.

  - The College continued to be an MCC Foundation Cricket Hub giving greater access to superb cricket facilities to a wider group of young people. The MCC Foundation, the charitable arm of the MCC, runs a network of Hubs across the UK, providing free coaching and match-play to state-educated 11-15 year old boys and girls with the aim of improving their cricket ability and boosting their confidence on and off the pitch.

  - Working with the British Heart Foundation the College continued to provide two defibrillators on the Campus and (in an emergency) for the local community.

  - The College held holiday Activity Camps for children, including a multi-activity camp and soccer and tennis coaching activities for children.

  - A number of drama and music performances were open to the local community, including the Water Lane Church Lunchtime Recitals.

  - We hosted the Annual Senior Citizens Christmas Party which involves residents from across the Bishop's Stortford community, taking part in games, enjoying musical performances and a Christmas dinner with our Sixth Form students.

  - The College provided minibuses and drivers to support wider access to a range of events.

  - Ongoing partnership with a large number of local maintained schools as a founder member of the Bishop's Stortford Educational Trust (BSET) which was established in 2015 to create a co-operative, forward-thinking educational organisation to support provision from Early Years to Post-16 and beyond for the town of Bishop's Stortford and its surrounding villages. The Trust was created to formalise an already effective partnership between local primary and secondary schools and draws on the individual strengths of each institution. This collaboration is not only community-based but is quite possibly the only such Trust at present to include the state and independent sectors working together to provide high quality education. BSET provides School Centred Initial Teacher Training.

Section 172 Statement

- This statement is intended to be a discrete statement on how the directors (the College Governors) have regard for stakeholder interests in performing their duties as required under section 172 of the Companies Act. Bishop's Stortford College identifies its principal stakeholders as pupils, parents, prospective parents and pupils, teachers and staff, Old Stortfordians, suppliers, contractors and our local community leaders, businesses and neighbours. Stakeholders are identified by contractual engagement in terms of parent, pupils, staff and external licensees or by virtue of effect and impact of College activity and support opportunities to our community.

- The College is very much rooted in the community, with approximately 90% of pupils being day pupils and hence living locally, due to it being one of the largest employers in Bishop's Stortford and from the social interaction described above. Stakeholder views are secured through communications strategies specific to groups, for example, prospective parents and pupils through admissions and events; pupils, teachers and staff through school routines; parents' evenings, meetings and newsletters, community and neighbours through town business forums and groups. Engagement with all of our community informs strategy, decisions and outcomes. College success depends on the need to:

  - consider the long term likely consequences of any College decision on our community.
  - consider the interests of the College's employees.
  - foster relationships with suppliers, customers, and others.
  - evaluate the impact of College operations on the community and the environment.
  - maintain a reputation for high standards of business conduct; and
  - ensure that members of the College act fairly between themselves.

  The Governors identify and consider issues and factors affecting the College by:

  - maintaining Memorandum of Articles and governance of The Incorporated Bishop's Stortford College Association in accordance with the law and the Charity Commission Regulations.
  - maintaining a long term strategy that recognises and balances the needs of all stakeholders.
  - developing a culture and ethos founded on fairness and compliance with the law and the requirements of the Charity Commission.
  - managing risk and impact on the College and community through active risk management as it affects all stakeholders.
  - complying with legal obligations relating to the impact the College is making on the environment and meets its obligations in relation to the Energy Savings Opportunity Scheme.
  - developing clear contractual relationships with employees supported by effective, informal and informal dialogue between employees and the senior leadership of the College.
  - maintaining strong links with neighbours, local schools and local businesses in order to be mutually supportive and cognisant of their needs.
  - operating professionally and appropriately with business practices and in payment terms; as a significant employer and contractor of services.
  - employing staff under terms and conditions encapsulated in the employment manual to ensure that people act fairly and considerately to each other, to our pupils, parents and other stakeholders; and
  - declaring interests and conflicts, annually and before any governance meeting.

- The Governors engage with employees, through a number of deliberate governance practices. Significant amongst these are the appointment and direction to the College Executive and the oversight of College activity through committee structures. Staff are extensively involved in the formation of strategy and delivery of strategic projects. The Governors' visits to the College are frequent and activities recorded. Senior employees are present at Governing Council meetings to report, facilitate oversight and receive direction. The reports contain a broad spectrum of employee activity, pupil pastoral and academic performance and detail of staff wellbeing.

- Governors receive outputs from the Health and Safety Committee, security audits, and staff wellbeing activities, alongside gender pay reporting and remuneration benchmarking data. The directors oversee the remuneration policy and decisions through a dedicated working group in order to make annual recommendations on policy and pay awards.

- The key decisions made during the year were:

  - Through effective pre-consultation engagement and agreement with teaching staff the College decided to enter a phased withdrawal from the Teachers' Pension Scheme. From 1st October 2024 any new staff member at the College would not be eligible to join TPS but instead would join the Royal London Scheme Pension scheme. It was also agreed that from 1st September 2025 the employers pension contribution will be capped to balance the needs of competitive remuneration and pension provision. The College adopted a hybrid flexible pension provision for existing staff whereby they could elect to remain in TPS albeit that they would need to accept a reduction in gross salary to meet current and importantly future employer pension payments over the now established capped level of employer contributions.

  - In order to reduce the impact to our parents of the Government's decision to introduce 20% VAT to schools fees from January 2025, the decision was taken to reduce the base school fee by 6%, resulting in a fees impact of circa 12.8%. This was to balance affordability for parents with the need to sustain the quality of the educational offer provided. The aim simply being to retain as many pupils as possible and to maintain the demand for places going forward. The response to the VAT challenge has included initiatives to increase non-fee income generation, drive efficiencies to the running of the College but also place investment in areas that are important to the education we provide.

  - The Prep School, under new headship, completed a comprehensive review of the curriculum and how classroom-based teaching was being delivered. This review resulted in relocating Shell pupils into the Dawson building and the increased emphasis on form-based teaching in the earlier primary education years. The review captured the need to facilitate spiralised curriculum delivery across the College to support connected and continuous learning.

- It was agreed to open a College pre-school, called The Nest. This is a teacher led learning environment for 3-4 year olds which will be part of the Pre-Prep school and help to deliver better educational practices early and a more robust pipeline of pupils into the school. It is managed day to day by the Head of Pre-Prep and is fully integrated into the school environment.

- The number of boarders within the Prep School has seen decline for several years, which matched the decrease in demand seen nationally. As such, it was agreed to close boarding for Prep School pupils and release the building for re-purposing.

- After careful consideration, the decision was taken to convert Grimwade Boarding House into a new Sixth Form Centre. This will provide a university themed transitional space for modern learning, social interactions and collaboration which will facilitate better education and pastoral outcomes.

ENERGY REPORT

- The College's energy usage and emissions are detailed in the table below.

		2024/25			2023/24		
Type of emission	Activity	kWh	tCO2e	% of total	kWh	tCO2e	% of total
Scope 1	Natural gas	3,303,832	604.47	68.00%	3,746,600	685.25	68.58%
	Vehicle fleet	124,064	30.16	3.39%	120,677	28.71	2.87%
	Sub-total	3,427,896	634.63	71.39%	3,867,277	713.96	71.45%
Scope 2	Electricity	1,413,120	250.12	28.14%	1,359,248	281.43	28.17%
	Sub-total	1,413,120	250.12	28.14%	1,359,248	281.43	28.17%
Scope 3	Grey fleet	17,230	4.19	0.47%	15,690	3.79	0.38%
	Sub-total	17,230	4.19	0.47%	15,690	3.79	0.38%
Total gross consumption and emissions		4,858,246	888.94	100.00%	5,242,215	999.18	100.00%
Metric used: Number of pupils			1,252			1,282	
Intensity ratio: Tonnes of CO2e per Number of pupils			0.710			0.779	

2024 Grey fleet has been recalculated, was 10,571 kWh and 2.34 tCO2e.

2024 emissions were therefore under reported by 0.145%.

- **Intensity Ratio**

  The intensity metric is unchanged from last year's number of pupils (finishing the year). The resulting intensity ratio of tCO2e/number of pupils will best reflect changes in operation and energy consumption over time.

- **Efficiency**

  - Replacement boilers in both the Art Block and Pre-Prep, along with supporting plant upgrade to those of greater efficiency and extended life cycles.
  - Continued replacement of old windows in the Library with 100% to be completed by early 26-27.
  - Continued investment in LED lighting.

- **Quantification and Reporting Methodology**

  - The methodology we have used is The GHG Protocol Corporate Accounting and Reporting Standard.
  - We have followed the 2013 UK Government Environmental Reporting Guidelines (updated March 2019).
  - We have used the 2024 UK Government's Conversion Factors for Company Reporting.
  - The energy efficiency narrative methodology has been created based on energy management best practice.

- **Organisational Boundary**

  - We have used the financial control approach.

STRATEGIC REPORT

ACHIEVEMENTS AND PERFORMANCE

Review of achievements and performance for the year

- Public examination results are always the most visible measure of academic achievement at an all-through school, but once again A Level results were the subject of much debate nationally as those achieving the top grades increased slightly. Nationally, pupils receiving A or A* grades increased from 9.3 % in 2024 to 9.4% in 2025.

- At Bishop's Stortford College, A Level students' grades reflected the College's consistently high standards of teaching. 83% (77% in 2024) of grades achieved were A*-B, with 22% of grades awarded being A* (19% in 2024).

- At GCSE, 78% (74% in 2024) of examinations were graded 9-7, with 30% (26% in 2024) being graded at the highest Grade 9. Each year, top performers are awarded the prestigious Ten Club membership, which is achieved by obtaining 10 or more grades between 9 and 7. This year, 42% (35% in 2024) of students achieved Ten Club membership.

- In line with the Governors' primary objectives to advance a broad curriculum, study skills at Sixth Form extend beyond the A Level curriculum. This year, 32 students took the Extended Project Qualification, with 81 % being awarded at A*-B grade.

- This year, 111 students were placed at their firm choice university, including six overseas applicants, while 10 secured places at their insurance choice and 11 were accepted through clearing, with one of these being an overseas student. Notably, 27 applicants (22% of those placed at UK universities) achieved places at top 10 ranking universities and 78 (63%) at top 20 institutions, according to The Complete University Guide 2026. Among the cohort, three students gained places at the University of Cambridge to study Medicine, Music, and Engineering, and seven applicants will go on to study Medicine at a range of prestigious universities including Cambridge, UEA, St Andrew's, Newcastle, Leeds, King's College London, and Nottingham.

- The Prep School boasts an impressive and diverse curriculum. While core subjects remain fundamental, there are numerous cross-curricular opportunities offered through the teaching of humanities. Spanish is the primary language throughout Lower Prep, to ensure a secure foundation of skills before engaging with other modern foreign languages as they progress through the Prep. Creativity is highly valued through weekly sessions in Drama, Art, Design Technology, Music, and Computing. Independent Study has been added to the curriculum for all of the years, to help nurture and develop fundamental enquiry skills. Year 7 are introduced to effective Study Skills and an entrepreneurial project has been added to Year 8. This comprehensive curriculum is central to our ethos, providing rich and varied opportunities for our pupils, equipping them with the skills to ensure they are fit in the future.

- Lower Prep children are predominantly class based, taught by primary specialists, with the introduction of some subject specialists in Computing, Art, Music, Drama, Games and Spanish. This provision increases in Years 5 and 6 to include Maths, Design and Technology, and Science. In Years 7 and 8, the children move to a fully subject specialist model – the children also have the opportunity to study two modern foreign languages.

- In the Prep School, Lower Key Stage 2, Upper Key Stage 2 and Key Stage 3 all have their own drama productions, where the children are able to participate on the stage and behind the scenes. In Music, each year group enjoys instrumental concerts, as well as opportunities to perform with choirs, ensembles, the Prep School Orchestra and Band at Prep School and whole College recitals.

- In Pre-Prep, developing skills for life-long learning is paramount. The environment is designed to develop resilience, independence, and confidence.

Fundraising

- **The College's approach to fundraising**. Bishop's Stortford College conducts all fundraising through its in-house development team, overseen by the Development Working Group and Governing Council. Using "legitimate interest" as the lawful basis, the College contacts those closely connected such as parents and alumni for fundraising. Activities include reunions, events (often free or subsidised), mailings, emails, and the Stortfordian Foundation portal. Face-to-face donor meetings require prior consent. All fundraising is monitored by the Director of Development and follows the Fundraising Regulator's Code of Practice.

- **Work with, and oversight of, any commercial participators/professional fundraisers**. The College works with commercial participators and fundraising consultants, such as Buffalo Fundraising Consultants, to support campaigns like the Fortnight of Giving. All activities are managed with strict oversight, including privacy impact assessments and GDPR compliant data processing. External companies assist with logistics and consultancy as data processors, not controllers.

- **Fundraising conforming to recognised standards**. The College adheres to recognised fundraising standards as a member of the Institute for Development Professionals in Education (IDPE) and the Fundraising Regulator. Staff regularly attend IDPE training to ensure best practice. Fundraising activities comply with the Fundraising Regulator's Code of Practice and guidance from the Information Commissioner's Office, ensuring all efforts are legal, open, honest, and respectful. The College's Fundraising and Development Privacy Notice is publicly available, and individuals' data preferences are respected. Upon registering at www.stortfordianfoundation.org, users can set their preferences, supporting GDPR compliance. There were no compliance issues last year.

- **Fundraising complaints.** The Development Office uses a CRM to log fundraising communication preferences, including opt-outs. The College's formal complaints procedure is linked on the development pages. No formal fundraising complaints were received between 1 August 2024 and 31 July 2025.

- **Protection of vulnerable people from unreasonably intrusive or persistent fundraising practices**. The College respects and follows the guidelines as set out by the Fundraising Regulator's Code of Fundraising Practice to protect vulnerable people and to guard against intrusion on a person's privacy. Unreasonably persistent behaviour by fundraisers or undue pressure on a person to give money or other property is neither tolerated nor encouraged.

- **Fundraising income and expenditure.** Development expenditure amounted to £94,283, with an additional £174,022 in staff costs. Donations received or committed (excluding pledges) totalled £206,831. The College regularly invites its community to participate in fundraising, mainly for bursaries, capital projects, and academic or pastoral facilities.

Investment Policy

- The Articles of Association of the Charity allow Governors to invest such part of the funds of the Association, as shall not be required to satisfy or provide for immediate demands upon such securities as they deem expedient, and may, from time to time, vary such securities and convert the same as occasion requires or as they may deem fit.

- The investment funds held comprise units in the M & G Charifund, and a freehold farm and associated properties, which were bequeathed to the College by a former pupil. In both of these investments, the Governors have taken the view that a combination of low risk income and long-term capital growth should be their objective.

- The investment strategy and performance is monitored by the Finance & General-Purpose Committee. At the year end the College's long-term investments, including the units in M & G Charifund and property investments, were valued at £7,325,000 (2024: £7,148,000). The overall investment return for the year was £218,000 (2024: £162,000) (See note 4). The value of investments has increased by £177,000 this year (2024: £170,000). The performance of investments has met expectations this year.

- The Fees in Advance scheme while assisting some parents in managing the cost of their child or children's education, continues to provide what amounts to be a stable reserve that can be used by the College to the benefit of the charity. The Finance Committee monitors the cost of running the Fees in Advance Scheme and this year the scheme cost £138,000 to run (2024: £169,000).

FINANCIAL REVIEW

Results for the Year

- The College had a successful year, and the level of surplus income balances the needs of the College with a challenging economic climate for parents with the addition of VAT to Independent school fees. Last year was the final year of two years of significant surge spending being committed towards the maintenance of the estate, as part of a condition based led approach. Capital and maintenance spend reduced along with an increased focus on efficiencies which has led to an overall increase in the funds of the college.

- Pupil numbers decreased by 32 from the prior year (2.5%). Following the announcement of VAT on school fees the general estimated decline in pupil numbers was expected to be more than this so the Trustees are pleased with the result. In order to help parents with the impact of a 20% increase on school fees from VAT, the decision was made from January 2025 to reduce the base school fee by 6%. This led to fee income decreasing from £27.3m to £26.8m. The College's subsidiary, Bishop's Stortford College Enterprises Limited, which started trading from January 2022 continues to grow and made a total gift aid contribution of £215k.

- Despite the economic pressures and the recent Labour legislation changes surrounding the implementation of VAT on Independent school fess there is still a healthy demand for places in future years. This, together with increased trading for Bishop's Stortford College Enterprises Limited used to generate non-fee income provides financial resilience for the future. The Executive also led a significant program of efficiency reviews to ensure that the College continues to operate as effectively as possible. The Trustees remain confident that the College is in a strong financial position to meet the financial headwinds facing the independent schools' sector and continue to deliver the current academic programme and planned physical development of the campus.

Reserves Level and Policy

- In accordance with the objectives of the Association, and subject only to the normal constraints of prudence, it is the Governors' policy not to accumulate and retain funds but to spend, wisely, the available cash on maintenance, and on enhancement of the College's facilities. Such enhancements usually involve significant capital sums and are therefore, normally only undertaken as and when funds on a sufficient scale, built up over a number of years, become available. This policy means the College does not hold a large reserve for any length of time. Moreover, as the fees are paid in advance and the short-term flow of income and expenditure is relatively predictable, the College does not, as a matter of policy, hold reserves to cover say a whole term's operating costs.

- Note 17 to the accounts sets out a full analysis of the assets attributable to the various funds. These assets are sufficient to meet the Charity's obligations on a fund-by-fund basis. See note 1.10.

- Details of the College's Restricted Funds and the movements in the year by fund are set out in note 16 to the accounts.

- The College's Unrestricted Funds and the underlying assets representing those Funds are set out in note 17 to the accounts. The most significant part of the Unrestricted Funds is invested in College buildings and other fixed assets used by the College in furtherance of its charitable objectives.

- In the unusual circumstances where legacies to the College take the form of property, it is the Governors' policy to retain such investments and to look for capital appreciation while using any net income generated to support the Association's ongoing charitable objectives.

- The Group's total reserves of £41,824,000 (2024: £41,121,000) at the year-end included £3,556,000 (2024: £3,122,000) restricted funds and £38,268,000 (2024: £37,998,000) unrestricted funds. The Group has no free reserves at the balance sheet date due to the investment of funds in tangible fixed assets, largely buildings for use within the College.

Financial Viability and Going Concern

- The Governors regularly examine the College cash flows alongside the development plans for the future and are satisfied that they are adequate for the purpose of meeting its working capital requirements and that they will also cover strategic capital expenditure when complimented with an appropriate amount of loan finance.

- Financial forecasts are produced, stress tested and reviewed by the Executive Team and the Governors at least termly to assess the impact of actual and potential favourable and adverse impacts to the College's finances. The stress testing includes future financial impacts of increased inflation and cost of living as well as other financial scenarios that may impact the College such further pupil decline from the recent government legislation implementing VAT on Independent school fees. This allows the Governors to respond quickly to financial changes to ensure the stability of the College.

- The Governors are satisfied that the College has maintained an acceptable level of profitability and cashflows in the year to 31st July 2025 to allow it to carry out its objectives and will continue to do so in the future. Accordingly, the College is operating on a going concern basis.

RISK MANAGEMENT AND UNCERTAINTIES

- The Governors, supported by the Executive, are responsible for the identification and management of the strategic risks faced by the College and its subsidiary undertakings. A review of the College Strategic Risk Register is completed as an annual standing item on the agenda of each of the various committees and the Governing Council itself. Following the review, the register is updated, and action taken to address any risks that are insufficiently mitigated. While it is recognised that any system can only provide reasonable but not absolute assurance, the Governors are satisfied the procedures described above have identified the risks faced by the College and that these have been adequately managed.

- The preventative and proactive safeguarding of pupils is of primary importance. Governance oversight is deliberately focused on the safety of pupils. The Governing Council oversee the Executive in its compliance with Keeping Children Safe in Education, ensuring that there is direct governor engagement with processes and that they receive regular updates on regulations to facilitate the formation of policy and processes. They receive detailed reports on operational safeguarding from the Designated Safeguarding Leads.

- The Governing Council remain mindful of the affordability of fees and the impact of VAT. This specific to sector risk is connected to the challenges of a sustained downturn in the economy. Inflation is not returning to target 2.0% levels as quickly as hoped. The Governors are looking to sustain resilience and capacity to tolerate external impacts and remain confident that the risks are being managed effectively through careful control of operational costs but concurrently continue to improve the educational product to drive demand for places at the College.

- The Health and Safety risks, connected to College activities and its estate are clearly identified and efficiently treated through policies, risk assessments and planned preventative maintenance and measures. The College has commissioned condition surveys of its oldest buildings to better quantify medium term planning and the prioritisation of resources. The College make great reliance on external competence in assessing and mitigating risk, areas of consultation include fire risks, legionella and water safety, electrical safety, gas and asbestos. The College Health and Safety Committee has broad representation and agenda to ensure that the College is continually learning and improving safety for pupils, staff and visitors.

- Across all risks, the key controls used include:

  - detailed terms of reference and formal agendas for all committee and Governing Council activity.
  - the formation of additional Governor led working groups to oversee specific areas of risk or challenge; remuneration, projects, contingency.
  - comprehensive strategic planning, budgeting and management accounting.
  - monitoring key performance indicators, e.g. pupil numbers, ratios and trends.
  - review, adjustment where necessary and approval by the Governors of all formal written policies.
  - spot checks by Governors on College records and ledgers to ensure approved procedures are being followed.
  - use of appropriate external professional advice.
  - clear authorisations for approved levels of expenditure; and

- safer recruitment and vetting procedures as required by law for the protection of children.

MID-TERM PLANS

- The College ten-year strategy and supporting plans are aimed at delivering the Eight Pillars and high-level strategic Impulses.

  - *Academics*

    The College will continue to excel academically with annual achievements throughout the College that consistently surpass those of local schools, both in overall performance and, most importantly, in the value added to each individual pupil.

    The College will implement a well-defined and structured 3-18 curriculum, enriched by innovative, sector-leading pedagogy, that builds toward academic excellence and ultimately success in external examinations and university applications to the UK, USA, and beyond. Teaching and learning will remain enriching, utilising modern strategies and technology, including artificial intelligence, to enhance pupil progress, empower learners, and support exceptional teaching professionals.

    Our commitment to fostering a diverse array of offerings ensures that every student can pursue their individual passions and cultivate a lifelong love for learning, both inside and outside the classroom. The College will enhance its national reputation for excellence in Engineering, Medicine, the Arts, and the Sciences, delivering a comprehensive education that prepares students for the future.

Related strategic projects:	Project 1.1	The Shape of the Week Project
	Project 1.2	The Curriculum Project
	Project 1.4	The Pedagogy Project
	Project 3.3	The Sixth Form Project
	Project 5.2	The Professional Development Project

  - *Pastoral*

    The College will continue to maintain an inclusive and supportive environment for every child, ensuring that each pupil's individuality is recognised and celebrated. The College will be a school that promotes, celebrates, and embeds its core values in every pupil. The vibrant College community will continue to be enriched by the diversity of our families and by the thriving boarding community. Pastoral care will be acknowledged as sector-leading, and the College is renowned for its holistic pastoral approach that culminates in the House system in the Senior School.

    Our commitment to inclusivity and support extends beyond the classroom. We will continue to foster an environment where every pupil feels valued and respected while creating more opportunities to celebrate the unique contributions of each pupil, ensuring that their individuality is not only recognised but also nurtured. This approach will continue to build a strong sense of belonging and community among our pupils.

    Through these efforts, Bishop's Stortford College will continue to be a place where each pupil's individuality is celebrated and their potential nurtured. Our inclusive and supportive environment will ensure that every pupil feels valued and empowered to achieve their best.

Related strategic projects	Project 1.3	Pupil Support Project
	Project 2.1	The Diversity Project
	Project 2.2	The Pastoral Care Project
	Project 5.2	The Professional Development Project

  - *Sport*

    The College will continue to advance its sports programmes and will become a nationally renowned centre of excellence in several major disciplines. Promoting high standards across a diverse range of sports will cultivate top-tier teams capable of competing at the highest levels and touring internationally, while also inspiring a deep passion for athletic achievement.

    In addition to expanding our sporting provision to nurture elite athletes and develop future international competitors, our vibrant and highly competitive programmes will attract international students and ensure that all pupils cultivate a lifelong love of sport and exercise.

    Our commitment will continue through investments in state-of-the-art facilities, including a Sports Centre of Excellence, a third Astroturf pitch, and the expansion of the Doggart Pavilion. These projects will be funded through multiple sources, including College income, philanthropy, commercial partnerships, and sponsorships. Our aim for these facilities is to further provide our pupils with the best possible environment in which to train, compete, and excel, while generating commercial income and benefiting the local community.

Related strategic projects:	Project 3.1	The Games Provision Project
	Project 4.1	The Communications Project
	Project 4.2	The Marketing Project
	Project 4.3	The Public Benefit Project

	Project 6.1	The Master Plan Project
	Project 7.1	The Diversification of Income Project

– *Performing and Creative Arts*

The College will maintain a regional reputation for excellence in the Performing and Creative Arts. All pupils will be encouraged to participate and develop a lifelong love for the arts while fostering the most talented pupils to achieve great success. This will be evaluated through the quality of performances and exhibitions, the range of opportunities for all pupils, and the growth of elite performers.

Related strategic projects:	Project 3.2	Enhancing the Performing Arts Project
	Project 6.1	The Master Plan Project
	Project 7.1	The Diversification of Income Project

– *Staff*

The College will continue to recognise, retain, and recruit professional, loyal, dedicated, and caring staff. The College will endeavour to ensure that every staff member is innovative, professionally curious, and ambitious. The College will be known for its positive working environment.

To achieve this, the College will implement several measures to ensure staff satisfaction and professional growth. These include staff voice, staff turnover, professional development programmes, and national and international awards for professional development. By focusing on these measures, the College aims to continue nurturing an environment where staff feel valued, supported, and motivated to excel in their roles. This commitment to staff well-being and professional development will help the College maintain its reputation.

Related strategic projects:	Project 5.1	The Wellbeing Project
	Project 5.2	The Professional Development Project
	Project 6.2	The Sustainability Project
	Project 8.1	The Governance Project

– *Financial sustainability*

The College will remain financially secure, upholding our founding ethos of providing affordable education for all. This will be accomplished through an efficient operating model that supports ongoing investment in the College.

The College will be versatile and will explore opportunities that may arise both within the UK and internationally to expand into a group of highly successful schools, provided these opportunities support the work of the College and reflect its ethos and values.

We will continue to nurture a strong financial foundation that not only supports the College's current operations but also paves the way for future growth and development. We will achieve this by implementing a strategic plan that focuses on diversifying income, forming partnerships, and exploring innovative revenue streams. This approach will ensure that we can continue to provide a high-quality education while keeping fees affordable for our families.

Related strategic projects:	Project 6.1	The Master Plan Project
	Project 6.2	The Sustainability Project
	Project 7.1	The Diversification of Income Project
	Project 7.2	Exploring Domestic and International Opportunities Project
	Project 8.1	The Governance Project

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

- The Trustees, who are also Directors of The Incorporated Bishop's Stortford College Association for the purposes of company law, are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and relevant accounting standards. Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve those financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

- The Trustees are also responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, 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 and the provisions of the Charity's constitution. They are in addition responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. To that end, the Chair of the Finance Committee makes regular spot checks of ledgers and other financial records to ensure the integrity of the College's accounting procedures.

- Each of the Directors, as members of the Governing Body, at the date of approval of this Report, confirms that they are aware of no relevant audit information (information needed by the company's auditor in connection with preparing the audit report) of which the company's auditor is unaware. In that context, each Governor has taken all the steps that he or she should have taken as a Governor, in order to make himself or herself aware of any relevant audit information and to establish that the company's auditor is aware of that information.

AUDITORS

- Crowe U.K. LLP have expressed their willingness to continue as auditor for the next financial year.

This Annual Report, prepared under the Charities Act 2011 and the Companies Act 2006, was approved by the Governing Body of The Incorporated Bishop's Stortford College Association on 5th December 2025, including in their capacity as company directors approving the Strategic Report contained therein, and is signed on its behalf by:

G.E. Baker	R.C.V. Harrison
Chair of the Governing Council	Chair of the Finance Committee
Date: 5th December 2025	Date: 5th December 2025

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF THE INCORPORATED BISHOP'S STORTFORD COLLEGE ASSOCIATION

Opinion

We have audited the financial statements of The Incorporated Bishop's Stortford College Association ('the charitable company') and its subsidiaries ('the group') for the year ended 31 July 2025 which comprise the Group Statement of Financial Activities, the Group and Company Balance Sheets, the Group Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

Use of our report

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

Vincent Marke
Senior Statutory Auditor
For and on behalf of

Crowe U.K. LLP
Statutory Auditor
London

Date: 27 January 2026

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	**2025 Total £'000**	*2024 Total £'000*
Income from:					
Charitable activities					
School fees receivable	2	26,829	-	**26,829**	*27,279*
Income from insurance claims	3	6	-	**6**	*7*
Profit on disposal of fixed assets	3	-	-	**-**	-
Other trading activities					
Ancillary trading income	3	1,736	-	**1,736**	*1,569*
Investments					
Investment income	4	70	148	**218**	*162*
Interest receivable and similar income	6	199	-	**199**	*61*
Voluntary sources					
Grants and donations	5	36	158	**194**	*42*
Total income		28,876	306	**29,182**	*29,120*
Expenditure on:					
Raising funds					
Trading expenditure		(1,025)	-	**(1,025)**	*(1005)*
Interest payable and similar charges	6 - 7	171	-	**171**	*(169)*
Fundraising & Development		(260)	-	**(260)**	*(204)*
Total deductible costs		(1,114)	-	**(1,114)**	*(1,378)*
Charitable activities					
Education and grant making		(27,021)	(52)	**(27,073)**	*(28,464)*
Total expenditure	7 - 8	(28,135)	(52)	**(28,187)**	*(29,842)*
Net (outgoing)/incoming funds from operations before transfers and investment gains		741	254	**995**	*(722)*
Gains/(Losses) on investments		-	177	**177**	*170*
Gains on investment properties		-	-	**-**	-
Net movement in funds for the year		741	431	**1,172**	*(552)*
Fund balances brought forward		37,999	3,122	**41,121**	*41,673*
Fund balances carried forward		**38,740**	**3,553**	**42,293**	*41,121*

All activities relate to continuing operations. There were no other recognised gains or losses other than those stated above.

GROUP CONSOLIDATED AND COMPANY BALANCE SHEET

Company No. 81130 Charity No. 311057

		Group		College	
		2025	*2024*	**2025**	*2024*
	Notes	**£'000**	*£'000*	**£'000**	*£'000*
FIXED ASSETS					
Tangible assets	9	**35,903**	*37,657*	**35,903**	*37,657*
Fixed Asset Investments	10	**2,925**	*2,748*	**2,925**	*2,748*
Property investments	11	**4,400**	*4,400*	**4,400**	*4,400*
		43,228	*44,805*	**43,228**	*44,805*
CURRENT ASSETS					
Debtors falling due less than one year	12	**9,684**	*1,164*	**9,846**	*1,266*
Debtors falling due greater than one year	12	**875**	-	**875**	-
Cash and Deposits		**8,270**	*10,623*	**7,866**	*10,345*
		18,829	*11,787*	**18,587**	*11,611*
CURRENT LIABILITIES					
Creditors payable within one year	13	**(16,068)**	*(9,028)*	**(16,004)**	*(8,974)*
NET CURRENT (LIABILITIES)/ASSETS		**2,761**	*2,759*	**2,583**	*2,637*
TOTAL ASSETS LESS CURRENT LIABILITIES		**45,989**	*47,564*	**45,811**	*47,442*
LONG-TERM LIABILITIES					
Creditors payable after one year	14	**(3,696)**	*(6,443)*	**(3,696)**	*(6,443)*
NET ASSETS		**42,293**	*41,121*	**42,115**	*40,999*
REPRESENTED BY:					
SHARE CAPITAL		**1**	*1*	**1**	*1*
RESTRICTED FUNDS	16	**3,553**	*3,122*	**3,553**	*3,122*
UNRESTRICTED FUNDS					
General Reserve	16	**36,019**	*34,597*	**35,841**	*34,475*
Revaluation Reserve	16	**2,720**	*3,401*	**2,720**	*3,401*
TOTAL FUNDS		**42,293**	*41,121*	**42,115**	*40,999*

The surplus as per the Statement of Financial Activities for the parent charity only is £908k (2024: £977k deficit) before receipt of profits from BSCE Ltd

These financial statements were approved and authorised for issue by the Governing Body on 5th December 2025 and were signed on its behalf by:

R.C.V. Harrison
Chair of the Finance Committee

Date: 5th December 2025

G.E. Baker
Chair of the Governing Council

Date: 5th December 2025

CONSOLIDATED CASHFLOW STATEMENT

		2025	2024
	£'000	£'000	£'000
Net Cash (Outflow)/Inflow From Charitable Activities (see below)		1,331	1,282
(Cost of)/returns on investments and servicing of finance			
Investment income	218		
Net interest expense	370		
		588	54
		1,919	1,336
Capital Expenditure			
Income from sale of investments/(payments to acquire investments)		-	-
Payments to acquire tangible assets		(864)	(781)
Net Cash (outflow)/inflow after Capital Expenditure and before movement on prepaid fees		1,055	555
Financing			
Prepaid fees			
New contracts, repayments and revaluations during the year	925		
Utilised during the year	(4,333)		
		(3,408)	7,003
(DECREASE)/INCREASE IN CASH IN THE YEAR		(2,353)	7,558
Cash at the beginning of the period		10,623	3,065
Cash at the end of the period		8,270	10,623

RECONCILIATION OF NET (OUTGOING)/INCOMING RESOURCES TO NET CASH (OUTFLOW)/INFLOW FROM CHARITABLE ACTIVITIES

	2025	2024
	£'000	£'000
Net (outgoing)/incoming resources	995	(722)
Investment income	(218)	(162)
Net interest expense	(370)	108
Depreciation of tangible assets	1,577	1,535
(Increase)/Decrease in debtors excluding VAT receivable	(8,354)	(41)
(Decrease)/Increase in creditors excluding prepaid fees	7,701	564
NET CASH (OUTFLOW)/INFLOW FROM CHARITABLE ACTIVITIES	1,331	1,282

1. ACCOUNTING POLICIES

The College is a Public Benefit Entity registered as a charity in England and Wales and a company limited by shares. It was incorporated on 2 June 1904 company number: 081130 and registered as a charity on 22 July 1964 charity number: 311057.

1.1 Basis of preparation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - effective 1 January 2010.

The functional currency of the College is considered to be GBP because that is the currency of the primary economic environment in which the College operates.

The accounts present the consolidated statement of financial activities (SOFA), the consolidated cash flow statement and the consolidated and charity balance sheets comprising the consolidation of the College and its wholly owned subsidiary Bishop's Stortford College Enterprises Limited.

The College has taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only Cash Flow Statement with the consolidated financial statements.

The College has also taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

Having reviewed the funding facilities available to the College together with the expected ongoing demand for places and the College's stress tested future projected cash flows, the Governors have a reasonable expectation that the College has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the College's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Accounting and Reporting Responsibilities in the Directors' Report.

1.2 Critical accounting judgements and key sources of estimation uncertainty

In the application of the accounting policies, Trustees are required to make judgements, estimates, and assumptions about the carrying value 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 affected current and future periods.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the College's financial statements.

1.3 Fees and similar earned income

Fees receivable and charges for services and use of the premises, less any allowances, scholarships, bursaries granted by the College against those fees, but including contributions received from restricted funds, are accounted for in the period in which the service is provided.

During the year the College accepted prepayment of fees from parents for any period up to five years from the commencement of the following academic year. Fees were accepted on the basis that future years will be calculated at a 4% inflation rate each year. The terms on which prepayment of fees are accepted are reviewed from time to time in the light of investment returns and the level of increase in school fees.

The present value of future costs arising from the difference between the fixed fee price offered and the projected fee price is provided for as a liability in the accounts.

1.4 Investment Income

Investment income from dividends, bank balances and fixed interest securities is accounted for on an accruals basis. Income from investment properties is accounted for in the period to which the rental income relates.

Rental income (including incentives received or paid) for operating leases on investment property are recognised in profit or loss on a straight-line basis over the lease term.

1.5 Donations, legacies, grants and other voluntary incoming resources

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

Voluntary income for the College's general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, voluntary income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention is to be permanent or not. Gifts in kind are valued at estimated open market value at the date of gift, in the case of assets for retention or consumption, or at the value to the College in the case of donated services or facilities.

1.6 Expenditure

Expenditure is accrued as soon as a liability is considered probable, discounted to present value for longer-term liabilities. Expenditure attributable to more than one cost category in the SoFA is apportioned to them on the basis of the estimated amount attributable to each activity in the year, either by reference to staff time or the use made of the underlying assets, as appropriate. The direct costs incurred in preserving the College's ancient buildings and their contents are shown as a charitable activity distinct from that of education and grant making.

Grants awarded are expensed as soon as they become legal or operational commitments. Governance costs comprise the costs of complying with constitutional and statutory requirements.

Intra-group sales and charges between the College and its subsidiaries are excluded from trading income and expenditure

1.7 Tangible fixed assets

Expenditure on the acquisition, construction or enhancement of land and buildings costing more than £10,000 together with vehicles, furniture, machinery, ICT infrastructure and other equipment costing more than £10,000 are capitalised and carried in the balance sheet at historical cost. ICT equipment costs are written off as incurred. In certain circumstances, where the original costs of assets are not ascertainable, a reasonable estimate of the cost, if material, has been used.

Other expenditure on equipment incurred in the normal day-to-day running of the College and its subsidiaries is charged to the Statement of Financial Activities as incurred.

Depreciation is provided on all tangible fixed assets in use at rates and bases calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Freehold land and buildings	- over 50, 10 or 5 years
Astro Turf All Weather Surface	- over 10 years
Furniture and equipment	- over 10 years
Motor vehicles	- over 4 years
Computers	- over 3 years

The Governors have carried out an impairment review of the assets and are satisfied that they are not impaired. The Governors will undertake future reviews in accordance with Financial Reporting Standard 102.

1.8 Investments

Investment properties are valued as individual investments at their market values as at the balance sheet date. Rental income is recognised in the period to which it relates. Purchases and sales of investment properties are recognised on exchange of contracts.

The investment properties at Clapton Hall are stated at market value as at 21 March 2022, as calculated by Strutt and Parker. The Governors believe this to be an accurate estimate of the current open market value.

Listed investments are valued at market value as at the balance sheet date. Unrealised gains and losses arising on the revaluation of investments are credited or charged to the Statement of Financial Activities and are allocated to the appropriate Fund according to the "ownership" of the underlying assets. Investments in subsidiaries are valued at cost less provision for impairment.

1.9 Investment accounting

Investment returns are accounted for on a receivable basis of their income.

1.10 Fund accounting

The charitable trust funds of the College are accounted for as restricted income, in accordance with the terms of trust imposed by the donors or any appeal to which they may have responded.

Unrestricted income belongs to the College's corporate reserves, spendable at the discretion of the Governors either to further the College's Objects or to benefit the College itself. Where the Governors decide to set aside any part of these funds to be used in future for some specific purpose, this is accounted for by transfer to the appropriate designated fund.

Restricted income comprises gifts, legacies and grants where there is no capital retention obligation or power but only a trust law restriction to some specific purpose intended by the donor.

1.11 Vat Receivable

The Vat receivable of £1,041k relates to the expected recovery of VAT under the Capital Goods Scheme. The asset has been recognised on the basis that the capital expenditure has been previously incurred and due to recent changes in VAT legislation the entity is now able to recover the VAT in relation to this expenditure. The asset is expected to reverse over a period of 6 years.

1.11 Pension costs

The Charity contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Board by the Scheme Administrator. The scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the College. In accordance with FRS 102, therefore the scheme is accounted for as a defined contribution scheme.

The company participates in a Group Personal Pension Plan for non-teaching staff to provide individual pension accounts for participating employees. Individual pension policies accrue to each individual participating, and are underwritten by the Royal London. In addition, the College as employer will pay premiums under a Group Life Policy, the annual contributions are expensed as incurred.

1.12 Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

1.13 Financial instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions. Assets and liabilities held in foreign currency are translated to GBP at the balance sheet date at an appropriate year end exchange rate.

2. CHARITABLE ACTIVITIES – FEES RECEIVABLE

	2025	*2024*
	£'000	*£'000*
Fees receivable consist of:		
School fees	**29,475**	*29,978*
Scholarships, bursaries and staff concessions	**(2,646)**	*(2,783)*
	26,829	*27,195*
Add back: bursaries and other awards paid for by restricted funds	**39**	*84*
	26,868	*27,279*

Scholarships, bursaries, staff concessions and other awards were paid to 442 pupils (*2023: 341*). Within this means-tested bursaries totalling £959,000 were paid to 51 pupils (*2023: £976,000 to 51 pupils*).

3. CHARITABLE AND OTHER TRADING ACTIVITIES – OTHER INCOME

	2025	2024
	£'000	*£'000*
Rental and other commercial income	**854**	*654*
School trips	**823**	*855*
Entrance and registration fees	**59**	*60*
Profit on disposal of fixed assets	**-**	*-*
Income from insurance claims	**6**	*7*
	1,742	*1,576*

4. INVESTMENT INCOME

	Unrestricted	Restricted	Total 2025	Total 2024
	£'000	£'000	**£'000**	*£'000*
Securities investment income:				
Equities	-	148	**148**	*137*
Property investment income				
Rents receivable	70	-	**70**	*25*
	70	148	**218**	*162*

5. GRANTS AND DONATIONS RECEIVABLE

	Unrestricted	Restricted	Total 2025	Total 2024
	£'000	£'000	**£'000**	*£'000*
Development donations	36	158	**194**	*42*

6. NET INTEREST INCOME

(a) Interest receivable and similar income

	2025 £'000	*2024 £'000*
Bank interest receivable	199	*61*
Total interest receivable and similar income	199	*61*

(b) Interest payable and similar charges

	2025 £'000	*2024 £'000*
Fees in advance debt-financing charge	171	*(169)*
Total interest payable and similar charges	171	*(169)*

(C) Net interest expense

	2025 £'000	*2024 £'000*
Interest receivable and similar income	199	*61*
Interest payable and similar charges	171	*(169)*
Net interest expense	370	*(108)*

7. ANALYSIS OF EXPENDITURE

(a) Total expenditure

	Staff Costs (Note 8) £'000	Other £'000	Depreciation £'000	**TOTAL 2025 £,000**	*Total 2024 £'000*
Costs of generating funds					
Trading expenditure	-	1,025	-	**1,025**	*1,005*
Interest payable and similar charges	-	(171)	-	**(171)**	*169*
Development costs	174	86	-	**260**	*204*
Total cost of generating funds	174	940	-	**1,114**	*1,378*
Charitable expenditure					
Education and grant making					
Teaching	13,718	1,940	21	**15,679**	*15,344*
Welfare	852	2,679	-	**3,531**	*3,596*
Premises repair and maintenance	997	1,216	1,556	**3,769**	*5,513*
Support costs and governance	2,184	1,858	-	**4,042**	*3,794*
Grants, awards and prizes (note 7 (b))	-	52	-	**52**	*217*
Total charitable expenditure	17,751	7,745	1,577	**27,073**	*28,464*
Total Expenditure	17,925	8,685	1,577	**28,187**	*29,842*

(b) Grants, awards and prizes

	2025	2024
	£'000	£'000
From Restricted Funds:		
Bursaries and other grants and awards	38	84
Prizes and leaving awards	2	31
Digital organ repair	12	102
	52	217

(c) Governance included in support costs:

	2025	2024
	£'000	£'000
Remuneration paid to auditor for audit services	28	27
Other governance costs	3	2
	31	29

In addition to the above audit remuneration the auditor received fees for advisory services totalling £12,000 (2024: £7,000).

8 STAFF COSTS AND RELATED PARTY TRANSACTIONS

	2025	2024
The aggregate payroll costs for the year were as follows:	£'000	£'000
Wages and salaries	13,598	13,059
Social security costs	1,513	1,328
Apprentice levy	52	49
Other pension costs	2,762	2,718
	17,925	17,153

Key Personnel	2025	2024
	£'000	£'000
Aggregate employee-benefits of key management personnel	775	919

	2025	2024
Number of higher paid employees in bands of:		
£60,001 to £70,000	40	32
£70,001 to £80,000	17	8
£80,001 to £90,000	4	3
£90,001 to £100,000	5	1
£150,001 to £160,000	-	2
£160,001 to £170,000	1	-
£170,000 to £180,000	1	-
£180,0001 to £190,000	1	-
£220,000 to £230,000	-	1

40 of these employees are in a defined benefit pension scheme (2024: 44) and 26 employees are in a defined contribution pension scheme (2024: 3).

The table below sets out the College employee numbers shown by average monthly gross amount and full time equivalent.

	Gross 2025	**FTE 2025**	*Gross 2024*	*FTE 2024*
Teaching	**222**	**186**	*225*	*180*
Welfare	**44**	**32**	*44*	*22*
Premises	**17**	**16**	*19*	*18*
Support	**81**	**53**	*87*	*52*
Development	**4**	**3**	*3*	*3*
	368	**290**	*378*	*275*

During the year there were redundancy or termination payments awarded which amounted to £224,598 (2024: £203,833) there was £176,888 outstanding at the year end (2024: £158,915).

9. TANGIBLE FIXED ASSETS – GROUP AND COLLEGE

	Freehold Land and Buildings	Buildings under Construction	Furniture and Equipment	Motor Vehicles	**Total**
	£'000	£'000	£'000	£'000	**£'000**
Cost (or frozen* valuation)					
At 1 August 2024	54,994	168	2,124	64	**57,350**
Additions	229	141	478	16	**864**
Assets transferred	168	(168)	-	-	**-**
Fully depreciated assets written off		-	(111)	-	(111)
Transfer out of capitalised VAT- CGS	(1,040)				(1,040)
At 31 July 2025	54,351	141	2,491	80	**57,063**
Depreciation					
At 1 August 2024	18,733	-	920	42	**19,695**
Charge for the year	1,313	-	244	20	**1,577**
Fully depreciated assets written off	-	-	(111)	-	**(111)**
At 31 July 2025	20,046	-	1,053	62	**21,161**
Net book value					
At 31 July 2025	**34,305**	**141**	**1,438**	**18**	**35,903**
At 31 July 2024	36,261	168	1,205	23	37,657

All tangible fixed assets are held for use on charitable activities.

*The College has substantial long-held historic assets used in the course of the College's educational activities. These comprise listed buildings on the College campus, together with their contents comprising works of art, ancient books and manuscripts and other treasured artefacts. Because of their age and, in many cases, unique nature, reliable historical cost information is not available for these assets and could not be obtained except at disproportionate expense. However, in the opinion of the Governors the depreciated historical cost of these assets would now be immaterial.

10. FIXED ASSET INVESTMENTS

GROUP AND COLLEGE	2025	*2024*
	£'000	*£'000*
Listed investments - Equity unit trusts		
At 1 August 2024	2,748	*2,578*
Revaluation to market value	177	*170*
Purchase of additional units/(transfer investment to cash)	-	*-*
At 31 July 2025	2,925	*2,748*

COLLEGE	2025	*2024*
	£	*£*
Interest in subsidiary undertaking	100	*100*

At 31 July the College had the following subsidiary undertaking with the common registered office on page 2:

	Company number	Class of share capital held	Proportion held	Nature of business
Bishop's Stortford College Enterprises Limited	13057176	Ordinary £1	100%	Service

BISHOP'S STORTFORD COLLEGE ENTERPRISES LIMITED
AS AT 31 JULY 2025

BALANCE SHEET	2025	*2024*
	£	*£*
CURRENT ASSETS		
Debtors	103,889	*125,941*
Cash at bank	403,995	*277,875*
	507,884	*403,816*
CREDITORS: Amounts falling due within one year	(329,673)	*(281,478)*
NET CURRENT ASSETS	178,211	*122,338*
TOTAL ASSETS LESS CURRENT LIABILITIES	178,211	*122,338*
NET ASSETS	178,211	*122,338*
CAPITAL AND RESERVES		
Share Capital	100	*100*
Profit and loss account	178,111	*122,238*
SHAREHOLDERS FUNDS	178,211	*122,338*

PROFIT & LOSS ACCOUNT	2025	*2024*
	£	*£*
TOTAL INCOME	614,667	*521,434*
TOTAL EXPENDITURE	(294,841)	*(266,306)*
NET PROFIT	319,826	*255,128*

STATEMENT OF RETAINED EARNINGS	2025	*2024*
	£	*£*
RETAINED EARNINGS BROUGHT FORWARD	**122,238**	*122,544*
Profit for the year	**319,826**	*255,128*
Gift aid to The Incorporated Bishop's Stortford College Association	(263,953)	*(255,434)*
RETAINED EARNINGS CARRIED FORWARD	**178,111**	*122,238*

11. PROPERTY INVESTMENTS – GROUP AND COLLEGE

	2025	*2024*
	£'000	*£'000*
Valuation at 1 August 2024	**4,400**	*4,400*
Net movement	-	*-*
Valuation at 31 July 2025	**4,400**	*4,400*

Investment properties consist of a legacy from a College Alumnus consisting of farmland and buildings near to Great Dunmow.
An updated valuation of the properties was undertaken in March 2022 by Edward Rout, MRICS FAAV of Strutt and Parker. The valuation of £4,400,000 has been reflected in these accounts. As at 31st July 2025 the value of the property has not materially changed.

12. DEBTORS

	Group		College	
	2025	*2024*	**2025**	*2024*
Current Debtors	**£'000**	*£'000*	**£'000**	*£'000*
Trade debtors	**8,762**	*516*	**8,658**	*461*
Staff loans	-	-	-	-
Amounts due from subsidiary	-	-	**266**	*228*
Other debtors	**83**	*92*	**83**	*92*
Vat receivable less than one year	**166**	-	**166**	-
Other prepayments and accrued income	**673**	*556*	**673**	*485*
	9,684	*1,164*	**9,846**	*1,266*
Non Current				
Vat receivable greater than one year	**875**	-	**875**	-
Total Debtors	**10,559**	-	**10,721**	-

The increase in Trade Debtors on prior year is in relation to changes in legislation and recognising the tax point of an invoice as when it is billed. As invoices for the Autumn term (inclusive of VAT) are billed within the prior financial year this income should be deferred on the balance sheet. The corresponding value is seen in Accruals and Deferred Income.

The Vat receivable of £1,041k relates to the expected recovery of VAT under the Capital Goods Scheme. The asset has been recognised on the basis that the capital expenditure has been previously incurred and due to recent changes in VAT legislation the entity is now able to recover the VAT in relation to this expenditure. The asset is expected to reverse over a period of 6 years.

13. CREDITORS: amounts falling due within one year

	Group		College	
	2025	*2024*	**2025**	*2024*
	£'000	*£'000*	**£'000**	*£'000*
Deposits from parents	**992**	*653*	**992**	*653*
Fees received in advance of term	**1,182**	*1,146*	**1,182**	*1,146*
Trade creditors	**1,093**	*734*	**1,051**	*698*
Taxation and social security	**1,620**	*337*	**1,620**	*334*
Contributions due to pension schemes	**313**	*305*	**313**	*305*
Other creditors	**83**	*121*	**83**	*121*
Fees in advance scheme	**3,324**	*4,087*	**3,324**	*4,087*
Fees In advance adjustment to fair value	**24**	*230*	**24**	*230*
Defined benefit pension deficit provision	**40**	*40*	**40**	*40*
Accruals and deferred income	**7,397**	*1,375*	**7,375**	*1,360*
	16,068	*9,028*	**16,004**	*8,974*

As seen in Trade Debtors the increase in Accruals and Deferred income on prior year is in relation to changes in legislation and recognising the tax point of an invoice as when it is billed.

14. CREDITORS: amounts falling due after more than one year

	Group		College	
	2025	*2024*	**2025**	*2024*
	£'000	*£'000*	**£'000**	*£'000*
Defined benefit pension deficit provision	**-**	*-*	**-**	*-*
Fees in advance scheme	**3,686**	*6,331*	**3,686**	*6,331*
Fees In advance adjustment to fair Value	**10**	*112*	**10**	*112*
	3,696	*6,443*	**3,696**	*6,443*

The Governors have reviewed the contract terms under which Pupil fee deposits are held by the College. Although under normal circumstances these will be repaid over future years when the pupils complete their education at the College, pupils can leave at earlier dates. The College does not therefore have an unconditional right to retain the individual deposits for at least 12 months after the balance sheet date and, in line with the requirements in FRS 102, the balance of the deposits held at 31 July 2025 have been included within current liabilities. The prior year Pupil fee deposits balance has been similarly represented.

15. FEES IN ADVANCE SCHEME – GROUP AND COLLEGE

Some parents have entered into a contract to pay the College in advance for contributions towards the tuition fees for up to five years in return for a fixed price on their fees. The money may be returned subject to specific conditions on the receipt of notice. Assuming pupils will remain in the College, fees in advance will be applied as follows:

	2025	*2024*
	£'000	*£'000*
Within two to five years	**1,931**	*3,311*
Within one to two years	**1,755**	*3,020*
	3,686	*6,331*
Within one year	**3,324**	*4,087*
	7,010	*10,418*

	£'000
Summary of movements in liability	
Balance at 1 August 2024	**10,418**
New contracts	1,010
Repayments	(85)
Amounts used to pay fees	(4,333)
Balance at 31 July 2025	**7,010**

16. SUMMARY OF MOVEMENTS ON MAJOR FUNDS

GROUP

	1 August 2024 £'000	Income £'000	Expenditure £'000	Transfer between funds & revaluation £'000	31 July 2025 £'000
Share capital	**1**	-	-	-	**1**
Unrestricted Funds					
General Reserve	**34,597**	28,876	(28,135)	-	**35,338**
Revaluation Reserve	**3,401**	-	-	-	**3,401**
	37,998	28,876	(28,135)	-	**38,739**
Restricted Funds					
Bursary/Scholarship Funds	**1,833**	188	(2)	97	**2,116**
Alumni Funds	**1,143**	46	(36)	75	**1,228**
Prize Funds	**105**	6	(2)	5	**114**
Building Funds	**12**	10	(12)	-	**10**
Sporting Expenditure Funds	**11**	51	-	-	**62**
Library Archiving Fund	**18**	5	-	-	**23**
	3,122	306	(52)	177	**3,553**

GROUP

	1 August 2023 £'000	Income £'000	Expenditure £'000	Transfer between funds & revaluation £'000	31 July 2024 £'000
Share capital	1	-	-	-	**1**
Unrestricted funds					
General reserve	35,274	28,948	(29,625)	-	**34,597**
Revaluation reserve	3,401	-	-	-	**3,401**
	38,675	28,948	(29,625)	-	**37,998**
Restricted funds					
Bursary/scholarship funds	1,734	103	(85)	81	**1,833**
Alumni funds	1,045	43	(29)	84	**1,143**
Prize funds	95	6	(1)	5	**105**
Building funds	104	10	(102)	-	**12**
Sporting expenditure funds	1	10	-	-	**11**
Library archiving fund	18	-	-	-	**18**
	2,997	172	(217)	170	**3,122**

COLLEGE

	1 August 2024 £'000	Income £'000	Expenditure £'000	Transfer between funds & revaluation £'000	31 July 2025 £'000
Share capital	**1**	-	-	-	**1**
Unrestricted funds					
General reserve	**34,475**	28,261	(27,576)	-	**35,160**
Revaluation reserve	**3,401**	-	-	-	**3,401**
	37,876	28,261	(27,576)	-	**38,561**
Restricted funds					
Bursary/scholarship funds	**1,833**	**188**	**(2)**	**97**	**2,116**
Alumni funds	**1,143**	**46**	**(36)**	**75**	**1,228**
Prize funds	**105**	**6**	**(2)**	**5**	**114**
Building funds	**12**	**10**	**(12)**	**-**	**10**
Sporting expenditure funds	**11**	**51**	**-**	**-**	**62**
Library archiving fund	**18**	**5**	**-**	**-**	**23**
	3,122	**306**	**(52)**	**177**	**3,553**

PRIOR YEAR
COLLEGE

	1 August 2023 £'000	Income £'000	Expenditure £'000	Transfer between funds & revaluation £'000	31 July 2024 £'000
Share capital	1	-	-	-	**1**
Unrestricted funds					
General reserve	35,151	28,427	(29,103)	-	**34,475**
Revaluation reserve	3,401	-	-	-	**3,401**
	38,552	28,427	(29,103)	-	**37,876**
Restricted funds					
Bursary/scholarship funds	1,734	103	(85)	81	**1,833**
Alumni funds	1,045	43	(29)	84	**1,143**
Prize funds	95	6	(1)	5	**105**
Building funds	104	10	(102)	-	**12**
Sporting expenditure funds	1	10	-	-	**11**
Library archiving fund	18	-	-	-	**18**
	2,997	172	(217)	170	**3,122**

The bursary/scholarship funds were established to provide support for bursaries, scholarships, prizes books and financial assistance to employees.

The alumni funds are made up of three donations and bequests from alumni of the College and provide support for pupils continuing their studies at university as well as funding for books for the Senior School library.

17. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Restricted £'000	Unrestricted £'000	Total 2025 £'000	*Total 2024 £'000*
Tangible fixed assets	-	35,903	**35,903**	*37,657*
Property investments	-	4,400	**4,400**	*4,400*
Securities investments	2,925	-	**2,925**	*2,748*
Net current assets/(liabilities)	628	2,132	**2,760**	*2,635*
Long term liabilities	-	(3,696)	**(3,696)**	*(6,331)*
	3,553	38,739	**42,293**	*41,109*

	Restricted £'000	Unrestricted £'000	Total 2024 £'000	*Total 2023 £'000*
Tangible fixed assets	-	37,657	**37,657**	*38,410*
Property investments	-	4,400	**4,400**	*4,400*
Securities investments	2,748	-	**2,748**	*2,578*
Net current assets/(liabilities)	374	2,261	**2,635**	*(1,599)*
Long term liabilities	-	(6,331)	**(6,331)**	*(2,116)*
	3,122	37,987	**41,109**	*41,673*

18. PENSION SCHEMES – GROUP AND COLLEGE

Retirement benefits to employees of the College are provided through a defined benefit scheme and a defined contribution scheme, which are funded by the College's and employees' contributions.

Defined benefit schemes

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £2,203,046 (*2024:* £1,962,278) and at the year-end £233,000 (*2024 - £242,000*) 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. The Valuation Report shows notional assets of £222.2bn and liabilities of £262bn, resulting in a scheme deficit of £39.8bn.

The current 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%.

During the year ended 31st July 2025 after extensive consultation and agreement with teaching staff the School decided to enter a phased withdrawal from participating in TPS. From 1st October 2024 any new staff member at the School would not be eligible to join TPS but instead would join the Royal London Scheme Pension scheme. It was also agreed that from 1st September 2025 the overall pension contribution by the School to an teachers pension scheme will be capped at 23.68%.

For those current staff members wishing to remain In TPS it was agreed that the difference between the agreed employer contribution of 23.68% and the current and future required level of contribution required by the school would be funded through a gross salary reduction of the equivalent % less any benefit to the School from a reduction in on costs.

Pensions Trust Independent School's Scheme

During the year 31 July 2024, the College decided to withdraw from the Pensions Trust Independent School Scheme as there were no longer any active members. This decision led to the crystallisation of the College's section 75 debt in relation to the schemes deficit.

In the financial year 2022 a review of the benefit changes was carried out by the Trustee of the Independent Schools Pension Scheme. Following this review the Trustee received legal advice that there is uncertainty about how members benefits are calculated and that it needed clarification from the Courts. The Trustee will present the case in court that the rules should continue to be applied in the way they are now. Should the court decide that the historic benefit changes need to be applied then benefits for members would need to be increased which would increase the value placed on scheme liabilities.

The court case was expected to be concluded until Q1 2025. As such in the year ended 31st July 2024 on withdrawal from the scheme the College had to enter into an agreement with the Trustee to acknowledge that as the section 75 Debt cannot be certified, a prepayment amount will be made based on the Trustee's reasonable pre-estimate of the debt. The pre-payment amount was treated as an 'on account' payment until the scheme Actuary is able to formally certify the debt after the court ruling. To allow for the fact that the actual amount due could be higher or lower than the 'on account' payment the pre payment amount was 90% of the debt due. Until the section 75 debt has been certified and paid in full a withdrawing employer is not discharged from its liabilities to the scheme.

As at 31st July 2024 provision for any residual liabilities related to the scheme was £34k.

The court case was heard in Q1 2025 but as yet no official ruling or judgement has been released. As such we have retained the residual liability of £34k.

Royal London Pension Scheme

From November 22 the College has participated in a single pension scheme provided by Royal London offering salary exchange. The regular cost is charged to income and expenditure and for the financial year ended 31st July 2025 was 10% of salary. Contributions paid in the current year were £516,000 (2024: £445,000) and £75,000 was payable at the year end (2024: £59,000). In addition to the pension contributions, the College pays 1% for each of the participating employees for life assurance cover.

Previously this scheme was just for college support staff however due the phased withdrawal of TPS this scheme is now available to any staff member. The College pays employer contributions into a further defined contribution scheme for one employee under a salary sacrifice scheme. During the year the College paid contributions of £43,000 into the scheme (2024: £36,000) and £3,640 was payable at the year end (2024: £3,330).

19. CAPITAL EXPENDITURE ESTIMATED – GROUP AND COLLEGE

Capital expenditure in the sum of £654k for repairs to Rowe House Roof has been committed based on information from an external surveyor and work that is underway as at 31st July 2025.

20. OPERATING LEASE COMMITMENTS – GROUP AND COLLEGE

As at 31 July 2024 the Group and College had future minimum lease payments under non-cancellable operating leases for each of the following lease periods:

	2025	*2024*
	£000	*£000*
Not later than one year	**217**	*302*
Later than one year and not later than five years	**211**	*286*

21. RELATED PARTY TRANSACTIONS

During the year donations of £240 (2024: £300) were received from Governors.

Travel and subsistence expenses of £39 were paid to Governors during the year (2024: £187).

Mr Conti and Mrs Gammage are parents of pupils in the College. These families are paying school fees in accordance with the College's standard terms and conditions.

Bishop's Stortford College Enterprises Limited is a 100% subsidiary of the College. The subsidiary makes a donation under gift aid to the College of its taxable profits each year.

At the year end the College owed the subsidiary £63,621 (2023: £37,435) and the subsidiary owed the College £228,000 (2023: £177,000).

22. CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES – COMPARATIVE FIGURES BY FUND TYPE

	Unrestricted Funds £'000	Restricted Funds £'000	2024 Total £'000
Income from:			
Charitable activities			
School fees receivable	27,279	-	**27,279**
Income from insurance claims	7	-	**7**
Grant income	-	-	**-**
Profit on disposal of fixed assets	-	-	**-**
Other trading activities			
Ancillary trading income	1,569	-	**1,569**
Investments			
Investment income	25	137	**162**
Interest receivable and similar income	61	-	**61**
Voluntary sources			
Grants and donations	7	35	**42**
Total incoming resources	28,948	172	**29,120**
Expenditure on:			
Raising funds			
Trading expenditure	(1,005)	-	**(1,005)**
Interest payable and similar charges	(169)	-	**(169)**
Fundraising & Development	(204)	-	**(204)**
Total deductible costs	(1,378)	-	**(1,378)**
Charitable activities			
Education and grant making	(28,247)	(217)	**(28,464)**
Total expenditure	(29,625)	(217)	**(29,842)**
Net incoming funds from operations before transfers and investment gains	(677)	(45)	**(722)**
Gains/(losses) on investments	-	170	**170**
Gains on investment properties	-	-	**-**
Total income and capital inflow	(677)	125	**(552)**
Transfer between funds for the year	-	-	**-**
Net movement in funds for the year	(677)	125	**(552)**
Fund balances brought forward at 1 August 2024	38,676	2,997	**41,673**
Fund balances carried forward at 31 July 2025	**37,999**	**3,122**	**41,121**

THE INCORPORATED BISHOP'S STORTFORD COLLEGE ASSOCIATION

England & Wales - Charity number 311057

Accounts

Company No. 81130

Charity No. 311057

THE INCORPORATED
BISHOP'S STORTFORD COLLEGE ASSOCIATION

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2024

GOVERNORS, DIRECTORS AND CHARITY TRUSTEES

The Governors of the Incorporated Bishop's Stortford College Association are the trustees of the charity and the directors of the charitable company. The trustees who served on the Governing Council during the year were:

	1	2	3	4	5	6	
G.E. Baker, (Chairman)	●	●	●	●	●		
I.M. Pearman (Vice Chair)		●	●	●			
D.M. Alexander			●	●			Chair of the Estates Committee
G.W.W. Barker		●			●		
A.J.W. Conti				●		●	
P.E. Dodd		●					
J.R. Gammage		●		●	●	●	
P.J. Hargrave		●	●	●	●		Chair of the Nominations and Governance Committee
R.C.V. Harrison				●			Chair of the Finance & General Purpose Committee
S. Lehec		●					
P. Mullender		●		●			Chair of the Education Committee
S. Nurbhai		●			●		
I.J. Silk		●					
C.P. Solway			●	●	●		
D.F. Thomson	●	●	●	●			Governor oversight for Development

1. Member of the Development Working Group.
2. Member of the Education Committee.
3. Member of the Estates Committee.
4. Member of the Finance & General-Purpose Committee.
5. Member of the Nominations and Governance Committee.
6. Parent of a pupil at the College.

The following were Representative Governors: G.W.W. Barker, A.J.W. Conti, P.E. Dodd, R.C.V. Harrison, S. Nurbhai and C.P. Solway.

OFFICERS OF THE COLLEGE:

Head: K. Crewe-Read

Secretary and Bursar: P.M. Stanley

ADVISERS:

Bankers: Lloyds Bank plc, 20 North Street, Bishop's Stortford, Hertfordshire, CM23 2LN

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

Solicitors: TEES, Tees House, 95 London Road, Bishop's Stortford, Hertfordshire, CM23 3GW
Veale Wasbrough Vizards LLP, Narrow Quay House, Narrow Quay, Bristol BS1 4QA

Insurance: Endsleigh Insurances (Brokers) Limited, Shurdington Road, Cheltenham Spa, Gloucestershire, GL51 4UE

OTHER INFORMATION:

Address and Registered Office: School House, Maze Green Road, Bishop's Stortford, Hertfordshire, CM23 2PQ

Website: www.bishopsstortfordcollege.org

The Governors, who are also the directors and charity Trustees, have pleasure in submitting their one hundred and twentieth annual report together with the audited financial statements for the year, and confirm they comply with the requirements of the Memorandum and Articles of Association, the Charities Act 2011 and the Companies Act 2006.

DIRECTORS' REPORT

REFERENCE AND ADMINISTRATION INFORMATION

1. The Incorporated Bishop's Stortford College Association, known as Bishop's Stortford College ("the College") was founded in 1868. It is constituted as a private limited company (Number 81130) with charitable status (Number 311057). The College operates three schools known as Pre-Prep, the Prep School and the Senior School.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

2. The College is governed by its Memorandum and Articles of Association incorporated on 2nd June 1904, as amended by Special Resolutions, passed on 30th June 1978, 29th June 2001, 20th March 2015 and further amended by determination on 17th March 2023. The Governors continued to keep the Memorandum and Articles under review to ensure they remain appropriate.

Governing Body

3. The Governing Council is a self-appointing body that may comprise of up to twelve elected Governors and six representative Governors. Up to, but no more than, one third of the elected body is required to retire by rotation each year. They are then eligible for re-election at the Annual General Meeting should they wish to stand. There is one Governing Body for all parts of the College and the Governors, executive officers, principal advisors and business addresses are listed on page 2 above.
4. Representative Governors are nominated by the Baptist Union and the United Reformed Church. In addition, the Memorandum and Articles permit four other suitable representatives such as College parents, to serve on the Governing Council. Representative Governors retire each year but are eligible for re-election should they wish to stand. Parent Governors play an important role in bringing the views of the parent community to the attention of the Governing Council.

Recruitment of Governors

5. A Nominations Committee is responsible for identifying, interviewing, and recommending candidates who are not representatives of outside bodies to join the Governing Council. After considering the candidate's eligibility, personal competence, skills and availability, the Governing Council decide, by a vote, to either accept or reject the nominated person. The Baptist Union and the United Reformed Church identify and recommend their own representatives to the elected Governors. The Governing Council then decide, by a vote, to either accept or reject the recommended person.

The Charity Governance Code

6. The Trustees are aware of the Charity Governance Code published in 2018 and updated in March 2021 which sets out the principles and recommended practice for good governance within the sector. The Trustees are satisfied that the Charity applies the principles of the code within its current Governance arrangements.

Training of Governors

7. New Governors are inducted into the workings of the College, including the policies and procedures of the Governing Council and its Committees, by a series of meetings with the Chairman and the Clerk to the Governing Council and through opportunities to attend during their first year, committee meetings. External courses are also made available to incoming Governors as part of their induction process. Governors are encouraged to further develop their skills and knowledge, by attending relevant seminars, training events and presentations. Most recently the Governing Council completed the AGBIS and HMC good governance training programme.

Organisational Structure

8. The Governors, as the Trustees of the Charity, are legally responsible for the overall control and supervision of the College and they meet as a full Governing Council no less than three times per year. In between meetings, the Chair of the Governing Council, or the Vice Chair in their absence, are available to provide guidance or advice to the College if it is needed. The work of overseeing strategy and implementation of policies agreed by the Governing Council is devolved to one of the following Committees:

- Education Committee, which is responsible for academic, pastoral, staffing, welfare and other operational issues.
- Estates Committee, which is responsible for the built estate, staff accommodation, maintenance, leasing of property, health and safety, security and building project planning.
- Finance & General-Purpose Committee (F&GPC), which is responsible for financial planning and investment strategies, as well as, scrutinising revenue and capital expenditure, the budget, salaries and monitoring agreed key performance indicators. The F&GPC is supported by the governor led Remuneration Working Group and where required Contingency Working Group, and Executive led Estates Working Group and Development Working Group.
- Nominations and Governance Committee, which is responsible for ensuring that the Governing Council has the right balance of skills and experience, leading the process for Governor appointments and secondly for coordinating and oversight of Governance and Leadership matters.

As part of the strategic planning process the Governing Council meets annually at an '*Away Day*' to discuss matters of importance, to review key documents and policies, as well as considering future plans and initiatives.

Consolidated Financial Statements

9. In December 2020 the charity established a wholly owned subsidiary, Bishop's Stortford College Enterprises Limited with the aim of supporting non-fee income generation in support of the Trust's objectives. The subsidiary started trading in January 2022 and separate financial statements have been prepared for the subsidiary for the year ended 31st July 2024.

   Consolidated financial statements have been prepared for the group for the same period in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - effective 1 January 2015.

Structure of the Charity

10. The College comprises three sections, three cross-college departments, a professional support organisation and the Stortfordian Foundation Office as follows:

    - **Pre-Prep**. Pre-Prep comprises three year groups from the age of 4 and operates from purpose-built facilities.
    - **Prep School**. The Prep School comprises six year groups from the age of 7 (Year 3), which offers subject-based teaching from the age of 9 (Year 5). From Pre-Prep the children move to Shell which provides a transitionary period of two years. The transfer age to the Senior School is 13 (Year 9).
    - **Senior School**. The Senior School has five year groups and prepares pupils for the GCSE and A-Level public examinations, university entrance and for adult life.
    - **Cross College Departments**. Learning Support, Music and Sport are taught across the three schools by single departments. In this way best use is made of specialist teaching, coaching and support staff and pupils are able to develop skills from an early age.
    - **College Professional Services**. College Professional Services provide College-wide support to all sections. The main functions are bursary administration, marketing and admissions, finance, information technology services, human resources, estates and facilities, health & safety, commercial and medical. A significant number of College Professional Service staff are embedded in schools and departments and line managed by their respective departmental heads. The Director of Marketing and Communications reports directly to the Head of the College and is responsible for the marketing, communications, and admissions business critical functions.
    - **Bishop's Stortford College Enterprises**. Bishop's Stortford College Enterprises Limited has the aim of generating non-fee income generation in support of the Trust's objectives.
    - **Stortfordian Foundation Office**. The Stortfordian Foundation Office is responsible for building community support towards raising additional funds through grants, gifts, legacies and endowments. In addition, it facilitates other community benefits such as offers of work experience to current pupils and alumni networking.

Management Structure and Other Relationships

11. The day-to-day running of the College was delegated to the Head of the College who was also the Senior School Head. The College Head, the Prep School Head, the Head of Pre-Prep and the Bursar formed the College Executive Team who met regularly throughout the year. The Head and Bursar attend all meetings of the Governing Body, almost all of which are also attended by the Prep School Head and the Head of Pre-Prep.

12. The College remained a selective co-educational day and boarding school that offers, in return for a fee, an education from the age of 4 to 18. The desired outcome was for pupils to achieve suitable public examination grades to allow them to make rewarding choices about their future. As part of the provision, pupils were given assistance in applying for university, work, or gap year travel.

13. To support the attainment of the highest standards, the College actively interacted with other schools through membership of the Headmasters' and Headmistresses' Conference, the Independent Association of Preparatory Schools and the Independent Schools Bursars' Association, and, in the local area, through the Head's membership of the Bishop's Stortford Educational Trust (see paragraph 38).

14. The Governors, via the Foundation Office, encouraged the fostering of links between former pupils, parents and present-day students. The College thus encouraged membership of an active society of ex-pupils, known as Old Stortfordians (OS), who meet on a regular basis at the College and other venues. The College benefited from the generosity of its parents and former pupils, whose support continued to be greatly appreciated.

    The volunteer support of parent groups, such as the Friends of the Prep School, was similarly valued. To develop these links further the College retained a programme that includes Parent Evenings and links with the wider community. These were an important aspect of ensuring the delivery of the charitable aims of the Trust.

15. Remuneration is set by the Governing Body, with the policy objective of attracting and retaining talented and motivated people to deliver the College's charitable purpose. The appropriateness and relevance of the remuneration is reviewed annually, including reference to comparisons with other organisations and benchmarking reports to ensure that the College remains sensitive to the broader issues of pay and employment conditions elsewhere.

Employment Policy

16. The Governing Council recognised that staff engagement was vital to the success of the College, and appreciated the contribution made by academic and non-academic staff to that success. Senior management promoted a culture of cooperation and partnership between staff in different sections and departments within the College. The aim was to create a culture of mutual respect, and good internal communications. The Whole College Forum provided representative and scheduled consultation and dialogue between staff and the Executive. The College remained an equal opportunities employer and was fully committed to safeguarding and promoting the welfare of children. Accordingly, recruiting procedures for College staff followed published guidance. At least one member of any interview panel will have attended 'Safeguarding and Recruitment' training and all appointments are subject to safer recruiting review before employment commences.

17. The Governing Council and management were committed to staff development. Training was delivered as part of an ongoing INSET programme to meet identified priorities. All staff who were new to the College received induction training that included the College's safeguarding policies and guidance on safe working practices. Senior leadership development was facilitated through appraisal processes.

Equality Policy

18. The College's Equality, Diversity and Inclusion policy applies to all the pupils, staff and visitors at Bishop's Stortford College and is held on the College website. The College aims to embed equality of access, opportunity and outcome for all members of our College community, within all aspects of College life. The College actively seeks to embrace the following concepts:

    - Shared Humanity. Identifying commonality and shared values, aspirations and needs, underpins our approach to equality. We value our fundamental similarities and universality.
    - Valuing difference and diversity. We appreciate the richness within our differences and look for ways of celebrating and understanding them better.
    - Interdependence, interaction, and influence. We recognise that, as they evolve, distinct cultures, beliefs and lifestyles will impact on and inform each other.
    - Social cohesion within our College and within our local community.
    - Excellence. We aim to inspire and recognise high personal and collective achievement throughout our community, the UK and the wider world. Excellence is to be found everywhere.
    - Personal and cultural identity. We will provide opportunities to explore and value the complexity of our personal and cultural identities.
    - Fairness and social justice. We will develop our understanding of the inequality that exists in society and explore ways of individually and collectively promoting a more equitable society.
    - Mutual respect of those with different faiths and beliefs.

    The College seeks to foster warm, welcoming, and respectful environments, which allow us to question and challenge discrimination and inequality, resolve conflicts peacefully and work and learn free from harassment and violence. We recognise that there are similarities and differences between individuals and groups, but we will strive to ensure that our differences do not become barriers to participation, access and learning and to create inclusive processes and practices, where the varying needs of individuals and groups are identified and met. We therefore cannot achieve equality for all by treating everyone the same. We will build on our similarities and seek enrichment from our differences, and so promote understanding and learning between and towards others to create cohesive communities.

Investment policy and objectives

19. The College's investment objectives are to balance the current and future needs by:

- maintaining (at least) the value of the investments in real terms;
- producing a consistent and sustainable amount to support expenditure; and
- delivering these objectives within acceptable levels of risk.

To meet these objectives the College's investments are managed as a whole on a total return basis, maintaining diversification in order to produce an appropriate balance between risk and return. The investment strategy is monitored by the Finance & General-Purpose Committee, as is investment performance, which is reported below within the Strategic Report.

OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

20. The objects of the Charity, as set out in its Trust Deed, can be summarised as to promote, and provide for the advancement of education and thus, to conduct, carry on or acquire and develop in England any boarding or day school for the education of children.

In addition, some small trust funds are held to make awards for purposes specified by the donor, embracing both the development of the College's facilities and the provision of funds for bursaries, scholarships, prizes, and other educational purposes.

21. The Trustees confirm that they have complied with the duty in the Charities Act 2011 to have due regard to the general and sub-sector guidance issued by the Charity Commission. In this connection, the Governing Council monitored the guidance on public benefit produced by the Charity Commission together with its supplemental guidance on fee-charging.

22. In furtherance of these objects the College currently operates three schools: Pre-Prep, Prep School, and the Senior School. In addition, the College administered bursaries, grants, and awards, as well as managing property, endowments, bequests and gifts given, or established, in pursuance of these objects.

Ethos, Aims and Intended Impact

23. The Trustees were mindful of the guidance issued by the Charity Commission about the need to provide public benefit and on fee charging, as well as the requirements of the Charities Act 2011. The Governing Council monitored the activities of the College closely to ensure its aims and activities aligned with the guidance and the requirements of the Act.

24. It remains the Governors intention that the College should offer the opportunity of an all-through education to the age of 18 to those who would benefit from it. The aims for the College are now described in eight pillars:

- **Pillar 1 - Delivering Academic Excellence**. *We will offer a modern curriculum, which prepares pupils for the future*. We will seek to instil a love of learning and develop intellectual curiosity. Teaching will be excellent; learning will be exciting and consequently our pupils will achieve outstanding results.

- **Pillar 2 - Finding the Best in Every Pupil**. *Our pupils will be treated as individuals*. We will find and develop every pupil's unique strength, by providing a broad curriculum and co-curriculum. Our pupils will have wonderful opportunities to become fulfilled, skilful, happy; young people who have confidence for life.

- **Pillar 3 - Developing Strong Personal Values**. *We will nurture integrity and strong values through provision of outstanding pastoral care*. Pupils will learn the importance of tolerance, inclusivity and respect for others and will be aspirational about the contribution they make to our community and the wider world.

- **Pillar 4 - Enhancing the School Environment**. *The physical learning environment will be of the highest quality*. A programme of maintenance and improvement will ensure the campus is completely up to date in order to support our vibrant learning community.

- **Pillar 5 - Attracting Fantastic Pupils and Communicating about College Life**. *Our reputation for excellence will be strong and ensure healthy demand for boarding and day places*.

- **Pillar 6 - Being a Great Place to Work**. *Our staff are* our *most important resource*. We will recruit and retain inspirational teachers and highly skilled support staff. All staff will be equally valued, supported and developed professionally in their roles.

- **Pillar 7 - Maximising our Resources**. *The College is a registered charity committed to securing and maximising the effectiveness of all its resources towards its educational purpose*. The financial strategy will recognise, and deliver, both affordability and teaching excellence.

- **Pillar 8 - Inspiring Governance and Leadership**. *Leadership of the College is accountable, responsible, courageous and has clear vision*.

25. The College remained first and foremost a place of learning but was also a place where children enjoyed opportunities to become fulfilled, confident, skilful and happy young men and women. It was the College's aim to provide this process of all round growth, academically, morally, spiritually, athletically and creatively. Every pupil was encouraged, taught and challenged to fulfil his or her true potential, by being immersed in an environment of discovery and committed participation. The College thus allowed time and space for academic work to be balanced by sport, art, music, drama and a diverse choice of other extra-curricular activities, including community service.

26. The College had its roots in the Christian faith but welcomes and values young people from all faiths and none. It encouraged each pupil's spiritual discovery and expression in work overseen by the College Chaplain. The College House system was at the heart of the experience offered to pupils.

    The aim of the House system is to provide small enough groupings to achieve a real sense of belonging and community, and the family atmosphere that results is, quite deliberately, a strong one. Through this approach, the College aimed to allow its young people to acquire a confidence in their relationships both with each other and also with adults.

27. The College gave sixth formers, as they approach adulthood, opportunities to exercise responsibility and leadership as well as to show appropriate care and concern for others. The aim was that as the result of an education here, they should be sufficiently self-confident to contribute constructively to society at large and play a full role in it, whatever their chosen path.

28. Overall, the College aimed to provide a secure and structured community for all its pupils, in which they can fulfil their potential while learning to live and work together in a spirit of co-operation, kindness, respect and enthusiasm.

Objectives

29. To achieve the Governing Council's strategic vision and alongside strategic development plans, objectives included:

    - promoting high academic standards through:
        - an appropriately sized scholarship scheme and a mentoring scheme for those scholars;
        - the recruitment of high-quality academic staff and succession planning for future staffing needs;
        - reviews of academic value added by the College to identify academic strengths and weaknesses;
        - continued enhancement of learning support provision; and
        - encouragement of academic ambition beyond school through the College's Higher Education and Careers Department;
    - providing a tried and tested, House-based, pastoral care system;
    - providing extracurricular and sporting opportunities for each pupil;
    - maintaining a full pupil roll;
    - offering a broad range of subjects at public examinations to sustain the appeal of the College and the opportunities available to its pupils;
    - encouraging a happy and well-motivated workforce delivering an effective and broad education;
    - providing all staff, academic and non-academic, with appropriate training and development opportunities;
    - the operation of performance management procedures;
    - generate operating surpluses sufficient, only, to meet the needs of the objects;
    - generate non-fee income revenue to reduce pressures on fees;
    - re-investing the operating surplus in the College infrastructure;
    - fundraising to help finance bursaries and improvement of College facilities;
    - actively promoting its means-tested financial assistance (bursary) programme for pupils; and, where possible
    - sharing the College facilities with local schools and charitable community groups.

30. Governors also:

- kept under review the:
    - Memorandum and Articles to ensure they remained relevant; and
    - The College's Strategic Plan.
- reviewed College policies and supporting procedures on an annual basis; and
- prepared for external inspections and audits: ISI, Boarding, UKVI etc., so that the College passes these tests and, thereby, enhances its reputation in the local and wider community.

Principal Activity

31. The principal activity was to provide an education to children between the ages of 4 and 18 in a co-educational day/boarding environment. The number of pupils at the College at the end of the year was:

	Pre-Prep			Prep School						Senior School					Totals
Form	R	P1	P2	LS	US	FI	F2	L3	U3	4F	L5	U5	L6	U6	
Totals	**38**	**43**	**43**	**59**	**65**	**64**	**89**	**108**	**119**	**139**	**139**	**119**	**137**	**121**	**1283**
Boarders: Full/Weekly;	*0*	*0*	*0*	*1*	*0*	*3*	*2*	*3*	*9*	*20*	*25*	*11*	*38*	*22*	*134*
Flexi/Part-Time	*0*	*0*	*0*	*0*	*0*	*3*	*2*	*9*	*2*	*6*	*7*	*7*	*4*	*8*	*48*

32. To ensure the College continued to have a strong financial base and as wider reflection of outside society as possible, the key management team placed considerable emphasis on marketing the College, particularly on future admissions for the younger age groups and on attracting pupils from a wide range of social backgrounds. As a result, the numbers of potential pupils who are recorded as prospective pupils and have an interest in joining the College for entry up until 2027, are:

Year of Entry	Prospective
2025	490
2026	150
2027	68
2028	1

PUBLIC BENEFIT

Widening Access

33. In addition to setting fees at a level that widens the number of families that can afford to provide their children with a private education, the College also aims to provide opportunities for those who would not ordinarily be able to afford the opportunity to send their children to the College to do so through a bursary scheme. Means-tested financial assistance is, therefore, provided so that such families are able to benefit from our charitable objectives.

Financial Assistance

34. Financial assistance is available where a pupil meets the College entry requirements. It is funded by allocating a percentage of anticipated income to the scheme. Awards are means tested and range from full support by way of a 100% concession, to lesser awards where parental income is assessed to be at a higher level. When necessary, further support is provided; this can take a number of forms e.g. by way of a grant towards the costs for uniform, travel to and from the College or assistance with trips related to the curriculum. During the year, bursaries totalling £959,000 were awarded to provide means-tested financial assistance. As a result, there were 15 pupils in receipt of a bursary (17 in the previous year) worth 100% of the tuition fees, and a further 26 pupils (28 in the previous year) receiving assistance of between 50% and 90% of the fees.

35. The total value of bursaries, scholarships, grants, prizes and other awards made out of restricted funds was £84,000 (2023: £63,000), whilst £2,699,000 (2023: £2,494,000) was awarded out of unrestricted funds, this equates to 89.0% (2023: 9.4%) of gross fee income. The total number of children receiving assistance of all kinds was 442 (2023: 341); equal to 34.5% (2023: 26.4%) of College pupils.

36. Where our existing parents find themselves in a difficult financial position, the College, will offer means-tested emergency support.

Social Impact

37. The Governing Council is committed to developing its programme of support and co-operation with others in education and wishes to ensure that the College is making an educational impact for as many children as possible. The College is part of a wider community in which its staff and pupils are encouraged to participate. In addition to educating 1266 pupils, the College also ensured that its facilities and expertise were available for use by others, particularly by children. Examples of support to local state schools and community organisations included:

- the annual Festival of Literature – an event aimed purely at children. The College actively encouraged participation from other schools across the region. Several well-known authors took part in storytelling and helping to reach out to children, with over 1200 pupils attending in 2024.
- the Bishop's Stortford Pupil Voice Network was established by the Prep School in 2017, with the aim of establishing a new network in Bishop's Stortford. The network enables representatives from different Pupil/School Councils to get together to share good practice and learn more about the value of Pupil Voice in the local community. Pupils and staff from approximately 10 local primary schools' attend. The next Pupil Voice Network Meeting is due to be held in Spring 2025.
- in 2024, the Invite and Inspire series was established, providing extra-curricular opportunities for local students on Saturdays. Beginning as workshops for Year 5 and Year 6 pupils, over 200 pupils from 22 local primary schools took part in 2024.
- Secondary age Invite and Inspire events have been added to the calendar, including our careers-focused Operating Theatre Live experience, which welcomed 46 students from 7 state secondary schools across Bishop's Stortford and Harlow.
- a Sixth Form Art workshop, led by artist Julie Arnall took place in May 2024, involving 15 students from a number of BSET schools.
- a more formal partnership with Bishop's Stortford Mencap, Grove Cottage, has developed in the last year. A number of our Sixth Form students volunteer at their weekly clubs and group members were hosted in the summer marquee in July 2024. The charity used the space to run a games-based session for their members, with College Sixth Form students giving their time to help run the activities.
- the Design and Technology department provided two sessions of CPD for staff from school's in Bishop's Stortford and Saffron Walden, discussing accessible approaches to teaching the subject at primary level;
- Bishop's Stortford Sinfonia hosted a joint performance with orchestra members and over 20 local students performing in the Mem Hall;
- the Ferguson Lecture Series encouraged attendance from local secondary BSET pupils for the first time, with several visiting throughout the year.
- the use of the College swimming pool by local clubs, youth groups and schools. The swimming pool is an 'Approved Training Centre' for the Institute of Qualified Lifeguards and the College offers spaces on this course for staff from other local schools and swimming clubs.
- the College continues to be an MCC Foundation Cricket Hub giving greater access to superb cricket facilities to a wider group of young people. The MCC Foundation, the charitable arm of the MCC, runs a network of Hubs across the UK, providing free coaching and match-play to state-educated 11-15 year old boys and girls with the aim of improving their cricket ability and boosting their confidence on and off the pitch.
- Bishop's Stortford Scouts and Police Cadets hold regular meetings using College facilities.
- working with the British Heart Foundation the College continued to provide two defibrillators on the Campus and (in an emergency) for the local community.
- the College has held holiday Activity Camps for children, including a multi-activity camp and soccer and tennis coaching activities for children.
- a number of drama and music performances that are open to the local community, including the Water Lane Church Lunchtime Recitals.
- we host the annual Senior and Intermediate Youth Speaks Competitions in the FLT. We also host the annual Rotary inter-schools quiz; the Annual Senior Citizens Christmas Party involves residents from across the Bishop's Stortford community, taking part in games, enjoying musical performances and a Christmas dinner with our Sixth Form students.
- local charity Thirst Youth Café used the College sports fields to run a fundraising Rounders event.
- a close partnership with a large number of local maintained schools as a founder member of the Bishop's Stortford Educational Trust (BSET). BSET was established in 2015 to create a co-operative, forward-thinking educational organisation to support provision from Early Years to Post-16 and beyond for the town of Bishop's

Stortford and its surrounding villages. The Trust was created to formalise an already effective partnership between local primary and secondary schools and draws on the individual strengths of each institution. This collaboration is not only community-based but is quite possibly the only such Trust at present to include the state and independent sectors working together to provide high quality education. BSET provides School Centred Initial Teacher Training.

Section 172 Statement

38. This statement is intended to be a discrete statement on how the directors (the College Governors) have regard for stakeholder interests in performing their duties as required under section 172 of the Companies Act. Bishop's Stortford College identifies its principal stakeholders as pupils, parents, prospective parents and pupils, teachers and staff, Old Stortfordians, suppliers, contractors and our local community leaders, businesses and neighbours. Stakeholders are identified by contractual engagement in terms of parent, pupils, staff and external licensees or by virtue of effect and impact of College activity and support opportunities to our community.

39. The College is very much rooted in the community, with approximately 89% of pupils being day pupils and hence living locally, due to it being one of the largest employers in Bishop's Stortford and from the social interaction described in paragraph 38. Stakeholder views are secured through communications strategies specific to groups, for example, prospective parents and pupils through admissions and events; pupils, teachers and staff through school routines; parents' evenings, meetings and newsletters, community and neighbours through town business forums and groups. Engagement with all of our community informs strategy, decisions and outcomes. College success depends on the need to:

    - consider the long term likely consequences of any College decision on our community;
    - consider the interests of the College's employees;
    - foster relationships with suppliers, customers, and others;
    - evaluate the impact of College operations on the community and the environment;
    - maintain a reputation for high standards of business conduct; and
    - ensure that members of the College act fairly between themselves.

    The Governors identify and consider issues and factors affecting the College by:

    - maintaining Memorandum of Articles and governance of The Incorporated Bishop's Stortford College Association in accordance with the law and the Charity Commission Regulations;
    - maintaining a long term strategy that recognises and balances the needs of all stakeholders;
    - developing a culture and ethos founded on fairness, Christianity and compliance with the law and the requirements of the Charity Commission;
    - managing risk and impact on the College and community through active risk management as it affects all stakeholders;
    - complying with legal obligations relating to the impact the College is making on the environment and meets its obligations in relation to the Energy Savings Opportunity Scheme;
    - developing clear contractual relationships with employees supported by effective, informal and informal dialogue between employees and the senior leadership of the College;
    - maintaining strong links with neighbours, local schools and local businesses in order to be mutually supportive and cognisant of their needs;
    - operating professionally and appropriately with business practices and in payment terms; as a significant employer and contractor of services;
    - employing staff under terms and conditions encapsulated in the employment manual to ensure that people act fairly and considerately to each other, to our pupils, parents and other stakeholders; and
    - declaring interests and conflicts, annually and before any governance meeting.

40. The Governors have engaged with employees, through a number of deliberate governance practices. Significant amongst these are the appointment and direction to the College Executive and the oversight of College activity through committee structures. Staff were extensively involved in the formation of strategy and delivery of strategic projects. The Governors' visits to the College are frequent and activities recorded. Senior employees are present at Governing Council meetings to report, facilitate oversight and receive direction. The reports contain a broad spectrum of employee activity, pupil pastoral and academic performance and detail of staff wellbeing.

    The Governors receive outputs from the Health and Safety Committee, security audits, and staff wellbeing activities, alongside gender pay reporting and remuneration benchmarking data. The directors oversee the remuneration policy and decisions through a dedicated working group in order to make annual recommendations on policy and pay awards. Paragraphs 24 and 29 of the Directors' Report provide further detail on the Governors' vision and strategies including those relating to employees.

41. The key decisions made during the year were:

- The focus this past year has been on implementing the new Shape of the School Week. The new school week allows for curriculum and co-curricular delivery Monday to Friday with competitive games taking place on Saturday. Pupil wellbeing is at the heart of the change, delivering a less busy week with the weekend being given back to parents and pupils. The two-week timetable of longer lessons allows for deeper and more efficient learning and delivers an overall increase in academic teaching time, which has been well received. It also gives teaching staff back weekends in busy terms, helping them to be at their best and enabling the College to retain and recruit the best possible staff. Again, this has been well received. In the Senior School we are now offering more GCSE choices, with the addition of Computer Science at Year 9 and improved life skills provision. The changes have allowed improvement to the Games provision and learning support across the College.

- To continued delivery of the strategy based on 16 mutually supporting development projects in order to deliver academic excellence, develop strong personal values, find the best in every pupil, recruit and retain the best possible staff by being a great place to work and to enhance the school environment.

- Looking forward we are very much aware of the impact of VAT being placed on fees from January 2025. The College has planned for this contingency and aims to reduce the fees impact as much as it is possible, without damaging the educational offer. The Governing Council remains committed to protecting affordability and access to the College.

ENERGY REPORT

42. The College's energy usage and emissions are detailed in the table below.

		2023/24			2022/23		
Type of emission	**Activity**	**kWh**	**tCO2e**	**% of total**	**kWh**	**tCO2e**	**% of total**
Scope 1	Natural gas	3,746,600	685.25	68.68%	5,197,667	950.80	74.95%
	Vehicle fleet	120,677	28.71	2.88%	106,431	25.32	2.00%
	Sub-total	**3,867,277**	**713.96**	**71.56%**	**5,304,098**	**976.12**	**76.94%**
Scope 2	Electricity	1,359,248	281.43	28.21%	1,400,098	289.92	22.85%
	Sub-total	**1,359,248**	**281.43**	**28.21%**	**1,400,098**	**289.92**	**22.85%**
Scope 3	Grey fleet	10,571	2.34	0.23%	11,241	2.56	0.20%
	Sub-total	**10,571**	**2.34**	**0.23%**	**11,241**	**2.56**	**0.20%**
Total gross consumption and emissions		**5,237,096**	**997.73**	**100.00%**	**6,715,436**	**1,268.60**	**100.00%**
Metric used:							
Number of pupils			1,283			1,267	
Intensity ratio:							
tonnes of CO2e per Number of pupils			0.778			1.001	

Intensity Ratio
The intensity metric is unchanged from last year, number of pupils (finishing the year). The resulting intensity ratio of $tCO2e$/number of pupils will best reflect changes in operation and energy consumption over time.

Efficiency

Emissions have decreased significantly; this is mainly due to Gas consumption and some issues with faulty meter readings in the year 22/23 which have now been corrected. Alongside this, the following efficiency measures were taken during the financial year:

- Continue replacement of old windows specifically in the Library block: 60% replacement window programme. Remainder budgeted in 26-27
- Replacement gas boiler in the Library block with one of greater efficiency
- BMS Heating controls introduced or upgraded. 60% building covered and controlled remotely
- Oil heating removed and replaced by electric (controlled remotely) in the Shell Building
- Continued investment in LED lighting

Quantification and Reporting Methodology

The methodology we have used is The GHG Protocol Corporate Accounting and Reporting Standard.
We have followed the 2013 UK Government Environmental Reporting Guidelines (updated March 2019).
We have used the 2024 UK Government's Conversion Factors for Company Reporting.
The energy efficiency narrative methodology has been created based on energy management best practice.

Organisational Boundary
We have used the financial control approach.

STRATEGIC REPORT

ACHIEVEMENTS AND PERFORMANCE

Review of achievements and performance for the year

43. Public examination results are always the most visible measure of academic achievement at an all-through school, but once again A Level results were the subject of much debate nationally as those achieving the top grades increased slightly. Nationally, pupils receiving A or A* grades increased from 8.6% in 2023 to 9.3% in 2024.

44. At Bishop's Stortford College, A Level students' grades reflected the College's consistently high standards of teaching. 77% (80% in 2023) of grades achieved were A*-B, with 19% of grades awarded being A* (12% in 2023).

45. At GCSE, 74% (73% in 2023) of examinations were graded 9-7, with 26% (30% in 2023) being graded at the highest Grade 9. Each year, top performers are awarded the prestigious Ten Club membership, which is achieved by obtaining 10 or more grades between 9 and 7. This year, 35% (47% in 2023) of students achieved Ten Club membership. Except for COVID years, 2023 and 2024 represent our best outcomes for value-added over the last ten years.

46. In line with the Governors' primary objectives to advance a broad curriculum, study skills at Sixth Form extend beyond the A Level curriculum. This year, 22 students took the Extended Project Qualification, with 100% being awarded at A*-B grade.

47. This year 95% of our students were placed at a university of their choice, 83% securing places at their first choice university, and 50% of Oxbridge candidates receiving an offer. 60% (50% in 2023) of students went on to study at Russell Group universities. Top university destinations included Exeter, Reading, Durham, UCL and Bath.

48. In the Prep School there is an enviable breadth of curriculum coverage. Core subjects are obviously at the heart; however, humanities subjects are given a high profile of being taught separately and modern foreign languages are introduced early, from Year 3, and creativity is well supported through weekly drama, art, design technology, music, and computing science. The breadth of the curriculum is viewed as central to the ethos of providing rich and varied opportunities for our pupils.

49. Subject specialist teaching introduced from Year 3 and fully implemented by Year 5 provides academic rigour and allows the curriculum to expand further with pupils choosing from three modern foreign languages and Latin on the curriculum for Years 7 and 8.

50. In the Prep School the majority of year groups have a drama production, with mass participation up to Form One (Year 5). In music, there are instrumental concerts for each year group, as well as opportunities to perform with choirs, ensembles, the Prep School Orchestra and Band at Prep School and whole College recitals.

51. In Pre-Prep, developing skills for life-long learning is paramount. The environment is designed to develop resilience, independence, and confidence.

52. In Reception, the children learn in Continuous Provision, adults go to the child at their point of learning to develop the knowledge and skills of the curriculum. They have free-flow access to a well-resourced indoor and exceptional outdoor classroom. The characteristics of learning; active learning, creative learning and critical thinking are well developed in children in the EYFS.

53. In Key Stage One, the curriculum is delivered through over-arching topics which are book-led. High quality literature ignites and inspires their imagination. The curriculum is a mixture of Continuous Provision and teacher directed learning. Children learn the skills and knowledge during the teacher directed times and embed and apply this during continuous provision.

54. In Pre-Prep, children are encouraged to perform to an audience. At Harvest, Christmas and Easter the whole of Pre-Prep take part in services in the Memorial Hall. Children begin by joining in with singing and by the time they are in Year 2 they lead the service with poems and readings. Reception children performed a nativity. All children were encouraged to take a speaking part, join in songs and perform together. In Year 1 the children led an assembly demonstrating their learning, singing, and performing. In Year 2 the children perform a play to their parents, this brings together all their musical and dramatic skills into one performance. Year 2 children also perform a music concert. All children take part in singing and playing the recorder. Those children who have learnt an instrument also perform a piece.

55. Pre-Prep children all participate in Sports Day which is a mixture of fun rotation activities and competitive races.

56. Across all parts of the College, opportunities to develop strong personal values have been sought through curricular and extra-curricular activities, which expose pupils to the importance of inclusivity, tolerance and respect for others reflecting closely on certain movements such as Everyone's Invited and Black Lives Matter.

57. The Governors place great importance on the pupils' participation in arts, music, and drama. It was wonderful to have events taking place in person again and pupils participated in House competitions, including House Music. The Drama Department's devised plays were performed with audiences, including the musical 'Little Shop of Horrors', Matilda (Prep) and 39 Steps (Fourth Form).

58. In the Prep School the majority of year groups have a drama production, with mass participation up to Form One (Year 5). In music, there are instrumental concerts for each year group, as well as opportunities to perform with choirs, ensembles, the Prep School Orchestra and Band at Prep School and whole College recitals.

59. Sport, health, and fitness at the College aims to strike the right balance between excelling at the highest level with its most talented pupils whilst at the same time ensuring that as many pupils as possible can enjoy the mental and social benefits of sport, health and fitness. Students from Pre-Prep to Sixth Form are encouraged to participate in a wide range of sport (core sports being cricket, hockey, netball, rugby, tennis and swimming).

60. Senior School pupils competed in cricket, hockey, netball, tennis, swimming, badminton, water polo, cross country and rugby fixtures against local schools. The School's girls cricket teams continue to be successful. In the Prep School, pupils compete in rugby, swimming, football, hockey, netball, tennis, athletics and cricket fixtures for girls and boys.

61. The College's Performance Sports Programme continues to enhance the sporting offer already available and offers extra training opportunities outside of the main term for each sport. This includes additional training opportunities, masterclasses and skills development sessions from professional and international athletes, bespoke strength and conditioning plans, advice on sport psychology, nutrition and lifestyle management, and a tailored mentoring system.

62. In addition to these key areas of extra-curricular provision, pupils at the College in the Senior School are offered the opportunity to take part in a wide range of activities, clubs, and societies, dependent on their age. Opportunities include (but not limited to), Amnesty International, Python Computer Coding, History Society, Film Club, Model United Nations, Broadcasting, Drama Society, Pride Society, Book Club, Police Cadets, Water Polo, 80 Club (swimming) and a range of bands, choirs and orchestras. Prep School children's activity sessions include robotics, sign language, martial arts, street dance, cookery, yoga, outdoor activities, and photography. Pre-Prep have football and tennis clubs and ballet classes after school. In school, the children can join the Pre-Prep Choir or gardening club.

Fundraising

63. The College's approach to fundraising.

    Bishop's Stortford College is committed to best practice in relation to all fundraising activities which are caried out by an in-house development team who are subject to the scrutiny of the Development Working Group and the Governing Council. The College uses "legitimate interest" as its lawful basis to process personal data for the purpose of fundraising to those with a close connection to the College such as parents and alumni. Development activities include reunions, sporting and cultural events, most of which are free of charge to attend or are partly subsidised by the College. Fundraising is carried out via virtual and live events, inserts in hard copy publications, dedicated fundraising mailings and appropriate e-mails and online in the Stortfordian Foundation portal. Face to face meetings with donors and potential donors are conducted only with prior consent of the individual. All fundraising activity is monitored by the Director of Development in accordance with best practice as outlined by the Fundraising Regulator's Code of Practice.

64. Work with, and oversight of, any commercial participators/professional fundraisers.

    The College did not engage any third parties to carry out fundraising on our behalf during the year. From time to time, the College works with companies to assist us with fundraising logistics and consultancy who operate as data processors rather than data controllers.

65. Fundraising conforming to recognised standards.

    The College is a member of the Institute for Development Professionals in Education (IDPE). Development Office staff, SMT members and Governors regularly attend IDPE training events to ensure that best practice in alumni relations and fundraising is being used. Guidance issued by the Fundraising Regulator (including the latest updates to the Fundraising Code of Practice) and the Information Commissioner's' Office act as a set of principles to ensure fundraising is legal, open, honest and respectful. The College is a registered member of the Fundraising Regulator and Fundraising practice is regularly monitored and reviewed by the Director of Development in line with the Fundraising Regulator's Code of Conduct and there were no compliance issues last year. This national code of practice includes rules governing consent, data sharing, data protection and privacy relating to all electronic and print communications. The College's Fundraising and Development Privacy Notice is publicly available and promoted to parents and alumni. The Notice makes the College's approach to fundraising clear and if anyone objects to their personal data being used for the legitimate purpose of fundraising, these wishes are respected. Upon registration to a new portal, www.stortfordianfoundation.org, constituent users are able to specify their preferences, enhancing GDPR compliance.

66. Fundraising complaints

    The Development Office has a sophisticated CRM database capable of logging fundraising communication preferences including opt outs for specific campaigns or activities. The College has a formal complaints procedure which is clearly linked on the development pages. The College received no formal fundraising complaints in the financial year 1 August 2023 to 31 July 2024.

67. Protection of the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches, and undue pressure to donate.

    The College respects and follows the guidelines as set out by the Fundraising Regulator's Code of Fundraising Practice to protect vulnerable people and to guard against intrusion on a person's privacy. Unreasonably persistent behaviour by fundraisers or undue pressure on a person to give money or other property is neither tolerated nor encouraged.

68. Expenditure on development work amounted to £203,792 including staff costs of £136,236 and the total donations received or committed in cash or in kind during the year, were £41,964 in value. The College regularly invites all constituents of the College to voluntarily take part in fundraising. Appeals are typically directed towards raising donation income towards bursaries, scholarships, academic and pastoral facilities.

Investment Policy

69. The Articles of Association of the Charity allow the Governors to invest such part of the funds of the Association, as shall not be required to satisfy or provide for immediate demands upon such securities as they deem expedient, and may, from time to time, vary such securities and convert the same as occasion requires or as they may deem fit.

70. The investment funds held comprise units in the M & G Charifund, and a freehold farm and associated properties, which were bequeathed to the College by a former pupil. In both of these investments, the Governors have taken the view that a combination of low risk income and long-term capital growth should be their objective.

71. The investment strategy and performance is monitored by the Finance Committee. At the year end the College's long-term investments, including the units in M & G Charifund and property investments, were valued at £7,148,000 (2023: £6,978,000). The overall investment return for the year was £162,000 (2023: £163,000) (See note 4). The value of investments has increased by £170,000 this year (2023: £123,000 decrease). The performance of

investments has met expectations this year with a rebound of much of the previous year's decrease in value of the M & G Charifund investments.

72. The Pre-Paid fee scheme while assisting some parents in managing the cost of their child or children's education continues to provide what amounts to be a stable reserve that can be used by the College to the benefit of the charity. The Finance Committee monitors the cost of running the Pre-Paid Fee scheme and this year the scheme cost £169,000 to run (20223: £234,000).

FINANCIAL REVIEW

Results for the Year

73. The College had a successful year and the level of surplus income meets the needs of the College. Notably, this financial year sees the final year of two years of significant surge spending being committed towards the maintenance of the estate, as part of a condition based led approach. Given this spend, lack of capitalisation and the effects of depreciation the funds of the College reported in the accounts have decreased, as forecasted.

    Pupil numbers increased by 17 from the prior year, increasing Fee income from £24m to £27.3m. The College's subsidiary Bishop's Stortford College Enterprises Limited, which started trading from January 2022 continues to grow and made a total gift aid contribution of £228k.

    Despite the economic pressures and the recent Labour Legislation changes surrounding the implementation of VAT on Independent school fess there is still a healthy demand for places in future years. This, together with increased trading for Bishop's Stortford College Enterprises Limited used to generate non-fee income provide financial resilience for the future. The Trustees remain confident that the College is in a strong financial position to meet the financial headwinds facing the independent schools sector and continue to deliver the current academic programme and planned physical development of the campus.

Reserves Level and Policy

74. In accordance with the objectives of the Association, and subject only to the normal constraints of prudence, it is the Governors' policy not to accumulate and retain funds but to spend, wisely, the available cash on maintenance, and on enhancement of the College's facilities. Such enhancements usually involve significant capital sums and are therefore, normally only undertaken as and when funds on a sufficient scale, built up over a number of years, become available. This policy means the College does not hold a large reserve for any length of time. Moreover, as the fees are paid in advance and the short-term flow of income and expenditure is relatively predictable, the College does not, as a matter of policy, hold reserves to cover say a whole term's operating costs.

75. Note 17 to the accounts sets out a full analysis of the assets attributable to the various funds. These assets are sufficient to meet the Charity's obligations on a fund-by-fund basis. See note 1.10.

76. Details of the College's Restricted Funds and the movements in the year by fund are set out in note 16 to the accounts.

77. The College's Unrestricted Funds and the underlying assets representing those Funds are set out in note 17 to the accounts. The most significant part of the Unrestricted Funds is invested in College buildings and other fixed assets used by the College in furtherance of its charitable objectives.

78. In the unusual circumstances where legacies to the College take the form of property, it is the Governors' policy to retain such investments and to look for capital appreciation while using any net income generated to support the Association's ongoing charitable objectives.

79. The Group's total reserves of £40,699,000 (2023: £41,673,000) at the year-end included £3,122,000 (2023: £2,897,000) restricted funds and £37,577,000 (2023: £38,676,000) unrestricted funds. The Group has no free reserves at the balance sheet date due to the investment of funds in tangible fixed assets, largely buildings for use within the College.

Financial Viability and Going Concern

80. The Governors regularly examine the College cash flows alongside the development plans for the future and are satisfied that they are adequate for the purpose of meeting its working capital requirements and that they will also cover strategic capital expenditure when complimented with an appropriate amount of loan finance.

81. Financial forecasts are produced, stress tested and reviewed by the Executive Team and the Governors at least termly to assess the impact of actual and potential favourable and adverse impacts to the College's finances. The stress testing includes future financial impacts of increased inflation and cost of living as well as other financial scenarios that may impact the College such as the potential pupil decline from the recent government legislation surrounding VAT on Independent school fees. This allows the Governors to respond quickly to financial changes to ensure the stability of the College.

82. The Governors are satisfied that the College has maintained an acceptable level of profitability and cashflows in the year to 31st July 2024 to allow it to carry out its objectives and will continue to do so in the future. Accordingly, the College is operating on a going concern basis.

RISK MANAGEMENT AND UNCERTAINTIES

83. The Governors, supported by the Executive, are responsible for the identification and management of the strategic risks faced by the College and its subsidiary undertakings. A review of the College Strategic Risk Register was completed as an annual standing item on the agenda of each of the various committees and the Governing Council itself. Following the review, the register was updated, and action taken to address any risks that are insufficiently mitigated. While it is recognised that any system can only provide reasonable but not absolute assurance, the Governors are satisfied the procedures described above have identified the risks faced by the College and that these have been adequately managed.

84. The preventative and proactive safeguarding of pupils was of primary importance. Governance oversight was deliberately focused on the safety of pupils. The Governing Council oversee the Executive in its compliance with Keeping Children Safe in Education, ensuring that there is direct governor engagement with processes and that they receive regular updates on regulations to facilitate the formation of policy and processes. They receive detailed reports on operational safeguarding from the Designated Safeguarding Leads.

85. The Governing Council remain mindful of the affordability of fees, heighted by high levels of inflation with many parents facing significant increases in mortgages as fixed term deals come to and end. The delivery of excellent education demands efficiency in on order to maintain affordability.

86. The Labour Party remain committed to ending tax breaks, such as Business Rates Relief for private schools from April 25 and to remove the exemption from VAT on independent school fees from Jan 25. The impact of such changes has been subject to ISC and IFS research with speculation of a 3 to 7% reduction in pupil demand from the IFS and 20% from ISC. The College is working hard to forecast the impact on pupil numbers but this is still to a degree, speculative. The College is well placed to mitigate the impacts without compromise to the quality of our educational offer, given our economies of scale and extent of building works completed in the last ten years and planned for the coming ten years, should Capital Goods Scheme relief remain available. In addition, the College continues to grow commercial activity to ease pressure on fees setting and whilst the school finances are already managed prudently, we will continue to take efficiencies where they are available without detriment to the educational offer.

87. The other principal and connected by affordability risks is the challenges of a sustained downturn in the economy. With inflation continuing to challenge operational costs. There remains risk related to the long-term affordability of the Teachers' Pension Scheme, with the current rate increased to 28.6% from 23.68% in April 2024 and the potential for it to increase further. The Governors are looking to sustain resilience and capacity to tolerate external impacts and remain confident that the risks are being managed effectively through careful control of operational costs and due to the strong demand for places at the College.

88. The Health and Safety risks, connected to College activities and its estate are clearly identified and efficiently treated through policies, risk assessments and planned preventative maintenance and measures. The College has commissioned condition surveys of its oldest buildings to better quantify medium term planning and the prioritisation of resources. The College make great reliance on external competence in assessing and mitigating risk, areas of consultation include; fire risks, legionella and water safety, electrical safety, gas and asbestos. The College Health and Safety Committee has broad representation and agenda to ensure that the College is continually learning and improving safety for pupils, staff and visitors.

89. Across all risks, the key controls used include:

- detailed terms of reference and formal agendas for all committee and Governing Council activity;
- the formation of additional Governor led working groups to oversee specific areas of risk or challenge; remuneration, projects, contingency;
- comprehensive strategic planning, budgeting and management accounting;
- monitoring key performance indicators, e.g. pupil numbers, ratios and trends;
- review, adjustment where necessary and approval by the Governors of all formal written policies;
- spot checks by Governors on College records and ledgers to ensure approved procedures are being followed;
- use of appropriate external professional advice;
- clear authorisations for approved levels of expenditure;
- safer recruitment and vetting procedures as required by law for the protection of children; and

- COVID-19 contingency planning scenarios, risk assessment oversight and reporting of effectiveness.

LONGER TERM PLANS

90. The College Strategy details plans for the next ten years based on delivering against the Eight Pillars strategy in paragraph 24. The strategic development plan is formed of 16 connected projects;

Academic Excellence. Our curriculum does not stand still. We are committed to ensuring it is current and delivers pupils ready for their future lives and roles. Instilling a love of learning and developing intellectual curiosity are the cornerstones of excellent teaching and learning at Bishop's Stortford College. Our teachers will continue to empower our pupils to achieve outstanding results.

Supporting Projects:

- Conduct a comprehensive review of the school week to ensure teaching time is optimised and connected across all three schools.
- Examine the range and choice of subjects taught across the College to ensure our curriculum best prepares pupils to positively engage and contribute to a modern society and workplace.
- Foster the very best pupil support provision – from Learning Support to assessment and tracking and ensure smooth transition between schools.
- Develop a whole College pedagogical culture that teaches pupils how to learn and embeds a digital curriculum which is responsive to changing technologies.

Strong Personal Values. Nurturing integrity and strong values through outstanding pastoral care is of immense importance to us. Pupils learn the importance of tolerance, inclusivity and respect for others and will be aspirational about the contribution they make to our community and the wider world.

Supporting Projects:

- Develop an educational programme that challenges bias in all forms and focuses on inclusion, diversity and understanding of cultural heritage.
- Develop and embed a whole College approach to promoting positive behaviours which prioritise mental wellbeing.

Finding the Best in Every Pupil. Our pupils are treated as individuals. We will make it our mission to find and develop each pupil's unique strengths by providing a broad curriculum and co-curriculum. Our pupils should always have exciting and varied opportunities to find fulfilment at the College, enabling them to become skilful, happy young people who have confidence for life.

Supporting Projects:

- Develop the College's games provision to encompass sport, health and fitness and provide a modern, multi-purpose sports facility for whole College use.
- Augment the creative arts curriculum at all Key Stages to help pupils understand the world and their part in it and update performance accommodation, providing stimulating environments for creative activity.
- Deliver a vibrant and unique Sixth Form experience for students at the College, increasing opportunities for intellectual growth and the development of skills which equip them for adult life.

Attracting Ambitious and Enthusiastic Pupils and Communicating about College Life. Our reputation for excellence will grow through a purposeful and well delivered strategy, ensuring a healthy demand for boarding and day places.

Supporting Projects:

- Define and communicate the Bishop's Stortford College brand and streamline all College communications.
- Increase access to a Bishop's Stortford College education through delivery of a comprehensive bursary fundraising strategy. Extend current charitable engagement with our local area and beyond.
- Enhance the current alumni engagement programme.

Being a Great Place to Work. Our staff are our most important resource. We will continue to recruit and retain inspirational teachers and highly skilled College professional support staff. All staff will be equally valued, supported and developed professionally in their roles.

Supporting Projects:

- Establish and develop a wellbeing programme which values employees, builds community and promotes a healthy work/life balance.
- Ensure professional development is focused on this strategy and delivers excellence at every level.

Enhance the School Environment. The physical learning environment should be of the highest possible quality. We must ensure that our campus continues to support our vibrant learning community.

Supporting Projects:

- Develop a site plan that optimises the use of current buildings and spaces and minimises the College's environmental impact.
- Add to the built estate where it is needed to support delivery of this strategy.

Maximise our Resources. The affordability of fees and the charitable purposes of the College demand efficient and effective use of its resources towards delivering teaching and learning outcomes.

Supporting Project:

- Continue to ensure our financial strategy is affordable whilst delivering an excellent educational experience at all stages of the College.

Provide Inspiring Governance and Leadership. The leadership of the College should be accountable, responsible, courageous and have a clear vision.

Supporting Project:

- Establish an assurance framework which supports organisational stewardship and the effective delivery of this strategy.

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

91. The Trustees, who are also Directors of The Incorporated Bishop's Stortford College Association for the purposes of company law, are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and relevant accounting standards. Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve those financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

92. The Trustees are also responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, 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 and the provisions of the Charity's constitution. They are in addition responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. To that end, the Chair of the Finance Committee makes regular spot checks of ledgers and other financial records to ensure the integrity of the College's accounting procedures.

93. Each of the Directors, as members of the Governing Body, at the date of approval of this Report, confirms that they are aware of no relevant audit information (information needed by the company's auditor in connection with preparing the audit report) of which the company's auditor is unaware. In that context, each Governor has taken all the steps that he or she should have taken as a Governor, in order to make himself or herself aware of any relevant audit information and to establish that the company's auditor is aware of that information.

AUDITORS

94. Crowe U.K. LLP have expressed their willingness to continue as auditor for the next financial year.

This Annual Report, prepared under the Charities Act 2011 and the Companies Act 2006, was approved by the Governing Body of The Incorporated Bishop's Stortford College Association on 6th December 2024, including in their capacity as company directors approving the Strategic Report contained therein, and is signed on its behalf by:

G.E. Baker	R.C.V. Harrison
Chair of the Governing Council	Chair of the Finance Committee
Date: 6th December 2024	Date: 6th December 2024

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF THE INCORPORATED BISHOP'S STORTFORD COLLEGE ASSOCIATION

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies

Act 2006, taxation legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

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

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

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

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

Use of our report

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

Vincent Marke

Vincent Marke
Senior Statutory Auditor
For and on behalf of

Crowe U.K. LLP
Statutory Auditor
London

Date: 19.12.2024

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	**2024 Total £'000**	*2023 Total £'000*
Income from:					
Charitable activities					
School fees receivable	2	27,279	-	**27,279**	*23,998*
Income from insurance claims	3	7	-	**7**	*107*
Profit on disposal of fixed assets	3	-	-	**-**	-
Other trading activities					
Ancillary trading income	3	1,569	-	**1,569**	*1,367*
Investments					
Investment income	4	25	137	**162**	*163*
Interest receivable and similar income	6	61	-	**61**	*39*
Voluntary sources					
Grants and donations	5	7	35	**42**	*167*
Total income		28,948	172	**29,120**	*25,841*
Expenditure on:					
Raising funds					
Trading expenditure		(1,005)	-	**(1,005)**	*(667)*
Interest payable and similar charges	6 - 7	(169)	-	**(169)**	*(234)*
Fundraising & Development		(204)	-	**(204)**	*(200)*
Total deductible costs		(1,378)	-	**(1,378)**	*(1,101)*
Charitable activities					
Education and grant making		(28,247)	(217)	**(28,464)**	*(26,098)*
Total expenditure	7 - 8	(29,625)	(217)	**(29,842)**	*(27,199)*
Net (outgoing)/incoming funds from operations before transfers and investment gains		(677)	(45)	**(722)**	*(1,358)*
Gains/(Losses) on investments		-	170	**170**	*(119)*
Gains on investment properties		-	-	**-**	-
Net movement in funds for the year		(677)	125	**(552)**	*(1,477)*
Fund balances brought forward		38,676	2,997	**41,673**	*43,150*
Fund balances carried forward		**37,999**	**3,122**	**41,121**	*41,673*

All activities relate to continuing operations. There were no other recognised gains or losses other than those stated above.

GROUP CONSOLIDATED AND COMPANY BALANCE SHEET

Company No. 81130 Charity No. 311057

		Group		College	
		2024	*2023*	**2024**	*2023*
	Notes	**£'000**	*£'000*	**£'000**	*£'000*
FIXED ASSETS					
Tangible assets	9	**37,657**	*38,410*	**37,657**	*38,410*
Fixed Asset Investments	10	**2,748**	*2,578*	**2,748**	*2,578*
Property investments	11	**4,400**	*4,400*	**4,400**	*4,400*
		44,805	*45,388*	**44,805**	*45,388*
CURRENT ASSETS					
Debtors	12	**1,164**	*1,123*	**1,266**	*1,183*
Cash and Deposits		**10,623**	*3,065*	**10,345**	*2,821*
		11,787	*4,188*	**11,611**	*4,004*
CURRENT LIABILITIES					
Creditors payable within one year	13	**(9,028)**	*(5,787)*	**(8,974)**	*(5,726)*
NET CURRENT (LIABILITIES)/ASSETS		**2,759**	*(1,599)*	**2,637**	*(1,722)*
TOTAL ASSETS LESS CURRENT LIABILITIES		**47,564**	*43,789*	**47,442**	*43,666*
LONG-TERM LIABILITIES					
Creditors payable after one year	14	**(6,443)**	*(2,116)*	**(6,443)**	*(2,116)*
NET ASSETS		**41,121**	*41,673*	**40,999**	*41,550*
REPRESENTED BY:					
SHARE CAPITAL		**1**	*1*	**1**	*1*
RESTRICTED FUNDS	16	**3,122**	*2,997*	**3,122**	*2,997*
UNRESTRICTED FUNDS					
General Reserve	16	**34,597**	*35,274*	**34,475**	*35,151*
Revaluation Reserve	16	**3,401**	*3,401*	**3,401**	*3,401*
TOTAL FUNDS		**41,121**	*41,673*	**40,999**	*41,550*

The deficit as per the Statement of Financial Activities for the parent charity only is £977k (2023: £1,506 deficit) before receipt of profits from BSCE Ltd

These financial statements were approved and authorised for issue by the Governing Body on 6th December 2024 and were signed on its behalf by:

R.C.V. Harrison
Chair of the Finance Committee — Date: 6th December 2024

G.E. Baker
Chair of the Governing Council — Date: 6th December 2024

CONSOLIDATED CASHFLOW STATEMENT

		2024	*2023*
	£'000	£'000	*£'000*
Net Cash (Outflow)/Inflow From Charitable Activities (Note 1)		1,282	*(35)*
(Cost of)/returns on investments and servicing of finance			
Investment income	162		
Net interest expense	(108)		
		54	*(32)*
		1,336	*(67)*
Capital Expenditure			
Income from sale of investments/(payments to acquire investments)		-	*3*
Payments to acquire tangible assets		(781)	*(575)*
Net Cash (outflow)/inflow after Capital Expenditure and before movement on prepaid fees		555	*(639)*
Financing			
Prepaid fees			
New contracts, repayments and revaluations during the year	9,225		
Utilised during the year	(2,222)		
		7,003	*(1,806)*
(DECREASE)/INCREASE IN CASH IN THE YEAR		7,558	*(2,445)*

RECONCILIATION OF NET (OUTGOING)/INCOMING RESOURCES TO NET CASH (OUTFLOW)/INFLOW FROM CHARITABLE ACTIVITIES

	2024	*2023*
	£'000	*£'000*
Net (outgoing)/incoming resources	(722)	*(1,357)*
Investment income	(162)	*(163)*
Net interest expense	108	*195*
Depreciation of tangible assets	1,535	*1,486*
(Increase)/Decrease in debtors	(41)	*(36)*
(Decrease)/Increase in creditors excluding prepaid fees	564	*(160)*
NET CASH (OUTFLOW)/INFLOW FROM CHARITABLE ACTIVITIES	1,282	*(35)*

1. ACCOUNTING POLICIES

The College is a Public Benefit Entity registered as a charity in England and Wales and a company limited by shares. It was incorporated on 2 June 1904 company number: 081130 and registered as a charity on 22 July 1964 charity number: 311057.

1.1 Basis of preparation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - effective 1 January 2015.

The functional currency of the College is considered to be GBP because that is the currency of the primary economic environment in which the College operates.

The accounts present the consolidated statement of financial activities (SOFA), the consolidated cash flow statement and the consolidated and charity balance sheets comprising the consolidation of the College and its wholly owned subsidiary Bishop's Stortford College Enterprises Limited.

The College has taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only Cash Flow Statement with the consolidated financial statements.

The College has also taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

Having reviewed the funding facilities available to the College together with the expected ongoing demand for places and the College's stress tested future projected cash flows, the Governors have a reasonable expectation that the College has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the College's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Accounting and Reporting Responsibilities in the Directors' Report.

1.2 Critical accounting judgements and key sources of estimation uncertainty

In the application of the accounting policies, Trustees are required to make judgements, estimates, and assumptions about the carrying value 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 affected current and future periods.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the College's financial statements.

1.3 Fees and similar earned income

Fees receivable and charges for services and use of the premises, less any allowances, scholarships, bursaries granted by the College against those fees, but including contributions received from restricted funds, are accounted for in the period in which the service is provided.

During the year the College accepted prepayment of fees from parents for any period up to five years from the commencement of the following academic year. Fees were accepted on the basis that future years will be calculated at a 4% inflation rate each year. The terms on which prepayment of fees are accepted are reviewed from time to time in the light of investment returns and the level of increase in school fees.

The present value of future costs arising from the difference between the fixed fee price offered and the projected fee price is provided for as a liability in the accounts.

1.4 Investment Income

Investment income from dividends, bank balances and fixed interest securities is accounted for on an accruals basis. Income from investment properties is accounted for in the period to which the rental income relates.

Rental income (including incentives received or paid) for operating leases on investment property are recognised in profit or loss on a straight-line basis over the lease term.

1.5 Donations, legacies, grants and other voluntary incoming resources

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

Voluntary income for the College's general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, voluntary income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention is to be permanent or not. Gifts in kind are valued at estimated open market value at the date of gift, in the case of assets for retention or consumption, or at the value to the College in the case of donated services or facilities.

Grant income is recognised on an accruals basis, in the period in which it occurs. Government grants are recognised on the performance model, when the Company has complied with any conditions attaching to the grant and the grant will be received. The grant in connection to the job retention scheme has been recognised in the period to which the underlying furloughed staff costs relate to.

1.6 Expenditure

Expenditure is accrued as soon as a liability is considered probable, discounted to present value for longer-term liabilities. Expenditure attributable to more than one cost category in the SoFA is apportioned to them on the basis of the estimated amount attributable to each activity in the year, either by reference to staff time or the use made of the underlying assets, as appropriate. The direct costs incurred in preserving the College's ancient buildings and their contents are shown as a charitable activity distinct from that of education and grant making. Irrecoverable VAT is included with the item of expenditure to which it relates.

Grants awarded are expensed as soon as they become legal or operational commitments. Governance costs comprise the costs of complying with constitutional and statutory requirements.

Intra-group sales and charges between the College and its subsidiaries are excluded from trading income and expenditure

1.7 Tangible fixed assets

Expenditure on the acquisition, construction or enhancement of land and buildings costing more than £10,000 together with vehicles, furniture, machinery, ICT infrastructure and other equipment costing more than £10,000 are capitalised and carried in the balance sheet at historical cost. ICT equipment costs are written off as incurred. In certain circumstances, where the original costs of assets are not ascertainable, a reasonable estimate of the cost, if material, has been used.

Other expenditure on equipment incurred in the normal day-to-day running of the College and its subsidiaries is charged to the Statement of Financial Activities as incurred.

Depreciation is provided on all tangible fixed assets in use at rates and bases calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Freehold land and buildings	- over 50, 10 or 5 years
Astro Turf All Weather Surface	- over 10 years
Furniture and equipment	- over 10 years
Motor vehicles	- over 4 years
Computers	- over 3 years

The Governors have carried out an impairment review of the assets and are satisfied that they are not impaired. The Governors will undertake future reviews in accordance with Financial Reporting Standard 102.

1.8 Investments

Investment properties are valued as individual investments at their market values as at the balance sheet date. Rental income is recognised in the period to which it relates. Purchases and sales of investment properties are recognised on exchange of contracts.

The investment properties at Clapton Hall are stated at market value as at 21 March 2022, as calculated by Strutt and Parker. The Governors believe this to be an accurate estimate of the current open market value.

Listed investments are valued at market value as at the balance sheet date. Unrealised gains and losses arising on the revaluation of investments are credited or charged to the Statement of Financial Activities and are allocated to the appropriate Fund according to the "ownership" of the underlying assets. Investments in subsidiaries are valued at cost less provision for impairment.

1.9 Investment accounting

Investment returns are accounted for on a receivable basis of their income.

1.10 Fund accounting

The charitable trust funds of the College are accounted for as restricted income, in accordance with the terms of trust imposed by the donors or any appeal to which they may have responded.

Unrestricted income belongs to the College's corporate reserves, spendable at the discretion of the Governors either to further the College's Objects or to benefit the College itself. Where the Governors decide to set aside any part of these funds to be used in future for some specific purpose, this is accounted for by transfer to the appropriate designated fund.

Restricted income comprises gifts, legacies and grants where there is no capital retention obligation or power but only a trust law restriction to some specific purpose intended by the donor.

1.11 Pension costs

The Charity contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Board by the Scheme Administrator. The scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the College. In accordance with FRS 102, therefore the scheme is accounted for as a defined contribution scheme.

The company participates in a Group Personal Pension Plan for non-teaching staff to provide individual pension accounts for participating employees. Individual pension policies accrue to each individual participating, and are underwritten by the Royal London. In addition, the College as employer will pay premiums under a Group Life Policy, the annual contributions are expensed as incurred.

1.12 Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

1.13 Financial instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions. Assets and liabilities held in foreign currency are translated to GBP at the balance sheet date at an appropriate year end exchange rate.

2. CHARITABLE ACTIVITIES – FEES RECEIVABLE

	2024	*2023*
	£'000	*£'000*
Fees receivable consist of:		
School fees	**29,978**	*26,492*
Scholarships, bursaries and staff concessions	**(2,783)**	*(2,557)*
	27,195	*23,935*
Add back: bursaries and other awards paid for by restricted funds	**84**	*63*
	27,279	*23,998*

Scholarships, bursaries, staff concessions and other awards were paid to 442 pupils (*2023: 341*). Within this means-tested bursaries totalling £959,000 were paid to 51 pupils (*2023: £976,000 to 51 pupils*).

3. CHARITABLE AND OTHER TRADING ACTIVITIES – OTHER INCOME

	2024	*2023*
	£'000	*£'000*
Rental and other commercial income	**654**	*794*
School trips	**855**	*517*
Entrance and registration fees	**60**	*56*
Profit on disposal of fixed assets	**-**	*-*
Income from insurance claims	**7**	*107*
	1,576	*1,474*

4. INVESTMENT INCOME

	Unrestricted	Restricted	**Total 2024**	*Total 2023*
	£'000	£'000	**£'000**	*£'000*
Securities investment income:				
Equities	-	137	**137**	*135*
Property investment income				
Rents receivable	25	-	**25**	*28*
	25	137	**162**	*163*

5. GRANTS AND DONATIONS RECEIVABLE

	Unrestricted	Restricted	**Total 2024**	*Total 2023*
	£'000	£'000	**£'000**	*£'000*
Development donations	7	35	**42**	*167*

6. NET INTEREST INCOME

(a) Interest receivable and similar income	**2024**	*2023*
	£'000	*£'000*
Bank interest receivable	**61**	*39*
Total interest receivable and similar income	**61**	*39*

(b) Interest payable and similar charges	**2024**	*2023*
	£'000	*£'000*
Fees in advance debt-financing charge	**(169)**	*(234)*
Total interest payable and similar charges	**(169)**	*(234)*

(C) Net interest expense	**2024**	*2023*
	£'000	*£'000*
Interest receivable and similar income	**61**	*39*
Interest payable and similar charges	**(169)**	*(234)*
Net interest expense	**(108)**	*(195)*

7. ANALYSIS OF EXPENDITURE

(a) Total expenditure

	Staff Costs	Other	Depreciation	**TOTAL**	*Total*
	(Note 8)			**2024**	*2023*
	£'000	£'000	£'000	**£,000**	*£'000*
Costs of generating funds					
Trading expenditure	-	1,005	-	**1,005**	*667*
Interest payable and similar charges	-	169	-	**169**	*234*
Development costs	136	68	-	**204**	*200*
Total cost of generating funds	136	1,242	-	**1,378**	*1,101*
Charitable expenditure					
Education and grant making					
Teaching	13,015	2,129	200	**15,344**	*13,400*
Welfare	640	2,956	-	**3,596**	*3,833*
Premises repair and maintenance	1,025	3,153	1,335	**5,513**	*5,484*
Support costs and governance	2,337	1,457	-	**3,794**	*3,306*
Grants, awards and prizes (note 7 (b))	-	217	-	**217**	*75*
Total charitable expenditure	17,017	9,912	1,535	**28,464**	*26,098*
Total Expenditure	17,153	11,154	1,535	**29,842**	*27,199*

(b) Grants, awards and prizes

	2024	*2023*
	£'000	*£'000*
From Restricted Funds:		
Bursaries and other grants and awards	**84**	*67*
Prizes and leaving awards	**31**	*8*
Digital organ repair	**102**	*-*
	217	*75*

(c) Governance included in support costs:

	2024	*2023*
	£'000	*£'000*
Remuneration paid to auditor for audit services	**25**	*24*
Other governance costs	**2**	*2*
	27	*26*

In addition to the above audit remuneration the auditor received fees for advisory services totalling £7,000 (2023: £4,000).

8. STAFF COSTS AND RELATED PARTY TRANSACTIONS

	2024	*2023*
The aggregate payroll costs for the year were as follows:	**£'000**	*£'000*
Wages and salaries	**13,059**	*11,384*
Social security costs	**1,328**	*1,186*
Apprentice levy	**49**	*41*
Other pension costs	**2,718**	*2,012*
	17,153	*14,623*

Key Personnel	**2024**	*2023*
	£'000	*£'000*
Aggregate employee-benefits of key management personnel	**919**	*821*

	2024	*2023*
Number of higher paid employees in bands of:		
£60,001 to £70,000	**32**	*19*
£70,001 to £80,000	**8**	*5*
£80,001 to £90,000	**3**	*3*
£90,001 to £100,000	**1**	*1*
£150,001 to £160,000	**2**	*1*
£210, 000 to £220,000	**-**	*1*
£220,000 to £230,000	**1**	-

44 of these employees are in a defined benefit pension scheme (2023: 28) and 3 employees are in a defined contribution pension scheme (2023: 3).

The table below sets out the College employee numbers shown by average monthly gross amount and full time equivalent.

	Gross 2024	**FTE 2024**	*Gross 2023*	*FTE 2023*
Teaching	**225**	**180**	*209*	*169*
Welfare	**44**	**22**	*38*	*20*
Premises	**19**	**18**	*17*	*17*
Support	**87**	**52**	*77*	*48*
Development	**3**	**3**	*3*	*3*
	378	**275**	*344*	*257*

During the year there were redundancy or termination payments awarded which amounted to £203,833 (2023: £3,500) there was £158,915 outstanding at the year end (2023: £nil).

9. TANGIBLE FIXED ASSETS – GROUP AND COLLEGE

	Freehold Land and Buildings	Buildings under Construction	Furniture and Equipment	Motor Vehicles	**Total**
	£'000	£'000	£'000	£'000	**£'000**
Cost (or frozen* valuation)					
At 1 August 2023	54,665	183	2,586	97	**57,531**
Additions	146	168	466	-	**781**
Assets transferred	183	(183)	-	-	**-**
Fully depreciated assets written off	-	-	(928)	(33)	**(961)**
At 31 July 2024	54,994	168	2,124	64	**57,350**
Depreciation					
At 1 August 2023	17,414	-	1,648	59	**19,121**
Charge for the year	1,319	-	200	16	**1,535**
Fully depreciated assets written off	-	-	(928)	(33)	**(961)**
At 31 July 2024	18,733	-	920	42	**19,695**
Net book value					
At 31 July 2024	**36,261**	**168**	**1,205**	**23**	**37,657**
At 31 July 2023	37,251	183	938	38	38,410

All tangible fixed assets are held for use on charitable activities.

*The College has substantial long-held historic assets used in the course of the College's educational activities. These comprise listed buildings on the College campus, together with their contents comprising works of art, ancient books and manuscripts and other treasured artefacts. Because of their age and, in many cases, unique nature, reliable historical cost information is not available for these assets and could not be obtained except at disproportionate expense. However, in the opinion of the Governors the depreciated historical cost of these assets would now be immaterial.

10. FIXED ASSET INVESTMENTS

GROUP AND COLLEGE	**2024**	*2023*
	£'000	*£'000*
Listed investments – Equity unit trusts		
At 1 August 2023	**2,578**	*2,701*
Revaluation to market value	**170**	*(119)*
Purchase of additional units/(transfer investment to cash)	**-**	*(4)*
At 31 July 2024	**2,748**	*2,578*

10. FIXED ASSET INVESTMENTS (Continued)

COLLEGE	2024	*2023*
	£	*£*
Interest in subsidiary undertaking	**100**	*100*

At 31 July the College had the following subsidiary undertaking with the common registered office on page 2:

	Company number	Class of share capital held	Proportion held	Nature of business
Bishop's Stortford College Enterprises Limited	13057176	Ordinary £1	100%	Service

BISHOP'S STORTFORD COLLEGE ENTERPRISES LIMITED
AS AT 31 JULY 2024

BALANCE SHEET	2024	*2023*
	£	*£*
CURRENT ASSETS		
Debtors	**125,941**	*117,170*
Cash at bank	**277,875**	*243,610*
	403,816	*360,780*
CREDITORS: Amounts falling due within one year	**(281,478)**	*(238,136)*
NET CURRENT ASSETS	**122,338**	*122,644*
TOTAL ASSETS LESS CURRENT LIABILITIES	**122,338**	*122,644*
NET ASSETS	**122,338**	*122,644*
CAPITAL AND RESERVES		
Share Capital	**100**	*100*
Profit and loss account	**122,238**	*122,544*
SHAREHOLDERS FUNDS	**122,338**	*122,644*

PROFIT & LOSS ACCOUNT	2024	*2023*
	£	*£*
TOTAL INCOME	**521,434**	*419,946*
TOTAL EXPENDITURE	**(266,306)**	*(205,643)*
NET PROFIT	**255,128**	*214,303*

STATEMENT OF RETAINED EARNINGS	2024	*2023*
	£	*£*
RETAINED EARNINGS BROUGHT FORWARD	**122,544**	*56,107*
Profit for the year	**255,128**	*214,303*
Gift aid to The Incorporated Bishop's Stortford College Association	(255,434)	*(147,866)*
RETAINED EARNINGS CARRIED FORWARD	**122,238**	*122,544*

11. PROPERTY INVESTMENTS – GROUP AND COLLEGE

	2024	2023
	£'000	£'000
Valuation at 1 August 2023	**4,400**	*4,400*
Net movement	**-**	-
Valuation at 31 July 2024	**4,400**	*4,400*

Investment properties consist of a legacy from a College Alumnus consisting of farmland and buildings near to Great Dunmow.
An updated valuation of the properties was undertaken in March 2022 by Edward Rout, MRICS FAAV of Strutt and Parker. The valuation of £4,400,000 has been reflected in these accounts. As at 31st July 2024 the value of the property has not materially changed.

12. DEBTORS

	Group		College	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Trade debtors	**516**	*335*	**461**	*320*
Staff loans	**-**	*6*	**-**	*6*
Amounts due from subsidiary	**-**	-	**228**	*177*
Other debtors	**92**	*73*	**92**	*73*
Other prepayments and accrued income	**556**	*709*	**485**	*607*
	1,164	*1,123*	**1,266**	*1,183*

All debtors are due within one year.

13. CREDITORS: amounts falling due within one year

	Group		College	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Deposits from parents	**653**	*755*	**653**	*755*
Fees received in advance of term	**1,146**	*1,326*	**1,146**	*1,326*
Trade creditors	**734**	*1,062*	**698**	*1,013*
Taxation and social security	**337**	*302*	**334**	*300*
Contributions due to pension schemes	**305**	*252*	**305**	*252*
Other creditors	**121**	*63*	**121**	*63*
Fees in advance scheme	**4,087**	*1,600*	**4,087**	*1,600*
Fees In advance adjustment to fair value	**230**	*110*	**230**	*110*
Defined benefit pension deficit provision	**40**	*10*	**40**	*10*
Accruals and deferred income	**1,375**	*307*	**1,360**	*297*
	9,028	*5,787*	**8,974**	*5,726*

14. CREDITORS: amounts falling due after more than one year

	Group		College	
	2024	*2023*	**2024**	*2023*
	£'000	*£'000*	**£'000**	*£'000*
Defined benefit pension deficit provision	**-**	*70*	**-**	*70*
Fees in advance scheme	**6,331**	*1,814*	**6.331**	*1,814*
Fees In advance adjustment to fair Value	**112**	*232*	**112**	*232*
	6,443	*2,116*	**6,443**	*2,116*

The Governors have reviewed the contract terms under which Pupil fee deposits are held by the College. Although under normal circumstances these will be repaid over future years when the pupils complete their education at the College, pupils can leave at earlier dates. The College does not therefore have an unconditional right to retain the individual deposits for at least 12 months after the balance sheet date and, in line with the requirements in FRS 102, the balance of the deposits held at 31 July 2024 have been included within current liabilities. The prior year Pupil fee deposits balance has been similarly represented.

15. FEES IN ADVANCE SCHEME – GROUP AND COLLEGE

Some parents have entered into a contract to pay the College in advance for contributions towards the tuition fees for up to five years in return for a fixed price on their fees. The money may be returned subject to specific conditions on the receipt of notice. Assuming pupils will remain in the College, fees in advance will be applied as follows:

	2024	*2023*
	£'000	*£'000*
Within two to five years	**3,311**	*988*
Within one to two years	**3,020**	*826*
	6,331	*1,814*
Within one year	**4,087**	*1,600*
	10,418	*3,414*

Summary of movements in liability	£'000
Balance at 1 August 2023	**3,414**
New contracts	9,307
Repayments	(82)
Amounts used to pay fees	(2,222)
Balance at 31 July 2024	**10,418**

16. SUMMARY OF MOVEMENTS ON MAJOR FUNDS

GROUP

	1 August 2023	Income	Expenditure	Transfer between funds & revaluation	31 July 2024
	£'000	£'000	£'000	£'000	£'000
Share capital	**1**	-	-	-	**1**
Unrestricted Funds					
General Reserve	**35,274**	28,948	(29,625)	-	**34,597**
Revaluation Reserve	**3,401**	-	-	-	**3,401**
	38,675	28,948	(29,625)	-	**37,998**
Restricted Funds					
Bursary/Scholarship Funds	**1,734**	103	(85)	81	**1,833**
Alumni Funds	**1,045**	43	(29)	84	**1,143**
Prize Funds	**95**	6	(1)	5	**105**
Building Funds	**104**	10	(102)	-	**12**
Sporting Expenditure Funds	**1**	10	-	-	**11**
Library Archiving Fund	**18**	-	-	-	**18**
	2,997	172	(217)	170	**3,122**

GROUP

	1 August 2022	Income	Expenditure	Transfer between funds & revaluation	31 July 2023
	£'000	£'000	£'000	£'000	£'000
Share capital	1	-	-	-	**1**
Unrestricted funds					
General reserve	36,851	25,547	(27,124)	-	**35,274**
Revaluation reserve	3,401	-	-	-	**3,401**
	40,252	25,547	(27,124)	-	**38,675**
Restricted funds					
Bursary/scholarship funds	1,697	183	(67)	(79)	**1,734**
Alumni funds	1,044	41	(4)	(36)	**1,045**
Prize funds	97	6	(4)	(4)	**95**
Building funds	40	64	-	-	**104**
Sporting expenditure funds	1	-	-	-	**1**
Library archiving fund	18	-	-	-	**18**
	2,897	294	(75)	(119)	**2,997**

16. SUMMARY OF MOVEMENTS ON MAJOR FUNDS (CONTINUED)

COLLEGE

	1 August 2023	Income	Expenditure	Transfer between funds & revaluation	31 July 2024
	£'000	£'000	£'000	£'000	£'000
Share capital	1	-	-	-	1
Unrestricted funds					
General reserve	35,151	28,427	(29,103)	-	34,475
Revaluation reserve	3,401	-	-	-	3,401
	38,552	28,427	(29,103)	-	37,876
Restricted funds					
Bursary/scholarship funds	1,734	103	(85)	81	1,833
Alumni funds	1,045	43	(29)	84	1,143
Prize funds	95	6	(1)	5	105
Building funds	104	10	(102)	-	12
Sporting expenditure funds	1	10	-	-	11
Library archiving fund	18	-	-	-	18
	2,997	172	(217)	170	3,122

COLLEGE

	1 August 2022	Income	Expenditure	Transfer between funds & revaluation	31 July 2023
	£'000	£'000	£'000	£'000	£'000
Share capital	1	-	-	-	1
Unrestricted funds					
General reserve	36,795	25,127	(26,771)	-	35,151
Revaluation reserve	3,401	-	-	-	3,401
	40,196	25,127	(26,771)	-	38,552
Restricted funds					
Bursary/scholarship funds	1,697	183	(67)	(79)	1,734
Alumni funds	1,044	41	(4)	(36)	1,045
Prize funds	97	6	(4)	(4)	95
Building funds	40	64	-	-	104
Sporting expenditure funds	1	-	-	-	1
Library archiving fund	18	-	-	-	18
	2,897	294	(75)	(119)	2,997

16. SUMMARY OF MOVEMENTS ON MAJOR FUNDS (CONTINUED)

The bursary/scholarship funds were established to provide support for bursaries, scholarships, prizes books and financial assistance to employees.

The alumni funds are made up of three donations and bequests from alumni of the College and provide support for pupils continuing their studies at university as well as funding for books for the Senior School library.

17. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Restricted	Unrestricted	Total 2024	*Total 2023*
	£'000	£'000	£'000	*£'000*
Tangible fixed assets	-	37,657	**37,657**	*38,410*
Property investments	-	4,400	**4,400**	*4,400*
Securities investments	2,748	-	**2,748**	*2,578*
Net current assets/(liabilities)	374	2,261	**2,635**	*(1,599)*
Long term liabilities	-	(6,331)	**(6,331)**	*(2,116)*
	3,122	37,987	**41,109**	*41,673*

	Restricted	Unrestricted	Total 2023	*Total 2022*
	£'000	£'000	£'000	*£'000*
Tangible fixed assets	-	38,410	**38,410**	*39,321*
Property investments	-	4,400	**4,400**	*4,400*
Securities investments	2,578	-	**2,578**	*2,701*
Net current assets/(liabilities)	419	(2,018)	**(1,599)**	*146*
Long term liabilities	-	(2,116)	**(2,116)**	*(3,418)*
	2,897	38,676	**41,673**	*43,150*

18. PENSION SCHEMES – GROUP AND COLLEGE

Retirement benefits to employees of the College are provided through a defined benefit scheme and a defined contribution scheme, which are funded by the College's and employees' contributions.

Defined benefit schemes

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,962,278 (*2023: £1,636,000*) and at the year-end £242,000 (*2023 - £182,000*) 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%.

Pensions Trust Independent School's Scheme

As at 31 July 2023, the College was a participating member (Under a grace period as there were no active members) of the Pensions Trust Independent School Scheme, a multi-employer defined benefit pension scheme. The scheme is administered by the Pensions Trust, it has not previously been possible for the College to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it has been accounted for as a defined contribution scheme.

The scheme is classified as a 'last man standing arrangement'. Therefore the College is potentially liable for other participating employers obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme.

During the financial year ended 31 July 2024, the College has undertaken a strategic decision to withdraw from the Pensions Trust Independent School Scheme as there were no longer any active members. This decision led to the crystallisation of the College's section 75 debt in relation to the schemes deficit.

As at 28 February 2023 the deficit was £340k as valued by the schemes actuary.

In the financial year 2022 a review of the benefit changes was carried out by the Trustee of the Independent Schools Pension Scheme. Following this review the Trustee received legal advice that there is uncertainty about how members benefits are calculated and that it needed clarification from the Courts. The Trustee will present the case in court that the rules should continue to be applied in the way they are now. Should the court decide that the historic benefit changes need to be applied then benefits for members would need to be increased which would increase the value placed on scheme liabilities.

The court case is not expected to be concluded until Q1 2025. As such on withdrawal from the scheme the College has had to enter into an agreement with the Trustee to acknowledge that as the section 75 Debt cannot be certified, a prepayment amount will be made based on the Trustee's reasonable pre-estimate of the debt. The pre-payment amount will be treated as an 'on account' payment until the scheme Actuary is able to formally certify the debt after the court ruling. To allow for the fact that the actual amount due could be higher or lower than the 'on account' payment the pre payment amount will be 90% of the debt due. Until the section 75 debt has been certified and paid in full a withdrawing employer is not discharged from its liabilities to the scheme.

The impact of the withdrawal on the College's financial statements includes a charge to settle 90% of the actuarial valuation of the section 75 debt of £306k and a provision for any residual liabilities related to the scheme (10%) of £34k

The College Support Staff Pension Plan

From November 22 the College has participated in a single pension scheme provided by Royal London offering salary exchange. The regular cost is charged to income and expenditure and for the financial year ended 31st July 2024 was 10% of salary. Contributions paid in the current year were £445,000 (2023: £324,000) and £59,000 was payable at the year end (2023: £48,000). In addition to the pension contributions, the College pays 1% for each of the participating employees for life assurance cover.

In addition, the College pays employer contributions into a further defined contribution scheme for one employee under a salary sacrifice scheme. During the year the College paid contributions of £36,000 into the scheme (2023: £34,000) and £3,330 was payable at the year end (2023: £3,000).

19. CAPITAL EXPENDITURE ESTIMATED – GROUP AND COLLEGE

Capital expenditure in the sum of £654k for repairs to Rowe House Roof has been estimated and accrued for in the financial statements based on information from an external surveyor and work that is underway as at 31st July 2024.

20. OPERATING LEASE COMMITMENTS – GROUP AND COLLEGE

As at 31 July 2024 the Group and College had future minimum lease payments under non-cancellable operating leases for each of the following lease periods:

	2024	*2023*
	£000	*£000*
Not later than one year	**302**	*283*
Later than one year and not later than five years	**286**	*485*

21. RELATED PARTY TRANSACTIONS

During the year donations of £300 (2023: £2,615) were received from Governors.

Travel and subsistence expenses of £187 were paid to Governors during the year (2023: £600).

Mr Conti and Mrs Gammage are parents of pupils in the College. These families are paying school fees in accordance with the College's standard terms and conditions.

Bishop's Stortford College Enterprises Limited is a 100% subsidiary of the College. The subsidiary makes a donation under gift aid to the College of its taxable profits each year.

At the year end the College owed the subsidiary £63,621 (2023: £37,435) and the subsidiary owed the College £228,000 (2023: £177,000).

22. CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES – COMPARATIVE FIGURES BY FUND TYPE

	Unrestricted Funds	Restricted Funds	2024 Total
	£'000	£'000	£'000
Income from:			
Charitable activities			
School fees receivable	27,279	-	**27,279**
Income from insurance claims	7	-	**7**
Grant income	-	-	**-**
Profit on disposal of fixed assets	-	-	**-**
Other trading activities			
Ancillary trading income	1,569	-	**1,569**
Investments			
Investment income	25	137	**162**
Interest receivable and similar income	61	-	**61**
Voluntary sources			
Grants and donations	7	35	**42**
Total incoming resources	28,948	172	**29,120**
Expenditure on:			
Raising funds			
Trading expenditure	(1,005)	-	**(1,005)**
Interest payable and similar charges	(169)	-	**(169)**
Fundraising & Development	(204)	-	**(204)**
Total deductible costs	(1,378)	-	**(1,378)**
Charitable activities			
Education and grant making	(28,247)	(217)	**(28,464)**
Total expenditure	(29,625)	(217)	**(29,842)**
Net incoming funds from operations before transfers and investment gains	(677)	(45)	**(722)**
Gains/(losses) on investments	-	170	**170**
Gains on investment properties	-	-	**-**
Total income and capital inflow	(677)	125	**(552)**
Transfer between funds for the year	-	-	**-**
Net movement in funds for the year	(677)	125	**(552)**
Fund balances brought forward at 1 August 2023	38,676	2,997	**41,673**
Fund balances carried forward at 31 July 2024	**37,999**	**3,122**	**41,121**

THE INCORPORATED BISHOP'S STORTFORD COLLEGE ASSOCIATION

England & Wales - Charity number 311057

Accounts

Company No. 81130

Charity No. 311057

BISHOP'S STORTFORD COLLEGE

ESTD 1868

THE INCORPORATED BISHOP'S STORTFORD COLLEGE ASSOCIATION

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2023

THE INCORPORATED BISHOP'S STORTFORD COLLEGE ASSOCIATION
ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED 31st JULY 2023

GOVERNORS, DIRECTORS AND CHARITY TRUSTEES

The Governors of the Incorporated Bishop's Stortford College Association are the trustees of the charity and the directors of the charitable company. The trustees who served on the Governing Council during the year were:

	1	2	3	4	5	6	
G.E. Baker, (Chairman)	●	●	●	●	●		
I.M. Pearman (Vice Chair)		●	●	●			
D.M. Alexander			●	●			Chair of the Estates Committee
G.W.W. Barker		●			●		
A.J.W. Conti				●		●	
P.E. Dodd		●					
J.R. Gammage		●		●		●	
P.J. Hargrave		●	●	●	●		Chair of the Nominations and Governance Committee
R.C.V. Harrison				●		●	Chair of the Finance & General Purpose Committee
S. Lehec		●					
P. Mullender		●		●			Chair of the Education Committee
S. Nurbhai		●			●		
I.J. Silk		●					
C.P. Solway			●	●			
D.F. Thomson	●	●	●	●			Governor oversight for Development

1. Member of the Development Working Group.
2. Member of the Education Committee.
3. Member of the Estates Committee.
4. Member of the Finance & General Purpose Committee.
5. Member of the Nominations Committee.
6. Parent of a pupil at the College.

The following were Representative Governors: G.W.W. Barker, A.J.W. Conti, P.E. Dodd, R.C.V. Harrison, S. Nurbhai and C.P. Solway.

OFFICERS OF THE COLLEGE:

Head: K. Crewe-Read

Secretary and Bursar: P.M. Stanley

ADVISERS:

Bankers: Lloyds Bank plc, 20 North Street, Bishop's Stortford, Hertfordshire, CM23 2LN

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

Solicitors: TEES, Tees House, 95 London Road, Bishop's Stortford, Hertfordshire, CM23 3GW
Veale Wasbrough Vizards LLP, Narrow Quay House, Narrow Quay, Bristol BS1 4QA

Insurance: Endsleigh Insurances (Brokers) Limited, Shurdington Road, Cheltenham Spa, Gloucestershire, GL51 4UE

OTHER INFORMATION:

Address and Registered Office: School House, Maze Green Road, Bishop's Stortford, Hertfordshire, CM23 2PQ

Website: www.bishops-stortford-college.herts.sch.uk

The Governors, who are also the directors and charity Trustees, have pleasure in submitting their one hundred and nineteenth annual report together with the audited financial statements for the year, and confirm they comply with the requirements of the Memorandum and Articles of Association, the Charities Act 2011 and the Companies Act 2006.

DIRECTORS' REPORT

REFERENCE AND ADMINISTRATION INFORMATION

1. The Incorporated Bishop's Stortford College Association, known as Bishop's Stortford College ("the College") was founded in 1868. It is constituted as a private limited company (Number 81130) with charitable status (Number 311057). The College operates three schools known as Pre-Prep, the Prep School and the Senior School.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

2. The College is governed by its Memorandum and Articles of Association incorporated on 2nd June 1904, as amended by Special Resolutions, passed on 30th June 1978, 29th June 2001, 20th March 2015 and further amended by determination on 17th March 2023. The Governors continued to keep the Memorandum and Articles under review to ensure they remain appropriate.

Governing Body

3. The Governing Council is a self-appointing body that may comprise of up to twelve elected Governors and six representative Governors. Up to, but no more than, one third of the elected body is required to retire by rotation each year. They are then eligible for re-election at the Annual General Meeting should they wish to stand. There is one Governing Body for all parts of the College and the Governors, executive officers, principal advisors and business addresses are listed on page 2 above.
4. Representative Governors are nominated by the Baptist Union and the United Reformed Church. In addition, the Memorandum and Articles permit four other suitable representatives such as College parents, to serve on the Governing Council. Representative Governors retire each year but are eligible for re-election should they wish to stand. Parent Governors play an important role in bringing the views of the parent community to the attention of the Governing Council.

Recruitment of Governors

5. A Nominations Committee is responsible for identifying, interviewing, and recommending candidates who are not representatives of outside bodies to join the Governing Council. After considering the candidate's eligibility, personal competence, skills and availability, the Governing Council decide, by a vote, to either accept or reject the nominated person. The Baptist Union and the United Reformed Church identify and recommend their own representatives to the elected Governors. The Governing Council then decide, by a vote, to either accept or reject the recommended person.

The Charity Governance Code

6. The Trustees are aware of the Charity Governance Code published in 2018 and updated in March 2021 which sets out the principles and recommended practice for good governance within the sector. The Trustees are satisfied that the Charity applies the principles of the code within its current Governance arrangements.

Training of Governors

7. New Governors are inducted into the workings of the College, including the policies and procedures of the Governing Council and its Committees, by a series of meetings with the Chairman and the Clerk to the Governing Council and through opportunities to attend during their first year, committee meetings. External courses are also made available to incoming Governors as part of their induction process. Governors are encouraged to further develop their skills and knowledge, by attending relevant seminars, training events and presentations. Most recently the Governing Council have completed the AGBIS and HMC good governance training programme.

Organisational Structure

8. The Governors, as the Trustees of the Charity, are legally responsible for the overall control and supervision of the College and they meet as a full Governing Council no less than three times per year. In between meetings, the Chair of the Governing Council, or the Vice Chair in their absence, are available to provide guidance or advice to the College if it is needed. The work of overseeing strategy and implementation of policies agreed by the Governing Council is devolved to one of the following Committees:

- Education Committee, which is responsible for academic, pastoral, staffing, welfare and other operational issues.
- Estates Committee, which is responsible for the built estate, staff accommodation, maintenance, leasing of property, health and safety, security and building project planning.
- Finance & General-Purpose Committee (F&GPC), which is responsible for financial planning and investment strategies, as well as, scrutinising revenue and capital expenditure, the budget, salaries and monitoring agreed key performance indicators. The F&GPC is supported by the governor led Remuneration Working Group and where required Continency Working Group, and Executive led Estates Working Group and Development Working Group.
- Nominations and Governance Committee, which is responsible for ensuring that the Governing Council has the right balance of skills and experience, leading the process for Governor appointments and secondly for coordinating and oversight of Governance and Leadership matters.

As part of the strategic planning process the Governing Council meets annually at an '*Away Day*' to discuss matters of importance, to review key documents and policies, as well as considering future plans and initiatives.

Consolidated Financial Statements

9. In December 2020 the charity established a wholly owned subsidiary, Bishop's Stortford College Enterprises Limited with the aim of supporting non-fee income generation in support of the Trust's objectives. The subsidiary started trading in January 2022 and separate financial statements have been prepared for the subsidiary for the year ended 31st July 2023.

   Consolidated financial statements have been prepared for the group for the same period in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - effective 1 January 2015.

Structure of the Charity

10. The College comprises three schools, three cross-college departments, a support organisation and the Stortfordian Foundation Office as follows:

    - **Pre-Prep**. Pre-Prep comprises three year groups from the age of 4 and operates from purpose-built facilities.
    - **Prep School**. The Prep School comprises six year groups from the age of 7 (Year 3). From Pre-Prep the children move to Shell which provides a transition from Pre-Prep into the Prep School, which offers subject-based teaching from the age of 9 (Year 5). The transfer age to the Senior School is 13 (Year 9).
    - **Senior School**. The Senior School has five year groups and prepares pupils for the GCSE and A-Level public examinations, university entrance and for adult life.
    - **Cross College Departments**. Learning Support, Music and Sport are taught across the three schools by single departments. In this way best use is made of specialist teaching, coaching and support staff and pupils are able to develop skills from an early age.
    - **College Professional Services**. College Professional Services provide College-wide support to all sections. The main functions are bursary administration, marketing and admissions, finance, information technology services, human resources, estates and facilities, health & safety, commercial and medical. A significant number of College Professional Service staff are embedded in schools and departments and line managed by their respective departmental heads.
    - **Bishop's Stortford College Enterprises**. Bishop's Stortford College Enterprises Limited has the aim of supporting non-fee income generation in support of the Trust's objectives.
    - **Marketing and Communications**. The Director of Marketing and Communications reports directly to the Head of the College and is responsible for the marketing, communications, and admissions business critical functions.
    - **Stortfordian Foundation Office**. The Stortfordian Foundation Office is responsible for building community support towards raising additional funds through grants, gifts, legacies and endowments. In addition, it facilitates other community benefits such as offers of work experience to current pupils and alumni networking.

Management Structure and Other Relationships

11. The day-to-day running of the College was delegated to the Head of the College who was also the Senior School Head. The three schools were managed by the Senior School Head and Senior Management Team, the Prep School Head and Prep School Senior Management Team and the Head of Pre-Prep.

    The College Head, the Prep School Head, the Head of Pre-Prep and the Bursar formed the College Executive Team who met regularly throughout the year. The Head and Bursar attend all meetings of the Governing Body, almost all of which are also attended by the Prep School Head and the Head of Pre-Prep.

12. The College remained a selective co-educational day and boarding school that offers, in return for a fee, an education from the age of 4 to 18. The desired outcome was for pupils to achieve suitable public examination

grades to allow them to make rewarding choices about their future. As part of the provision, pupils were given assistance in applying for university, work, or gap year travel.

13. To support the attainment of the highest standards, the College actively interacted with other schools through membership of the Headmasters' and Headmistresses' Conference, the Independent Association of Preparatory Schools and the Independent Schools Bursars' Association, and, in the local area, through the Head's membership of the Bishop's Stortford Educational Trust (see paragraph 38).

14. The Governors, via the Foundation Office, encouraged the fostering of links between former pupils, parents and present-day students. The College thus encouraged membership of an active society of ex-pupils, known as Old Stortfordians (OS), who meet on a regular basis at the College and other venues. The College benefited from the generosity of its parents and former pupils, whose support continued to be greatly appreciated.

    The volunteer support of parent groups, such as the Friends of the Prep School, was similarly valued. To develop these links further the College retained a programme that includes Parent Evenings and links with the wider community. These were an important aspect of ensuring the delivery of the charitable aims of the Trust.

15. Remuneration is set by the Governing Body, with the policy objective of attracting and retaining talented and motivated people to deliver the College's charitable purpose. The appropriateness and relevance of the remuneration is reviewed annually, including reference to comparisons with other organisations and benchmarking reports to ensure that the College remains sensitive to the broader issues of pay and employment conditions elsewhere.

Employment Policy

16. The Governing Council recognised that staff engagement was vital to the success of the College, and appreciated the contribution made by academic and non-academic staff to that success. Senior management promoted a culture of cooperation and partnership between staff in different sections and departments within the College. The aim was to create a culture of mutual respect, and good internal communications. The Whole College Forum provided representative and scheduled consultation and dialogue between staff and the Executive. The College remained an equal opportunities employer and was fully committed to safeguarding and promoting the welfare of children. Accordingly, recruiting procedures for College staff followed published guidance. At least one member of any interview panel will have attended 'Safeguarding and Recruitment' training and all appointments are subject to safer recruiting review before employment commences.

17. The Governing Council and management were committed to staff development. Training was delivered as part of an ongoing INSET programme to meet identified priorities. All staff who were new to the College received induction training that included the College's safeguarding policies and guidance on safe working practices. Senior leadership development was facilitated through 360 degree feedback.

Equality Policy

18. The College's Equality, Diversity and Inclusion policy applies to all the pupils, staff and visitors at Bishop's Stortford College and is held on the College website. The College aims to embed equality of access, opportunity and outcome for all members of our College community, within all aspects of College life. The College actively seeks to embrace the following concepts:

    - Shared Humanity. Identifying commonality and shared values, aspirations and needs, underpins our approach to equality. We value our fundamental similarities and universality.
    - Valuing difference and diversity. We appreciate the richness within our differences and look for ways of celebrating and understanding them better.
    - Interdependence, interaction, and influence. We recognise that, as they evolve, distinct cultures, beliefs and lifestyles will impact on and inform each other.
    - Social cohesion within our College and within our local community.
    - Excellence. We aim to inspire and recognise high personal and collective achievement throughout our community, the UK and the wider world. Excellence is to be found everywhere.
    - Personal and cultural identity. We will provide opportunities to explore and value the complexity of our personal and cultural identities.
    - Fairness and social justice. We will develop our understanding of the inequality that exists in society and explore ways of individually and collectively promoting a more equitable society.
    - Mutual respect of those with different faiths and beliefs.

    The College seeks to foster warm, welcoming, and respectful environments, which allow us to question and challenge discrimination and inequality, resolve conflicts peacefully and work and learn free from harassment and violence. We recognise that there are similarities and differences between individuals and groups, but we will strive to ensure that our differences do not become barriers to participation, access and learning and to create inclusive processes and practices, where the varying needs of individuals and groups are identified and met. We therefore cannot achieve equality for all by treating everyone the same. We will build on our similarities and seek enrichment from our differences, and so promote understanding and learning between and towards others to create cohesive communities.

Investment policy and objectives

19. The College's investment objectives are to balance the current and future needs by:

- maintaining (at least) the value of the investments in real terms;
- producing a consistent and sustainable amount to support expenditure; and
- delivering these objectives within acceptable levels of risk.

To meet these objectives the College's investments are managed as a whole on a total return basis, maintaining diversification in order to produce an appropriate balance between risk and return. The investment strategy is monitored by the Finance & General Purpose Committee, as is investment performance, which is reported below within the Strategic Report.

OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

20. The objects of the Charity, as set out in its Trust Deed, can be summarised as to promote, and provide for the advancement of education and thus, to conduct, carry on or acquire and develop in England any boarding or day school for the education of children.

In addition, some small trust funds are held to make awards for purposes specified by the donor, embracing both the development of the College's facilities and the provision of funds for bursaries, scholarships, prizes, and other educational purposes.

21. The Trustees confirm that they have complied with the duty in the Charities Act 2011 to have due regard to the general and sub-sector guidance issued by the Charity Commission. In this connection, the Governing Council monitored the guidance on public benefit produced by the Charity Commission together with its supplemental guidance on fee-charging.

22. In furtherance of these objects the College currently operates three schools: Prep-Prep, Prep School, and the Senior School. In addition, the College administered bursaries, grants, and awards, as well as managing property, endowments, bequests and gifts given, or established, in pursuance of these objects.

Ethos, Aims and Intended Impact

23. The Trustees were mindful of the guidance issued by the Charity Commission about the need to provide public benefit and on fee charging, as well as the requirements of the Charities Act 2011. The Governing Council monitored the activities of the College closely to ensure its aims and activities aligned with the guidance and the requirements of the Act.

24. It remains the Governors intention that the College should offer the opportunity of an all-through education to the age of 18 to those who would benefit from it. The aims for the College are now described in eight pillars:

- **Pillar 1 - Delivering Academic Excellence.** *We will offer a modern curriculum, which prepares pupils for the future.* We will seek to instil a love of learning and develop intellectual curiosity. Teaching will be excellent; learning will be exciting and consequently our pupils will achieve outstanding results.

- **Pillar 2 - Finding the Best in Every Pupil.** *Our pupils will be treated as individuals.* We will find and develop every pupil's unique strength, by providing a broad curriculum and co-curriculum. Our pupils will have wonderful opportunities to become fulfilled, skilful, happy; young people who have confidence for life.

- **Pillar 3 - Developing Strong Personal Values.** *We will nurture integrity and strong values through provision of outstanding pastoral care.* Pupils will learn the importance of tolerance, inclusivity and respect for others and will be aspirational about the contribution they make to our community and the wider world.

- **Pillar 4 - Enhancing the School Environment.** *The physical learning environment will be of the highest quality.* A programme of maintenance and improvement will ensure the campus is completely up to date in order to support our vibrant learning community.

- **Pillar 5 - Attracting Fantastic Pupils and Communicating about College Life.** *Our reputation for excellence will be strong and ensure healthy demand for boarding and day places.*

- **Pillar 6 - Being a Great Place to Work.** *Our staff are our most important resource.* We will recruit and retain inspirational teachers and highly skilled support staff. All staff will be equally valued, supported and developed professionally in their roles.

- **Pillar 7 - Maximising our Resources.** *The College is a registered charity committed to securing and maximising the effectiveness of all its resources towards its educational purpose.* The financial strategy will recognise, and deliver, both affordability and teaching excellence.

- **Pillar 8 - Inspiring Governance and Leadership.** *Leadership of the College is accountable, responsible, courageous and has clear vision.*

25. The College remained first and foremost a place of learning but was also a place where children enjoyed opportunities to become fulfilled, confident, skilful and happy young men and women. It was the College's aim to provide this process of all round growth, academically, morally, spiritually, athletically and creatively. Every pupil was encouraged, taught and challenged to fulfil his or her true potential, by being immersed in an environment of discovery and committed participation. The College thus allowed time and space for academic work to be balanced by sport, art, music, drama and a diverse choice of other extra-curricular activities, including community service.

26. The College had its roots in the Christian faith but welcomes and values young people from all faiths and none. It encouraged each pupil's spiritual discovery and expression in work overseen by the College Chaplain. The College House system was at the heart of the experience offered to pupils.

    The aim of the House system is to provide small enough units to achieve a real sense of belonging and community, and the family atmosphere that results is, quite deliberately, a strong one. Through this approach, the College aimed to allow its young people to acquire a confidence in their relationships both with each other and also with adults.

27. The College gave sixth formers, as they approach adulthood, opportunities to exercise responsibility and leadership as well as to show appropriate care and concern for others. The aim was that as the result of an education here, they should be sufficiently self-confident to contribute constructively to society at large and play a full role in it, whatever their chosen path.

28. Overall, the College aimed to provide a secure and structured community for all its pupils, in which they can fulfil their potential while learning to live and work together in a spirit of co-operation, kindness, respect and enthusiasm.

Objectives

29. To achieve the Governing Council's strategic vision and alongside strategic development plans, objectives included:
    - promoting high academic standards through:
        - an appropriately sized scholarship scheme and a mentoring scheme for those scholars;
        - the recruitment of high-quality academic staff and succession planning for future staffing needs;
        - reviews of academic value added by the College to identify academic strengths and weaknesses;
        - continued enhancement of learning support provision; and
        - encouragement of academic ambition beyond school through the College's Higher Education and Careers Department;
    - providing a tried and tested, House-based, pastoral care system;
    - providing extracurricular and sporting opportunities for each pupil;
    - maintaining a full pupil roll;
    - offering a broad range of subjects at public examinations to sustain the appeal of the College and the opportunities available to its pupils;
    - encouraging a happy and well-motivated workforce delivering an effective and broad education;
    - providing all staff, academic and non-academic, with appropriate training and development opportunities;
    - the operation of performance management procedures;
    - generate operating surpluses sufficient, only, to meet the needs of the objects;
    - generate non-fee income revenue to reduce pressures on fees;
    - re-investing the operating surplus in the College infrastructure;
    - fundraising to help finance bursaries and improvement of College facilities;
    - actively promoting its means-tested financial assistance (bursary) programme for pupils; and, where possible
    - sharing the College facilities with local schools and charitable community groups.

30. Governors also:

- kept under review the:
    - Memorandum and Articles to ensure they remained relevant; and
    - The College's Strategic Plan.
- reviewed College policies and supporting procedures on an annual basis; and
- prepared for external inspections and audits: ISI, Boarding, UKVI etc., so that the College passes these tests and, thereby, enhances its reputation in the local and wider community.

Principal Activity

31. The principal activity was to provide an education to children between the ages of 4 and 18 in a co-educational day/boarding environment. The number of pupils at the College at the end of the year was:

	Pre-Prep			Prep School						Senior School					Totals
Form	R	P1	P2	LS	US	FI	F2	L3	U3	4F	L5	U5	L6	U6	
Totals	42	44	43	64	67	66	96	114	119	136	121	119	125	110	1266
Boarders: Full/Weekly;	*0*	*0*	*0*	*0*	*3*	*0*	*2*	*8*	*6*	*15*	*12*	*13*	*27*	*21*	*107*
Flexi/Part-Time	*0*	*0*	*0*	*0*	*3*	*0*	*9*	*1*	*4*	*9*	*8*	*10*	*9*	*5*	*58*

32. To ensure the College continued to have a strong financial base and as wider reflection of outside society as possible, the key management team placed considerable emphasis on marketing the College, particularly on future admissions for the younger age groups and on attracting pupils from a wide range of social backgrounds. As a result, the numbers of potential pupils who are recorded as prospective pupils and have an interest in joining the College for entry up until 2027, are:

Year of Entry	Prospective
2024	625
2025	187
2026	89
2027	20

PUBLIC BENEFIT

Widening Access

33. In addition to setting fees at a level that widens the number of families that can afford to provide their children with a private education, the College also aims to provide opportunities for those who would not ordinarily be able to afford the opportunity to send their children to the College to do so through a bursary scheme. Means-tested financial assistance is, therefore, provided so that such families are able to benefit from our charitable objectives.

Financial Assistance

34. Financial assistance is available where a pupil meets the College entry requirements. It is funded by allocating a percentage of anticipated income to the scheme. Awards are means tested and range from full support by way of a 100% concession, to lesser awards where parental income is assessed to be at a higher level. When necessary, further support is provided; this can take a number of forms e.g. by way of a grant towards the costs for uniform, travel to and from the College or assistance with trips related to the curriculum. During the year, bursaries totalling £976,000 were awarded to provide means-tested financial assistance. As a result, there were 17 pupils in receipt of a bursary (15 in the previous year) worth 100% of the tuition fees, and a further 28 pupils (25 in the previous year) receiving assistance of between 50% and 90% of the fees.

35. The total value of bursaries, scholarships, grants, prizes and other awards made out of restricted funds was £63,000 (2022: £22,000), whilst £2,494,000 (2022: £2,061,000) was awarded out of unrestricted funds, this equates to 9.4% (2022: 9.1%) of gross fee income. The total number of children receiving assistance of all kinds was 341 (2022: 334); equal to 26.4% (2022: 27.1%) of College pupils.

36. Where our existing parents find themselves in a difficult financial position, the College, will offer means-tested emergency support.

Social Impact

37. The Governing Council is committed to developing its programme of support and co-operation with others in education and wishes to ensure that the College is making an educational impact for as many children as possible. The College is part of a wider community in which its staff and pupils are encouraged to participate. In addition to educating 1266 pupils, the College also ensured that its facilities and expertise were available for use by others, particularly by children. Examples of support to local state schools and community organisations included:

- the annual Festival of Literature - an event aimed purely at children. The College actively encouraged participation from other schools both local and national and provided free or discounted opportunities for participation for schools across the UK. Several well-known authors took part in storytelling and helping to reach out to children;
- the Bishop's Stortford Pupil Voice Network was established by the Prep School in 2017, with the aim of establishing a new network in Bishop's Stortford. The network enables representatives from different Pupil/School Councils to get together to share good practice, and learn more about the value of Pupil Voice in the local community. Pupils and staff from approximately 10 local primary schools attend. The next Pupil Voice Network Meeting is due to be held in Spring 2024;
- the use of the College swimming pool by local clubs, youth groups and schools. The swimming pool is an 'Approved Training Centre' for the Institute of Qualified Lifeguards and the College offers spaces on this course for staff from other local schools and swimming clubs. The College is also a PADI Educational Facility;
- the College continues to be an MCC Foundation Cricket Hub giving greater access to superb cricket facilities to a wider group of young people. The MCC Foundation, the charitable arm of the MCC, runs a network of Hubs across the UK, providing free coaching and match-play to state-educated 11-15 year old boys and girls with the aim of improving their cricket ability and boosting their confidence on and off the pitch;
- Bishop's Stortford Scouts and Police Cadets hold regular meetings using College facilities;
- working with the British Heart Foundation the College continued to provide two defibrillators on the Campus and (in an emergency) for the local community;
- the College has held holiday Activity Camps for children, including a multi-activity camp and soccer and tennis coaching activities for children;
- a number of drama and music performances that are open to the local community, including the Water Lane Church Lunchtime Recitals;
- hosting the annual Rotary Young Musician Competition, using a number of facilities around the campus including the FLT, Memorial Hall, Recital Room and MU1.
- a close partnership with a large number of local maintained schools as a founder member of the Bishop's Stortford Educational Trust (BSET). BSET was established in 2015 to create a co-operative, forward-thinking educational organisation to support provision from Early Years to Post-16 and beyond for the town of Bishop's Stortford and its surrounding villages. The Trust was created to formalise an already effective partnership between local primary and secondary schools and draws on the individual strengths of each institution. This collaboration is not only community-based, but is quite possibly the only such Trust at present to include the state and independent sectors working together to provide high quality education. BSET provides School Centred Initial Teacher Training.

Section 172 Statement

38. This statement is intended to be a discrete factual statement on how the directors (the College Governors) have regard for stakeholder interests in performing their duties as required under section 172 of the Companies Act. Bishop's Stortford College identifies its principal stakeholders as pupils, parents, prospective parents and pupils, teachers and staff, Old Stortfordians, suppliers, contractors and our local community leaders, businesses and neighbours. Stakeholders are identified by contractual engagement in terms of parent, pupils, staff and external licensees or by virtue of effect and impact of College activity and support opportunities to our community.

39. The College is very much rooted in the community, with approximately 87% of pupils being day pupils and hence living locally, due to it being one of the largest employers in Bishop's Stortford and from the social interaction described in paragraph 38. Stakeholder views are secured through communications strategies specific to groups, for example, prospective parents and pupils through admissions and events; pupils, teachers and staff through school routines; parents' evenings, meetings and newsletters, community and neighbours through town business forums and groups. Engagement with all of our community informs strategy, decisions and outcomes. College success depends on the need to:

- consider the long term likely consequences of any College decision on our community;
- consider the interests of the College's employees;

- foster relationships with suppliers, customers, and others;
- evaluate the impact of College operations on the community and the environment;
- maintain a reputation for high standards of business conduct; and
- ensure that members of the College act fairly between themselves.

The Governors identify and consider issues and factors affecting the College by:

- maintaining Memorandum of Articles and governance of The Incorporated Bishop's Stortford College Association in accordance with the law and the Charity Commission Regulations;
- maintaining a long term strategy that recognises and balances the needs of all stakeholders;
- developing a culture and ethos founded on fairness, Christianity and compliance with the law and the requirements of the Charity Commission;
- managing risk and impact on the College and community through active risk management as it affects all stakeholders;
- complying with legal obligations relating to the impact the College is making on the environment and meets its obligations in relation to the Energy Savings Opportunity Scheme;
- developing clear contractual relationships with employees supported by effective, informal and informal dialogue between employees and the senior leadership of the College;
- maintaining strong links with neighbours, local schools and local businesses in order to be mutually supportive and cognisant of their needs;
- operating professionally and appropriately with business practices and in payment terms; as a significant employer and contractor of services;
- employing staff under terms and conditions encapsulated in the employment manual to ensure that people act fairly and considerately to each other, to our pupils, parents and other stakeholders; and
- declaring interests and conflicts, annually and before any governance meeting.

40. The Governors have engaged with employees, through a number of deliberate governance practices. Significant amongst these are the appointment and direction to the College Executive and the oversight of College activity through committee structures. Staff were extensively involved in the formation of strategy and delivery of strategic projects. The Governors' visits to the College are frequent and activities recorded. Senior employees are present at Governing Council meetings to report, facilitate oversight and receive direction. The reports contain a broad spectrum of employee activity, pupil pastoral and academic performance and detail of staff wellbeing.

    The Governors receive outputs from the Health and Safety Committee, security audits, and staff wellbeing activities, alongside gender pay reporting and remuneration benchmarking data. The directors oversee the remuneration policy and decisions through a dedicated working group in order to make annual recommendations on policy and pay awards. Paragraphs 23 and 29 of the Directors' Report provide further detail on the Governors' vision and strategies including those relating to employees.

41. The key decisions made during the year were:

    - To continue to grow the College through marginal class size increases to meet the geographical and demographic local demands, which, with no detriment to teaching and learning, delivers benefits through economies of scale and allows us to better manage the challenges of fee affordability.
    - To deliver strategy based on 16 mutually supporting development projects in order to continue to deliver academic excellence, develop strong personal values, find the best in every pupil, recruit and retain the best possible staff by being a great place to work and to enhance the school environment.
    - To implement a change to the Shape of the Week, where by class room teaching would be completed Monday to Friday with a sport and public outreach programmes being delivered on a Saturday.

ENERGY REPORT

42. The College's energy usage and emissions are detailed in the table below.

		Year Ended 31st July 2023			Year Ended 31st July 2022		
Type of Emission	Activity	kWh	tCO2e	% of Total	kWh	tCO2e	% of Total
Scope 1 direct emissions	Natural gas Vehicle fleet	5,197,667 106,431	950.80 25.32	74.95% 2.00%	4,935,545 109,254	900.93 26.25	74.69% 2.18%
	Sub-total	**5,304,098**	**976.12**	**76.94%**	**5,044,799**	**927.18**	**76.87%**
Scope 2 energy indirect emissions	Electricity	1,400,098	289.92	22.85%	1,437,415	277.97	23.05%
	Sub-total	**1,400,098**	**289.92**	**22.85%**	**1,437,415**	**277.97**	**23.05%**
Scope 3 other indirect emissions	Grey fleet	11,241	2.56	0.20%	4,268	1.05	0.09%
	Sub-total	**11,241**	**2.56**	**0.20%**	**4,268**	**1.05**	**0.09%**
Total gross consumption and emissions		**6,715,436**	**1,268.60**	**100.00%**	**6,486,481**	**1,206.20**	**100.00%**
Metric used: Number of pupils			1,267			1,233	
Intensity ratio: Tonnes of CO2 per Number of pupils			1.001			0.978	

Intensity Ratio
The intensity metric is unchanged from last year, number of pupils (finishing the year). The resulting intensity ratio of tCO2e/number of pupils will best reflect changes in operation and energy consumption over time.

Efficiency

The following efficiency measures were taken during the financial year:

- Consultancy led extensive measurement and monitoring programme. Replacement of windows through a condition based replacement programme.
- Replacement of old boilers with improved energy efficient versions in several buildings across the site, most notably the Swimming Pool boilers.
- Installation of heat retaining swimming pool covers.
- Continued investment in LED lighting

Quantification and Reporting Methodology

The methodology used to calculate the College's GHG emission and energy consumption has been taken from The GHG Protocol Corporate Accounting and Reporting Standard. The 2013 UK Government Environmental Reporting Guidelines (updated March 2019) have been followed and the 2023 UK Government's Conversion Factors for Company Reporting have been used. The energy efficiency narrative methodology has been created based on energy management best practice.

Organisational Boundary

The College reports on all sources of environmental impact over which it has financial control (financial control approach).

STRATEGIC REPORT

ACHIEVEMENTS AND PERFORMANCE

Review of achievements and performance for the year

43. Public examination results are always the most visible measure of academic achievement at an all-through school, but once again A Level results were the result of much debate nationally as pass results fell, with those pupils receiving A or A* down from the peak in the pandemic.

44. At Bishop's Stortford College, A Level students' received grades which reflected the College's usual high levels of Value Added (as independently measured by CEM (Centre for Evaluation & Monitoring) analysis). 80% (85% in 2022) of grades achieved were A*-B grades, with 44% (62% in 2022) A*s and As.

45. In line with the Governors' primary objectives to advance a broad curriculum, study skills at Sixth Form extend beyond the A Level curriculum. This year, 29 students took the Extended Project Qualification, with 34% being awarded at A*-B grade.

46. This year 97% of our students were placed at a university of their choice, 100% securing their first-choice university to study medicine, and one student meeting their Oxbridge offer. 50% (54% in 2022) of students went on to study at Russell Group universities. Top university destinations included Exeter, Reading, Durham, Loughborough, Bath, and Warwick.

47. At GCSE 73% (76% in 2022) of examinations were graded 9-7 with 30% (33% in 2022) being graded at the highest Grade 9. Top performers every year are awarded the prestigious Ten Club membership, which is gained for achieving 10 or more grades 9-7; this year 44% (47% in 2022) Ten Club memberships were achieved.

48. In the Prep School there is an enviable breadth of curriculum coverage. Core subjects are obviously at the heart; however, humanities subjects are given a high profile of being taught separately and modern foreign languages are introduced early, from Year 3, and creativity is well supported through weekly drama, art, design technology, music, and computing science. The breadth of the curriculum is viewed as central to the ethos of providing rich and varied opportunities for our pupils.

49. Subject specialist teaching introduced from Year 3 and fully implemented by Year 5 provides academic rigour and allows the curriculum to expand further with three modern foreign languages and Latin on the curriculum for Years 7 and 8.

50. In Pre-Prep, the positive learning environment is paramount to supporting the delivery of the curriculum. In Reception, the children have a nurturing learning experience. They enjoy a well-resourced free-flow environment, involving inside and outside learning; playing and exploring; active learning and creating and thinking critically to interconnect all their learning. The children guide the learning through their interests, whilst the teachers plan careful teachable moments through their play.

51. In Key Stage One, the curriculum is delivered through umbrella topics which are book-led. This ignites and inspires their imagination. We focus on developing the skills and qualities children require to be resilient successful learners.

52. Across all parts of the College, opportunities to develop strong personal values have been sought through curricular and extra-curricular activities, which expose pupils to the importance of inclusivity, tolerance and respect for others reflecting closely on certain movements such as Everyone's Invited and Black Lives Matter.

53. The Governors place great importance on the pupils' participation in arts, music, and drama. It was wonderful to have events taking place in person again and pupils participated in House competitions, including House Music. The Drama Department's devised plays were performed with audiences, including the musical 'Little Shop of Horrors', Matilda (Prep) and 39 Steps (Fourth Form).

54. In the Prep School the majority of year groups have a drama production, with mass participation up to Form One (Year 5). In music, there are instrumental concerts for each year group, as well as opportunities to perform with choirs, ensembles, the Prep School Orchestra and Band at Prep School and whole College recitals.

55. In Pre-Prep, children are encouraged to participate in front of larger audiences. At the start of the year, all the children performed in the Harvest Festival, with requirements increasing with their age. Our youngest children perform a song, whereas our eldest children progress to reciting a poem. In December, all children took part in a Christmas carol concert with songs and readings. The Reception children performed in a Nativity. In March, Year Two led Pre-Prep at an Easter Service and the Year One classes each presented a class assembly to parents and the Pre-Prep children. During the Summer Term, the Year 2 children took part in the Pre-Prep concert performing on recorders, violins, clarinets, cellos, and piano. All the children participated in a Sports Day, at which they competed for their leagues. Year Two took part in a swimming gala in the Summer Term.

56. Sport, health, and fitness at the College aims to strike the right balance between excelling at the highest level with its most talented pupils whilst at the same time ensuring that as many pupils as possible can enjoy the mental and social benefits sport, health and fitness. Students from Pre-Prep to Sixth Form are encouraged to participate in a wide range of sport (core sports being cricket, hockey, netball, rugby, tennis and swimming).

57. Senior School pupils competed in cricket, hockey, netball, tennis, swimming and rugby fixtures against local schools. The School's girls cricket teams continue to be successful. In the Prep School, pupils compete in rugby, swimming, football, hockey, netball, tennis, athletics and cricket fixtures for girls and boys.

58. The College's Performance Sports Programme continues to enhance the sporting offer already available and offers extra training opportunities outside of the main term for each sport. This includes additional training opportunities, masterclasses and skills development sessions from professional and international athletes, bespoke strength and conditioning plans, advice on sport psychology, nutrition and lifestyle management, and a tailored mentoring system.

59. In addition to these key areas of extra-curricular provision, pupils at the College in the Senior School are offered the opportunity to take part in a wide range of activities, clubs, and societies, dependent on their age. Opportunities include (but not limited to), Amnesty International, Python Computer Coding, History Society, Film Club, Model United Nations, Broadcasting, Drama Society, Pride Society, Book Club, Police Cadets, Water Polo, 80 Club (swimming) and a range of bands, choirs and orchestras. Prep School children's activity sessions include robotics, sign language, martial arts, street dance, cookery, yoga, outdoor activities, and photography. Pre-Prep have football and tennis clubs and ballet classes after school. In school, the children can join the Pre-Prep Choir or gardening club.

Fundraising

60. The College's approach to fundraising.

    Bishop's Stortford College is committed to best practice in relation to all fundraising activities which are caried out by an in house development team who are subject to the scrutiny of the Development Working Group and the Governing Council. The College uses "legitimate interest" as its lawful basis to process personal data for the purpose of fundraising to those with a close connection to the College such as parents and alumni. Development activities include reunions sporting and cultural events, most of which are free of charge to attend. Fundraising is carried out via virtual and live events, inserts in hard copy publications, dedicated fundraising mailings and appropriate e-mails and online in the Stortfordian Foundation portal. Face to face meetings with donors and potential donors are conducted only with prior consent of the individual. All fundraising activity is monitored by the Director of Development in accordance with best practice as outlined by the Fundraising Regulator's Code of Practice.

61. Work with, and oversight of, any commercial participators/professional fundraisers.

    The College did not engage any third parties to carry out fundraising on our behalf during the year. From time to time, the College works with companies to assist us with fundraising logistics and consultancy who operate as data processors rather than data controllers.

62. Fundraising conforming to recognised standards.

    The College is a member of the Institute for Development Professionals in Education (IDPE). Development Office staff, SMT members and Governors regularly attend IDPE training events to ensure that best practice in alumni relations and fundraising is being used. Guidance issued by the Fundraising Regulator (including the latest updates to the Fundraising Code of Practice) and the Information Commissioner's' Office act as a set of principles to ensure fundraising is legal, open, honest and respectful. Fundraising practice is regularly monitored and reviewed by the Director of Development in line with the Fundraising Regulator's Code of Conduct and there were no compliance issues last year. This national code of practice includes rules governing consent, data sharing, data protection and privacy relating to all electronic and print communications. An application is in train to become a member of the Fundraising Regulator. The College's Fundraising and Development Privacy Notice is publicly available and promoted to parents and alumni. The Notice makes the College's approach to fundraising clear and if anyone objects to their personal data being used for the legitimate purpose of fundraising, these wishes are respected. Upon registration to a new portal, www.stortfordianfoundation.org, constituent users are able to specify their preferences, enhancing GDPR compliance.

63. Fundraising complaints

    The Development Office has a sophisticated CRM database capable of logging fundraising communication preferences including opt outs for specific campaigns or activities. The College has a formal complaints procedure which is clearly linked on the development pages. The College received no formal fundraising complaints in the financial year 1 August 2022 to 31 July 2023.

64. Protection of the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches, and undue pressure to donate.

The College respects and follows the guidelines as set out by the Fundraising Regulator's Code of Fundraising Practice to protect vulnerable people and to guard against intrusion on a person's privacy. Unreasonably persistent behaviour by fundraisers or undue pressure on a person to give money or other property is neither tolerated nor encouraged.

65. Expenditure on development work amounted to £201,342 including staff costs of £124,230 and the total donations received or committed in cash or in kind during the year, were £167,614 in value. The College regularly invites all constituents of the College to voluntarily take part in fundraising. Appeals are typically directed towards raising donation income towards bursaries, scholarships, academic and pastoral facilities.

Investment Policy

66. The Articles of Association of the Charity allow the Governors to invest such part of the funds of the Association, as shall not be required to satisfy or provide for immediate demands upon such securities as they deem expedient, and may, from time to time, vary such securities and convert the same as occasion requires or as they may deem fit.

67. The investment funds held comprise units in the M & G Charifund, and a freehold farm and associated properties, which were bequeathed to the College by a former pupil. In both of these investments, the Governors have taken the view that a combination of low risk income and long-term capital growth should be their objective.

68. The investment strategy and performance is monitored by the Finance Committee. At the year end the College's long-term investments, including the units in M & G Charifund and property investments, were valued at £6,978,000 (2022: £7,101,000). The overall investment return for the year was £163,000 (2022: £140,000) (See note 4). The value of investments has decreased by £123,000 this year (2022: £1,803,000 increase). The performance of investments has met expectations this year with a rebound of much of the previous year's decrease in value of the M & G Charifund investments. It is anticipated that a full recovery of value and subsequent capital growth will be achieved over the longer term.

69. The Pre-Paid fee scheme while assisting some parents in managing the cost of their child or children's education continues to provide what amounts to be a stable reserve that can be used by the College to the benefit of the charity. The Finance Committee monitors the cost of running the Pre-Paid Fee scheme and this year the scheme cost £234,000 to run (2022: £237,000).

FINANCIAL REVIEW

Results for the Year

70. The College had a successful year and the level of surplus income meets the needs of the College. Notably, this financial year sees the first of two years of significant surge spending being committed towards the maintenance of the estate, as part of a condition based led approach. Given this spend, lack of capitalisation and the effects of depreciation the funds of the College reported in the accounts have decreased, as forecasted.

    Pupil numbers increased by 33 from the prior year, increasing Fee income from £21.7m to £24m. The College's subsidiary Bishop's Stortford College Enterprises Limited, which started trading from January 2022 continues to grow and made a total gift aid contribution of £148k.

    An increase in pupil numbers across the year groups and strong demand for places in future years, together with increased trading for Bishop's Stortford College Enterprises Limited used to generate non-fee income provide financial resilience for the future. The Trustees remain confident that the College is in a strong financial position to meet the financial headwinds facing the independent schools sector and continue to deliver the current academic programme and planned physical development of the campus.

Reserves Level and Policy

71. In accordance with the objectives of the Association, and subject only to the normal constraints of prudence, it is the Governors' policy not to accumulate and retain funds but to spend, wisely, the available cash on maintenance, and on enhancement of the College's facilities. Such enhancements usually involve significant capital sums and are therefore, normally only undertaken as and when funds on a sufficient scale, built up over a number of years, become available. This policy means the College does not hold a large reserve for any length of time. Moreover, as the fees are paid in advance and the short-term flow of income and expenditure is relatively predictable, the College does not, as a matter of policy, hold reserves to cover say a whole term's operating costs.

72. Note 17 to the accounts sets out a full analysis of the assets attributable to the various funds. These assets are sufficient to meet the Charity's obligations on a fund-by-fund basis. See note 1.10.

73. Details of the College's Restricted Funds and the movements in the year by fund are set out in note 16 to the accounts.

74. The College's Unrestricted Funds and the underlying assets representing those Funds are set out in note 17 to the accounts. The most significant part of the Unrestricted Funds is invested in College buildings and other fixed assets used by the College in furtherance of its charitable objectives.

75. In the unusual circumstances where legacies to the College take the form of property, it is the Governors' policy to retain such investments and to look for capital appreciation while using any net income generated to support the Association's ongoing charitable objectives.

76. The Group's total reserves of £41,673,000 (2022: £43,150,000) at the year-end included £2,997,000 (2022: £2,897,000) restricted funds and £38,676,000 (2022: £40,252,000) unrestricted funds. The Group has no free reserves at the balance sheet date due to the investment of funds in tangible fixed assets, largely buildings for use within the College.

Financial Viability and Going Concern

77. The Governors regularly examine the College cash flows alongside the development plans for the future and are satisfied that they are adequate for the purpose of meeting its working capital requirements and that they will also cover strategic capital expenditure when complimented with an appropriate amount of loan finance.

78. Financial forecasts are produced, stress tested and reviewed by the Executive Team and the Governors at least termly to assess the impact of actual and potential favourable and adverse impacts to the College's finances. The stress testing includes future financial impacts of increased inflation and cost of living as well as other financial scenarios that may impact the College. This allows the Governors to respond quickly to financial changes to ensure the stability of the College.

79. The Governors are satisfied that the College has maintained an acceptable level of profitability and cashflows in the year to 31st July 2023 to allow it to carry out its objectives and will continue to do so in the future.

80. Demand for places has allowed the College to grow from 1233 to 1280 pupils by the start of the new 2022-23 academic year. Accordingly, the College is operating on a going concern basis.

RISK MANAGEMENT AND UNCERTAINTIES

81. The Governors, supported by the Executive, are responsible for the identification and management of the strategic risks faced by the College and its subsidiary undertakings. A review of the College Strategic Risk Register was completed as an annual standing item on the agenda of each of the various committees and the Governing Council itself. Following the review, the register was updated, and action taken to address any risks that are insufficiently mitigated. While it is recognised that any system can only provide reasonable but not absolute assurance, the Governors are satisfied the procedures described above have identified the risks faced by the College and that these have been adequately managed.

82. The preventative and proactive safeguarding of pupils was of primary importance. Governance oversight was deliberately focused on the safety of pupils. The Governing Council oversee the Executive in its compliance with Keeping Children Safe in Education, ensuring that there is direct governor engagement with processes and that they receive regular updates on regulations to facilitate the formation of policy and processes. They receive detailed reports on operational safeguarding from the Designated Safeguarding Leads.

83. The Governing Council remain mindful of the affordability of fees, heighted by high levels of inflation. The delivery of excellent education demands efficiency in on order to maintain affordability. The War in Ukraine and the impact on the global and national economies had immediate and significant impact on College operational costs, most notably in the cost of energy supplies which suffered a threefold increase in costs.

84. The Labour Party remain committed to ending tax breaks, such as Business Rates Relief for private schools and to remove the exemption from VAT on independent school fees, should it be elected to Government. The impact of such changes has been subject to ISC and IFS research with speculation of a 3 to 7% reduction in pupil demand from the IFS and 20% from ISC. The College is working hard to forecast the impact but until the changes in legislation are fully known this will be, to a degree, speculative. The College is well placed to mitigate the impacts without compromise to the quality of our educational offer, given our economies of scale and extent of building works completed in the last ten years and planned for the coming ten years, should Capital Goods Scheme relief remain available. In addition, the College continues to grow commercial activity to ease pressure on fees setting and whilst the school finances are already managed prudently, we will continue to take efficiencies where they are available without detriment to the educational offer.

85. The other principal and connected by affordability risks is the challenges of a sustained downturn in the economy. wage inflation, has in the main mitigated the increase in fees needed to deal with inflation over this reporting period but lingering inflation continues to challenge operational costs. There remains risk related to the long-term affordability of the Teachers' Pension Scheme, knowing at time of publishing that the Employer rates will be increased to 28.6% from 23.68% from the April 2024. The Governors are looking to sustain resilience and capacity to tolerate external impacts and remain confident that the risks are being managed effectively through careful control of operational costs and due to the strong demand for places at the College.

86. The Health and Safety risks, connected to College activities and its estate are clearly identified and efficiently treated through policies, risk assessments and planned preventative maintenance and measures. The College has commissioned condition surveys of its oldest buildings to better quantify medium term planning and the prioritisation of resources. The College make great reliance on external competence in assessing and mitigating risk, areas of consultation include; fire risks, legionella and water safety, electrical safety, gas and asbestos. The College Health and Safety Committee has broad representation and agenda to ensure that the College is continually learning and improving safety for pupils, staff and visitors.

87. Across all risks, the key controls used include:

- detailed terms of reference and formal agendas for all committee and Governing Council activity;
- the formation of additional Governor led working groups to oversee specific areas of risk or challenge; remuneration, projects, contingency;
- comprehensive strategic planning, budgeting and management accounting;
- monitoring key performance indicators, e.g. pupil numbers, ratios and trends;
- review, adjustment where necessary and approval by the Governors of all formal written policies;
- spot checks by Governors on College records and ledgers to ensure approved procedures are being followed;
- use of appropriate external professional advice;
- clear authorisations for approved levels of expenditure;
- safer recruitment and vetting procedures as required by law for the protection of children; and .
- COVID-19 contingency planning scenarios, risk assessment oversight and reporting of effectiveness.

LONGER TERM PLANS

88. The College Strategy highlights plans for the next ten years based on supporting and delivering the identified Eight Pillars strategy detailed in paragraph 24. The strategic development plan is formed of 16 connected projects;

Academic Excellence. Our curriculum does not stand still. We are committed to ensuring it is current and delivers pupils ready for their future lives and roles. Instilling a love of learning and developing intellectual curiosity are the cornerstones of excellent teaching and learning at Bishop's Stortford College. Our teachers will continue to empower our pupils to achieve outstanding results.

Supporting Projects:

- Conduct a comprehensive review of the school week to ensure teaching time is optimised and connected across all three schools.
- Examine the range and choice of subjects taught across the College to ensure our curriculum best prepares pupils to positively engage and contribute to a modern society and workplace.
- Foster the very best pupil support provision - from Learning Support to assessment and tracking and ensure smooth transition between schools.
- Develop a whole College pedagogical culture that teaches pupils how to learn and embeds a digital curriculum which is responsive to changing technologies.

Strong Personal Values. Nurturing integrity and strong values through outstanding pastoral care is of immense importance to us. Pupils learn the importance of tolerance, inclusivity and respect for others and will be aspirational about the contribution they make to our community and the wider world.

Supporting Projects:

- Develop an educational programme that challenges bias in all forms and focuses on inclusion, diversity and understanding of cultural heritage.
- Develop and embed a whole College approach to promoting positive behaviours which prioritise mental wellbeing.

Finding the Best in Every Pupil. Our pupils are treated as individuals. We will make it our mission to find and develop each pupil's unique strengths by providing a broad curriculum and co-curriculum. Our pupils should always have exciting and varied opportunities to find fulfilment at the College, enabling them to become skilful, happy young people who have confidence for life.

Supporting Projects:

- Develop the College's games provision to encompass sport, health and fitness and provide a modern, multi-purpose sports facility for whole College use.
- Augment the creative arts curriculum at all Key Stages to help pupils understand the world and their part in it and update performance accommodation, providing stimulating environments for creative activity.
- Deliver a vibrant and unique Sixth Form experience for students at the College, increasing opportunities for intellectual growth and the development of skills which equip them for adult life.

Attracting Ambitious and Enthusiastic Pupils and Communicating about College Life. Our reputation for excellence will grow through a purposeful and well delivered strategy, ensuring a healthy demand for boarding and day places.

Supporting Projects:

- Define and communicate the Bishop's Stortford College brand and streamline all College communications.
- Increase access to a Bishop's Stortford College education through delivery of a comprehensive bursary fundraising strategy. Extend current charitable engagement with our local area and beyond.
- Enhance the current alumni engagement programme.

Being a Great Place to Work. Our staff are our most important resource. We will continue to recruit and retain inspirational teachers and highly skilled College professional support staff. All staff will be equally valued, supported and developed professionally in their roles.

Supporting Projects:

- Establish and develop a wellbeing programme which values employees, builds community and promotes a healthy work/life balance.
- Ensure professional development is focused on this strategy and delivers excellence at every level.

Enhance the School Environment. The physical learning environment should be of the highest possible quality. We must ensure that our campus continues to support our vibrant learning community.

Supporting Projects:

- Develop a site plan that optimises the use of current buildings and spaces and minimises the College's environmental impact.
- Add to the built estate where it is needed to support delivery of this strategy.

Maximise our Resources. The affordability of fees and the charitable purposes of the College demand efficient and effective use of its resources towards delivering teaching and learning outcomes.

Supporting Project:

- Continue to ensure our financial strategy is affordable whilst delivering an excellent educational experience at all stages of the College.

Provide Inspiring Governance and Leadership. The leadership of the College should be accountable, responsible, courageous and have a clear vision.

Supporting Project:

- Establish an assurance framework which supports organisational stewardship and the effective delivery of this strategy.

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

89. The Trustees, who are also Directors of The Incorporated Bishop's Stortford College Association for the purposes of company law, are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and relevant accounting standards. Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve those financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

90. The Trustees are also responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, 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 and the provisions of the Charity's constitution. They are in addition responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. To that end, the Chair of the Finance Committee makes regular spot checks of ledgers and other financial records to ensure the integrity of the College's accounting procedures.

91. Each of the Directors, as members of the Governing Body, at the date of approval of this Report, confirms that they are aware of no relevant audit information (information needed by the company's auditor in connection with preparing the audit report) of which the company's auditor is unaware. In that context, each Governor has taken all the steps that he or she should have taken as a Governor, in order to make himself or herself aware of any relevant audit information and to establish that the company's auditor is aware of that information.

AUDITORS

92. Crowe U.K. LLP have expressed their willingness to continue as auditor for the next financial year.

This Annual Report, prepared under the Charities Act 2011 and the Companies Act 2006, was approved by the Governing Body of The Incorporated Bishop's Stortford College Association on 8th December 2023, including in their capacity as company directors approving the Strategic Report contained therein, and is signed on its behalf by:

G.E. Baker	R.C.V. Harrison
Chair of the Governing Council	Chair of the Finance Committee
Date: 8/12/23	Date: 8/12/23

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF THE INCORPORATED BISHOP'S STORTFORD COLLEGE ASSOCIATION

Opinion

We have audited the financial statements of The Incorporated Bishop's Stortford College Association ('the charitable company') and its subsidiaries ('the group') for the year ended 31 July 2023 which comprise the Group Statement of Financial Activities, the Group and Company Balance Sheets, the Group Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

Use of our report

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

Vincent Marke

Vincent Marke
Senior Statutory Auditor
For and on behalf of

Crowe U.K. LLP
Statutory Auditor
London

Date: 07.02.2024

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	**2023 Total £'000**	*2022 Total £'000*
Income from:					
Charitable activities					
School fees receivable	2	23,998	-	**23,998**	*21,759*
Income from insurance claims	3	107	-	**107**	*-*
Profit on disposal of fixed assets	3	-	-	**-**	*12*
Other trading activities					
Ancillary trading income	3	1,367	-	**1,367**	*733*
Investments					
Investment income	4	28	135	**163**	*140*
Interest receivable and similar income	6	39	-	**39**	*3*
Voluntary sources					
Grants and donations	5	8	159	**167**	*233*
Total income		25,547	294	**25,841**	*22,880*
Expenditure on:					
Raising funds					
Trading expenditure		(667)	-	**(667)**	*(171)*
Interest payable and similar charges	6 - 7	(234)	-	**(234)**	*(237)*
Fundraising & Development		(200)	-	**(200)**	*(205)*
Total deductible costs		(1,101)	-	**(1,101)**	*(613)*
Charitable activities					
Education and grant making		(26,023)	(75)	**(26,098)**	*(21,784)*
Total expenditure	7 - 8	(27,124)	(75)	**(27,199)**	*(22,397)*
Net (outgoing)/incoming funds from operations before transfers and investment gains		(1,577)	219	**(1,358)**	*483*
Losses on investments		-	(119)	**(119)**	*(4)*
Gains on investment properties		-	-	**-**	*1,037*
Net movement in funds for the year		(1,577)	100	**(1,477)**	*1,516*
Fund balances brought forward		40,253	2,897	**43,150**	*41,634*
Fund balances carried forward		**38,676**	**2,997**	**41,673**	*43,150*

GROUP CONSOLIDATED AND COMPANY BALANCE SHEET

		Group		College	
		2023	*2022*	**2023**	*2022*
	Notes	**£'000**	*£'000*	**£'000**	*£'000*
FIXED ASSETS					
Tangible assets	9	**38,410**	*39,321*	**38,410**	*39,321*
Fixed Asset Investments	10	**2,578**	*2,701*	**2,578**	*2,701*
Property investments	11	**4,400**	*4,400*	**4,400**	*4,400*
		45,388	*46,422*	**45,388**	*46,422*
CURRENT ASSETS					
Debtors	12	**1,123**	*1,087*	**1,183**	*1,052*
Cash and Deposits		**3,065**	*5,512*	**2,821**	*5,444*
		4,188	*6,599*	**4,004**	*6,496*
CURRENT LIABILITIES					
Creditors payable within one year	13	**(5,787)**	*(6,453)*	**(5,726)**	*(6,406)*
NET CURRENT (LIABILITIES)/ASSETS		**(1,599)**	*146*	**(1,722)**	*90*
TOTAL ASSETS LESS CURRENT LIABILITIES		**43,789**	*46,568*	**43,666**	*46,512*
LONG-TERM LIABILITIES					
Creditors payable after one year	14	**(2,116)**	*(3,418)*	**(2,116)**	*(3,418)*
NET ASSETS		**41,673**	*43,150*	**41,550**	*43,094*
REPRESENTED BY:					
SHARE CAPITAL		**1**	*1*	**1**	*1*
RESTRICTED FUNDS	16	**2,997**	*2,897*	**2,997**	*2,897*
UNRESTRICTED FUNDS					
General Reserve	16	**35,274**	*36,851*	**35,151**	*36,795*
Revaluation Reserve	16	**3,401**	*3,401*	**3,401**	*3,401*
TOTAL FUNDS		**41,673**	*43,150*	**41,550**	*43,094*

The profit for the financial year dealt with in the financial statements of the parent Company was a deficit of £1643k (2022: £138k profit).

These financial statements were approved by the Governing Body on 8th December 2023 and were signed on its behalf by:

R.C.V. Harrison
Chair of the Finance and General Purpose Committee — Date: 8/12/23

G.E. Baker
Chair of the Governing Council — Date: 8/12/23

CONSOLIDATED CASHFLOW STATEMENT

		2023	2022
	£'000	£'000	*£'000*
Net Cash (Outflow)/Inflow From Charitable Activities (Note 1)		(35)	*2,931*
(Cost of)/returns on investments and servicing of finance			
Investment income	163		
Net interest expense	(195)		
		(32)	*(94)*
		(67)	*2,837*
Capital Expenditure			
Income from sale of investments/(payments to acquire investments)		3	*(770)*
Payments to acquire tangible assets		(575)	*(1,022)*
Net Cash (outflow)/inflow after Capital Expenditure and before movement on prepaid fees		(639)	*1,045*
Financing			
Prepaid fees			
New contracts, repayments and revaluations during the year	340		
Utilised during the year	(2,146)		
		(1,806)	*17*
(DECREASE)/INCREASE IN CASH IN THE YEAR		(2,445)	*1,062*

RECONCILIATION OF NET (OUTGOING)/INCOMING RESOURCES TO NET CASH (OUTFLOW)/INFLOW FROM CHARITABLE ACTIVITIES

	2023	2022
	£'000	*£'000*
Net (outgoing)/incoming resources	(1,357)	*483*
Investment income	(163)	*(140)*
Net interest expense	195	*234*
Depreciation of tangible assets	1,486	*1,349*
Increase in debtors	(36)	*(416)*
(Decrease)/Increase in creditors excluding prepaid fees	(160)	*1,421*
NET CASH (OUTFLOW)/INFLOW FROM CHARITABLE ACTIVITIES	(35)	*2,931*

1. ACCOUNTING POLICIES

The College is a Public Benefit Entity registered as a charity in England and Wales and a company limited by shares. It was incorporated on 2 June 1904 company number: 081130 and registered as a charity on 22 July 1964 charity number: 311057.

1.1 Basis of preparation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - effective 1 January 2015.

The functional currency of the College is considered to be GBP because that is the currency of the primary economic environment in which the College operates.

The accounts present the consolidated statement of financial activities (SOFA), the consolidated cash flow statement and the consolidated and charity balance sheets comprising the consolidation of the College and its wholly owned subsidiary Bishop's Stortford College Enterprises Limited.

The College has taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only Cash Flow Statement with the consolidated financial statements.

The College has also taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

Having reviewed the funding facilities available to the College together with the expected ongoing demand for places and the College's stress tested future projected cash flows, the Governors have a reasonable expectation that the College has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the College's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Accounting and Reporting Responsibilities in the Directors' Report.

1.2 Critical accounting judgements and key sources of estimation uncertainty

In the application of the accounting policies, Trustees are required to make judgements, estimates, and assumptions about the carrying value 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 affected current and future periods.

In the view of the Trustees the only significant estimation made in the preparation of the financial statements is in relation to the valuation of investment properties. Investment properties are held at fair value, based on open market value. The basis of Open Market value is comparable evidence, based on a review of similar land exchanges in the local area, together with the valuer's knowledge of the local area and property market. The main assumption in the calculation of this valuation is finding similar comparable, recent transactions by which to reference/calculate open market value.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the College's financial statements.

1.3 Fees and similar earned income

Fees receivable and charges for services and use of the premises, less any allowances, scholarships, bursaries granted by the College against those fees, but including contributions received from restricted funds, are accounted for in the period in which the service is provided.

Following a review by Governors, the scheme was paused to new prepayments from March 2022 until June 2023 Following the relaunch the College accepted prepayment of fees from parents into the Fees in Advance Scheme for any period up to three years from the commencement of the following academic year. Fees were accepted on the basis that future years will be calculated at the base rate prevailing at the time the contract was made incremented by 1.5% discount. The terms on which prepayment of fees are accepted are reviewed from time to time in the light of investment returns and the level of increase in school fees.

The present value of future costs arising from the difference between the fixed fee price offered and the projected fee price is provided for as a liability in the accounts.

1.4 Investment Income

Investment income from dividends, bank balances and fixed interest securities is accounted for on an accruals basis. Income from investment properties is accounted for in the period to which the rental income relates.

Rental income (including incentives received or paid) for operating leases on investment property are recognised in profit or loss on a straight-line basis over the lease term.

1.5 Donations, legacies, grants and other voluntary incoming resources

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

Voluntary income for the College's general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, voluntary income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention is to be permanent or not. Gifts in kind are valued at estimated open market value at the date of gift, in the case of assets for retention or consumption, or at the value to the College in the case of donated services or facilities.

Grant income is recognised on an accruals basis, in the period in which it occurs. Government grants are recognised on the performance model, when the Company has complied with any conditions attaching to the grant and the grant will be received. The grant in connection to the job retention scheme has been recognised in the period to which the underlying furloughed staff costs relate to.

1.6 Expenditure

Expenditure is accrued as soon as a liability is considered probable, discounted to present value for longer-term liabilities. Expenditure attributable to more than one cost category in the SoFA is apportioned to them on the basis of the estimated amount attributable to each activity in the year, either by reference to staff time or the use made of the underlying assets, as appropriate. The direct costs incurred in preserving the College's ancient buildings and their contents are shown as a charitable activity distinct from that of education and grant making. Irrecoverable VAT is included with the item of expenditure to which it relates.

Grants awarded are expensed as soon as they become legal or operational commitments. Governance costs comprise the costs of complying with constitutional and statutory requirements.

Intra-group sales and charges between the College and its subsidiaries are excluded from trading income and expenditure

1.7 Tangible fixed assets

Expenditure on the acquisition, construction or enhancement of land and buildings costing more than £10,000 together with vehicles, furniture, machinery, ICT infrastructure and other equipment costing more than £10,000 are capitalised and carried in the balance sheet at historical cost. ICT equipment costs are written off as incurred. In certain circumstances, where the original costs of assets are not ascertainable, a reasonable estimate of the cost, if material, has been used.

Other expenditure on equipment incurred in the normal day-to-day running of the College and its subsidiaries is charged to the Statement of Financial Activities as incurred.

Depreciation is provided on all tangible fixed assets in use at rates and bases calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Freehold land and buildings	- over 50, 10 or 5 years
Astro Turf All Weather Surface	- over 10 years
Furniture and equipment	- over 10 years
Motor vehicles	- over 4 years
Computers	- over 3 years

The Governors have carried out an impairment review of the assets and are satisfied that they are not impaired. The Governors will undertake future reviews in accordance with Financial Reporting Standard 102.

1.8 Investments

Investment properties are valued as individual investments at their market values as at the balance sheet date. Rental income is recognised in the period to which it relates. Purchases and sales of investment properties are recognised on exchange of contracts.

The investment properties at Clapton Hall are stated at market value as at 21 March 2023, as calculated by Strutt and Parker. The Governors believe this to be an accurate estimate of the current open market value.

Listed investments are valued at market value as at the balance sheet date. Unrealised gains and losses arising on the revaluation of investments are credited or charged to the Statement of Financial Activities and are allocated to the appropriate Fund according to the "ownership" of the underlying assets. Investments in subsidiaries are valued at cost less provision for impairment.

1.9 Investment accounting

Investment returns are accounted for on a receivable basis of their income.

1.10 Fund accounting

The charitable trust funds of the College are accounted for as restricted income, in accordance with the terms of trust imposed by the donors or any appeal to which they may have responded.

Unrestricted income belongs to the College's corporate reserves, spendable at the discretion of the Governors either to further the College's Objects or to benefit the College itself. Where the Governors decide to set aside any part of these funds to be used in future for some specific purpose, this is accounted for by transfer to the appropriate designated fund.

Restricted income comprises gifts, legacies and grants where there is no capital retention obligation or power but only a trust law restriction to some specific purpose intended by the donor.

1.11 Pension costs

The Charity contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Board by the Scheme Administrator. The scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the College. In accordance with FRS 102, therefore the scheme is accounted for as a defined contribution scheme.

The company participates in a Group Personal Pension Plan for non-teaching staff to provide individual pension accounts for participating employees. Individual pension policies accrue to each individual participating, and are underwritten by the Scottish Widows. In addition, the College as employer will pay premiums under a Group Life Policy, the annual contributions are expensed as incurred.

1.12 Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

1.13 Financial instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions. Assets and liabilities held in foreign currency are translated to GBP at the balance sheet date at an appropriate year end exchange rate.

2. CHARITABLE ACTIVITIES - FEES RECEIVABLE

	2023	*2022*
	£'000	*£'000*
Fees receivable consist of:		
School fees	**26,492**	*23,820*
Scholarships, bursaries and staff concessions	**(2,557)**	*(2,083)*
	23,935	*21,737*
Add back: bursaries and other awards paid for by restricted funds	**63**	*22*
	23,998	*21,759*

Scholarships, bursaries, staff concessions and other awards were paid to 341 pupils (*2022: 334*). Within this means-tested bursaries totalling £957,000 were paid to 51 pupils (*2022: £826,000 to 51 pupils*).

3. CHARITABLE AND OTHER TRADING ACTIVITIES - OTHER INCOME

	2023	*2022*
	£'000	*£'000*
Rental and other commercial income	**794**	*600*
School trips	**517**	*78*
Entrance and registration fees	**56**	*55*
Profit on disposal of fixed assets	**-**	*12*
Income from insurance claims	**107**	*-*
	1,474	*745*

4. INVESTMENT INCOME

	Unrestricted	Restricted	Total 2023	*Total 2022*
	£'000	£'000	£'000	*£'000*
Securities investment income:				
Equities	-	135	**135**	95
Property investment income				
Rents receivable	28	-	**28**	*45*
	28	135	**163**	*140*

5. GRANTS AND DONATIONS RECEIVABLE

	Unrestricted	Restricted	**Total 2023**	*Total 2022*
	£'000	£'000	**£'000**	*£'000*
Development donations	8	159	**167**	*233*

6. NET INTEREST INCOME

(a) Interest receivable and similar income	**2023**	*2022*
	£'000	*£'000*
Bank interest receivable	**39**	*3*
Total interest receivable and similar income	**39**	*3*

(b) Interest payable and similar charges	**2023**	*2022*
	£'000	*£'000*
Fees in advance debt-financing charge	**(234)**	*(237)*
Total interest payable and similar charges	**(234)**	*(237)*

(C) Net interest expense	**2023**	*2022*
	£'000	*£'000*
Interest receivable and similar income	**39**	*3*
Interest payable and similar charges	**(234)**	*(237)*
Net interest expense	**(195)**	*(234)*

7. ANALYSIS OF EXPENDITURE

(a) Total expenditure

	Staff Costs (Note 8) £'000	Other £'000	Depreciation £'000	**TOTAL 2023 £,000**	*Total 2022 £'000*
Costs of generating funds					
Trading expenditure	-	667	-	**667**	*171*
Interest payable and similar charges	-	234	-	**234**	*237*
Development costs	124	76	-	**200**	*205*
Total cost of generating funds	124	977	-	**1,101**	*613*
Charitable expenditure					
Education and grant making					
Teaching	11,076	2,106	218	**13,400**	*12,420*
Welfare	578	3,255	-	**3,833**	*2,816*
Premises repair and maintenance	849	3,367	1,268	**5,484**	*3,983*
Support costs and governance	1,996	1,310	-	**3,306**	*2,502*
Grants, awards and prizes (note 7 (b))	-	75	-	**75**	*63*
Total charitable expenditure	14,499	10,113	1,486	**26,098**	*21,784*
Total Expenditure	14,623	11,090	1,486	**27,199**	*22,397*

(b) Grants, awards and prizes

	2023 £'000	*2022 £'000*
From Restricted Funds:		
Bursaries and other grants and awards	**67**	*25*
Prizes and leaving awards	**8**	*36*
Library archiving	**-**	*2*
	75	*63*

(c) Governance included in support costs:

	2023 £'000	*2022 £'000*
Remuneration paid to auditor for audit services	**24**	*21*
Other governance costs	**2**	*1*
	26	*22*

In addition to the above audit remuneration the auditor received fees for advisory services totalling £4,000 (2022: £5,000).

8. STAFF COSTS AND RELATED PARTY TRANSACTIONS

	2023	2022
The aggregate payroll costs for the year were as follows:	£'000	£'000
Wages and salaries	11,384	10,152
Social security costs	1,186	1,076
Apprentice levy	41	36
Other pension costs	2,012	1,787
	14,623	13,051

Key Personnel	2023	2022
	£'000	£'000
Aggregate employee-benefits of key management personnel	821	712

	2023	2022
Number of higher paid employees in bands of:		
£60,001 to £70,000	19	15
£70,001 to £80,000	5	1
£80,001 to £90,000	3	3
£90,001 to £100,000	1	-
£120,001 to £130,000	-	2
£140,001 to £150,000	1	-
£150,001 to £160,000	1	-
£160,000 to £170,000	-	1
£200,000 to £210,000	1	-

28 of these employees are in a defined benefit pension scheme (2022: 20) and 3 employees are in a defined contribution pension scheme (2022: 2).

The table below sets out the College employee numbers shown by average monthly gross amount and full time equivalent.

	Gross 2023	FTE 2023	Gross 2022	FTE 2022
Teaching	209	169	194	158
Welfare	38	20	36	19
Premises	17	17	21	20
Support	77	48	53	38
Development	3	3	3	3
	344	257	307	238

During the year there were redundancy or termination payments made which amounted to £3,500 (2022: £38,000) there was £nil outstanding at the year end (2022: £nil).

9. TANGIBLE FIXED ASSETS - GROUP AND COLLEGE

	Freehold Land and Buildings	Buildings under Construction	Furniture and Equipment	Motor Vehicles	Total
	£'000	£'000	£'000	£'000	**£'000**
Cost (or frozen* valuation)					
At 1 August 2022	54,161	345	2,617	70	**57,193**
Additions	159	183	206	27	**575**
Assets transferred	345	(345)	-	-	**-**
Fully depreciated assets written off	-	-	(237)	-	**(237)**
At 31 July 2023	54,665	183	2,586	97	**57,531**
Depreciation					
At 1 August 2022	16,146	-	1,686	40	**17,872**
Charge for the year	1,268	-	199	19	**1,486**
Fully depreciated assets written off	-	-	(237)	-	**(237)**
At 31 July 2023	17,414	-	1,648	59	**19,121**
Net book value					
At 31 July 2023	**37,251**	**183**	**938**	**38**	**38,410**
At 31 July 2022	38,015	345	931	30	39,321

All tangible fixed assets are held for use on charitable activities.

*The College has substantial long-held historic assets used in the course of the College's educational activities. These comprise listed buildings on the College campus, together with their contents comprising works of art, ancient books and manuscripts and other treasured artefacts. Because of their age and, in many cases, unique nature, reliable historical cost information is not available for these assets and could not be obtained except at disproportionate expense. However, in the opinion of the Governors the depreciated historical cost of these assets would now be immaterial.

10. FIXED ASSET INVESTMENTS

GROUP AND COLLEGE	**2023**	*2022*
	£'000	*£'000*
Listed investments - Equity unit trusts		
At 1 August	**2,701**	*1,935*
Revaluation to market value	**(119)**	*(4)*
Purchase of additional units/(transfer investment to cash)	**(4)**	*770*
At 31 July	**2,578**	*2,701*

10. FIXED ASSET INVESTMENTS (CONTINUED)

COLLEGE	2023	*2022*
	£	*£*
Interest in subsidiary undertaking	100	*100*

At 31 July the College had the following subsidiary undertaking with the common registered office on page 2:

	Company number	Class of share capital held	Proportion held	Nature of business
Bishop's Stortford College Enterprises Limited	13057176	Ordinary £1	100%	Service

BISHOP'S STORTFORD COLLEGE ENTERPRISES LIMITED
AS AT 31 JULY 2023

BALANCE SHEET	2023	*2022*
	£	*£*
CURRENT ASSETS		
Debtors	117,170	*134,398*
Cash at bank	243,610	*67,577*
	360,780	*201,975*
CREDITORS: Amounts falling due within one year	(238,136)	*(145,768)*
NET CURRENT ASSETS	122,644	*56,207*
TOTAL ASSETS LESS CURRENT LIABILITIES	122,644	*56,207*
NET ASSETS	122,644	*56,207*
CAPITAL AND RESERVES		
Share Capital	100	*100*
Profit and loss account	122,544	*56,107*
SHAREHOLDERS FUNDS	122,644	*56,207*

PROFIT & LOSS ACCOUNT	2023	*2022*
	£	*£*
TOTAL INCOME	419,946	*229,608*
TOTAL EXPENDITURE	(205,643)	*(132,398)*
NET PROFIT	214,303	*97,210*

STATEMENT OF RETAINED EARNINGS	2023	*2022*
	£	*£*
RETAINED EARNINGS BROUGHT FORWARD	56,107	-
Profit for the year	214,303	*97,210*
Gift aid to The Incorporated Bishop's Stortford College Association	(147,866)	*(41,103)*
RETAINED EARNINGS CARRIED FORWARD	122,544	*56,107*

11. PROPERTY INVESTMENTS - GROUP AND COLLEGE

	2023	2022
	£'000	£'000
Valuation at 1 August	4,400	3,363
Net movement	-	1,037
Valuation at 31 July	4,400	4,400

Investment properties consist of a legacy from a College Alumnus consisting of farm land and `buildings near to great Dunmow.

The group holds investment properties at fair value which is based on open market value. Periodically the investment properties are subject to a 3rd party valuation, last performed by Edward Rout, MRICS FAAV of Strutt and Parker as at 31 July 2022 at which point investment properties were valued at £4,400,000 (compared to a book cost of £1,000,000). In 2023 the Trustee's performed an internal valuation as at 31 July 2023 and do not consider the fair value of investment properties to have changed on the valuation received in 2022.

12. DEBTORS

	Group		College	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Trade debtors	335	389	320	255
Staff loans	6	3	6	3
Amounts due from subsidiary	-	-	177	99
Other debtors	73	220	73	220
Other prepayments and accrued income	709	475	607	475
	1,123	1,087	1,183	1,052

All debtors are due within one year.

13. CREDITORS: amounts falling due within one year

	Group		College	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Deposits from parents	755	705	755	705
Fees received in advance of term	1,326	1,234	1,326	1,234
Trade creditors	1,062	1,040	1,013	1,039
Taxation and social security	302	276	300	273
Contributions due to pension schemes	252	192	252	192
Other creditors	63	60	63	60
Fees in advance scheme	1,600	2,148	1,600	2,148
Fees In advance adjustment to fair value	110	83	110	83
Defined benefit pension deficit provision	10	10	10	10
Accruals and deferred income	307	705	297	662
	5,787	6,453	5,726	6,406

14. CREDITORS: amounts falling due after more than one year

	Group		College	
	2023	*2022*	**2023**	*2022*
	£'000	*£'000*	**£'000**	*£'000*
Defined benefit pension deficit provision	**70**	*85*	**70**	*85*
Fees in advance scheme	**1,814**	*3,225*	**1,814**	*3,225*
Fees In advance adjustment to fair Value	**232**	*108*	**232**	*108*
	2,116	*3,418*	**2,116**	*3,418*

The Governors have reviewed the contract terms under which Pupil fee deposits are held by the College. Although under normal circumstances these will be repaid over future years when the pupils complete their education at the College, pupils can leave at earlier dates. The College does not therefore have an unconditional right to retain the individual deposits for at least 12 months after the balance sheet date and, in line with the requirements in FRS 102, the balance of the deposits held at 31 July 2023 have been included within current liabilities. The prior year Pupil fee deposits balance has been similarly represented.

15. FEES IN ADVANCE SCHEME - GROUP AND COLLEGE

Some parents have entered into a contract to pay the College in advance for contributions towards the tuition fees for up to five years in return for a fixed price on their fees. The money may be returned subject to specific conditions on the receipt of notice. Assuming pupils will remain in the College, fees in advance will be applied as follows:

	2023	*2022*
	£'000	*£'000*
Within two to five years	**988**	*1,756*
Within one to two years	**826**	*1,469*
	1,814	*3,225*
Within one year	**1,600**	*2,148*
	3,414	*5,373*

Summary of movements in liability	£'000
Balance at 1 August 2022	**5,373**
New contracts	253
Repayments	(66)
Amounts used to pay fees	(2,146)
Balance at 31 July 2023	**3,414**

16. SUMMARY OF MOVEMENTS ON MAJOR FUNDS

GROUP

	1 August 2022	Income	Expenditure	Transfer between funds & revaluation	31 July 2023
	£'000	£'000	£'000	£'000	£'000
Share capital	1	-	-	-	1
Unrestricted Funds					
General Reserve	**36,851**	25,547	(27,124)	-	**35,274**
Revaluation Reserve	**3,401**	-	-	-	**3,401**
	40,252	25,547	(27,124)	-	**38,675**
Restricted Funds					
Bursary/Scholarship Funds	**1,697**	183	(67)	(79)	**1,734**
Alumni Funds	**1,044**	41	(4)	(36)	**1,045**
Prize Funds	**97**	6	(4)	(4)	**95**
Building Funds	**40**	64	-	-	**104**
Sporting Expenditure Funds	**1**	-	-	-	**1**
Library Archiving Fund	**18**	-	-	-	**18**
	2,897	294	(75)	(119)	**2,997**

GROUP

	1 August 2021	Income	Expenditure	Transfer between funds & revaluation	31 July 2022
	£'000	£'000	£'000	£'000	£'000
Share capital	1	-	-	-	1
Unrestricted funds					
General reserve	36,657	22,571	(22,334)	(43)	**36,851**
Revaluation reserve	2,364	1,037	-	-	**3,401**
	39,021	23,608	(22,334)	(43)	**40,252**
Restricted funds					
Bursary/scholarship funds	1,438	246	(25)	38	**1,697**
Alumni funds	1,043	32	(33)	2	**1,044**
Prize funds	101	4	(4)	(4)	**97**
Building funds	10	27	-	3	**40**
Sporting expenditure funds	1	-	-	-	**1**
Library archiving fund	19	-	(1)	-	**18**
	2,612	309	(63)	39	**2,897**

16. SUMMARY OF MOVEMENTS ON MAJOR FUNDS (CONTINUED)

COLLEGE

	1 August 2022	Income	Expenditure	Transfer between funds & revaluation	31 July 2023
	£'000	£'000	£'000	£'000	£'000
Share capital	1	-	-	-	1
Unrestricted funds					
General reserve	36,795	25,127	(26,771)	-	35,151
Revaluation reserve	3,401	-	-	-	3,401
	40,196	25,127	(26,771)	-	38,552
Restricted funds					
Bursary/scholarship funds	1,697	183	(67)	(79)	1,734
Alumni funds	1,044	41	(4)	(36)	1,045
Prize funds	97	6	(4)	(4)	95
Building funds	40	64	-	-	104
Sporting expenditure funds	1	-	-	-	1
Library archiving fund	18	-	-	-	18
	2,897	294	(75)	(119)	2,997

COLLEGE

	1 August 2021	Income	Expenditure	Transfer between funds & revaluation	31 July 2022
	£'000	£'000	£'000	£'000	£'000
Share capital	1	-	-	-	1
Unrestricted funds					
General reserve	36,657	22,515	(22,334)	(43)	36,795
Revaluation reserve	2,364	1,037	-	-	3,401
	39,021	23,552	(22,334)	(43)	40,196
Restricted funds					
Bursary/scholarship funds	1,438	246	(25)	38	1,697
Alumni funds	1,043	32	(33)	2	1,044
Prize funds	101	4	(4)	(4)	97
Building funds	10	27	-	3	40
Sporting expenditure funds	1	-	-	-	1
Library archiving fund	19	-	(1)	-	18
	2,612	309	(63)	39	2,897

16. SUMMARY OF MOVEMENTS ON MAJOR FUNDS (CONTINUED)

The bursary/scholarship funds were established to provide support for bursaries, scholarships, prizes books and financial assistance to employees.

The alumni funds are made up of three donations and bequests from alumni of the College and provide support for pupils continuing their studies at university as well as funding for books for the Senior School library.

17. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Restricted	Unrestricted	Total 2023	*Total 2022*
	£'000	£'000	£'000	*£'000*
Tangible fixed assets	-	38,410	**38,410**	*39,321*
Property investments	-	4,400	**4,400**	*4,400*
Securities investments	2,578	-	**2,578**	*2,701*
Net current assets/(liabilities)	419	(2,018)	**(1,599)**	*146*
Long term liabilities	-	(2,116)	**(2,116)**	*(3,418)*
	2,997	38,676	**41,673**	*43,150*

	Restricted	Unrestricted	Total 2022	*Total 2021*
	£'000	£'000	£'000	*£'000*
Tangible fixed assets	-	39,321	**39,321**	*39,648*
Property investments	-	4,400	**4,400**	*3,363*
Securities investments	2,701	-	**2,701**	*1,935*
Net current assets/(liabilities)	196	(50)	**146**	*241*
Long term liabilities	-	(3,418)	**(3,418)**	*(3,553)*
	2,897	40,253	**43,150**	*41,634*

18. PENSION SCHEMES - GROUP AND COLLEGE

Retirement benefits to employees of the College are provided through two defined benefit schemes and four defined contribution schemes, which are funded by the College's and employees' contributions.

Defined benefit schemes

Teachers' Pension Scheme

The College 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 £1,636,000 (2022: £1,554,000) and at the year-end £201,000 (2022: £182,000) 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.

18. PENSION SCHEMES - GROUP AND COLLEGE (CONTINUED)

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

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

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

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

The 2016 cost control valuations have since been completed in January 2022, and the results indicated that there would be no changes to benefits or member contributions required. The results of the cost cap valuation are not used to set the employer contribution rate, and HM Treasury has confirmed that any changes to the employer contribution rate resulting from the 2020 valuations will take effect in April 2024.

Until the 2020 valuation is completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly, no provision for any additional past benefit pension costs is included in these financial statements.

Pensions Trust Independent School's Scheme

The College participates in the scheme, a multi-employer scheme which provides benefits to some 61 non-associated employers. The scheme is a defined benefit scheme in the UK. It is not possible for the College to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

18. PENSION SCHEMES - GROUP AND COLLEGE (CONTINUED)

A full actuarial valuation for the scheme was carried out with an effective date of 30 September 2020. This actuarial valuation was certified on 27 December 2021 and showed assets of £201.1m, liabilities of £256.3m and a deficit of £55.2m. To eliminate this funding shortfall, the trustees and the participating employers have agreed that additional contributions will be paid, in combination from all employers to the scheme as follows:

From 1 September 2022 to 30 June 2032:	£2,687,000 per annum (payable monthly and increasing by 3% on each 1st September)

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2017. This valuation showed assets of £149.4m, liabilities of £187.6m and a deficit of £38.2m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

From 1 September 2019 to 30 April 2030:	£2,387,357 per annum (payable monthly and increasing by 3% on each 1st September)

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

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

Present values of provision

	2023	*2022*
	£'000	*£'000*
Present value of provision	**80**	*95*

The following schedule sets out the future deficit reduction contributions agreed between the Company and the scheme under the deficit funding arrangement:

	2023	*2022*
Year ended:	**£'000**	*£'000*
31st July 2023	**-**	*10*
31st July 2024	**10**	*10*
31st July 2025	**10**	*10*
31st July 2026	**11**	*11*
31st July 2027	**11**	*11*
31st July 2028	**11**	*11*
31st July 2029	**12**	*12*
31st July 2030	**12**	*12*
31st July 2031	**12**	*12*
31st July 2032	**12**	*12*

18. PENSION SCHEMES - GROUP AND COLLEGE (CONTINUED)

The movement on the defined benefit pension scheme liability during the year was as follows:

	2023	2022
	£'000	£'000
Balance at 1 August	95	99
Unwinding of the discount factor (interest expense)	3	1
Deficit contribution paid	(10)	(11)
Remeasurements - impact of any change in assumptions	(8)	(10)
Remeasurements - amendments to the contribution schedule	-	16
Balance at 31 July	80	95

The impact of income and expenditure during the year was as follows:

	2023	2022
	£'000	£'000
Interest expense	3	1
Remeasurements - impact of any change in assumptions	(8)	(10)
Remeasurements - amendments to the contribution schedule	-	16
	(5)	7

The net present value calculation to determine the value of the provision has been made on the basis of discount rates of 5.70% as at 31 July 2023 and 3.24% as at 31 July 2022. These rates are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

This defined benefit scheme was provided to support staff that have ceased to be employed by the College. Contributions were paid for 1 member of support staff to the defined contribution section of the pension scheme during the year ended 31 July 2023 (2022: 1). Contributions paid to the defined contribution section of the pension scheme in the current year were £4k (2022: £4k).

The College Support Staff Pension Plan

The College participated in 2 group personal pension plans for non-teaching staff during the year. These were closed at the end of October 2022 and a new single pension provider; Royal London was established offering salary exchange. The regular cost is charged to income and expenditure account and from 1st September 2022 was increased from 7.5% to 10% of salary. Contributions paid in the current year were £324,000 (2022: £126,000) and £48,000 was payable at the year end (2022: £nil). In addition to the pension contributions, the College pays 1% for each of the participating employees for life assurance cover.

In February 2014 the College introduced Auto Enrolment in accordance with new legislation. This has resulted in some employees being enrolled in the NEST pension scheme at the minimum contribution levels. This scheme was also closed during the year in October 2022 and the Auto Enrolment duties was transferred to the new single pension provider, Royal London. Contributions paid in the current year to Nest were £18,000 (2022: £55,000) and £nil was payable at the year end (2022: £8,000).

In addition, the College pays employer contributions into a further defined contribution scheme for one employee under a salary sacrifice scheme. During the year the College paid contributions of £34,000 into the scheme (2022: £30,000) and £3,000 was payable at the year end (2022: £3,000).

19. CAPITAL EXPENDITURE CONTRACTED - GROUP AND COLLEGE

Capital expenditure in the sum of £264,000 has been contracted for as at 31st July 2023. The capital expenditure is to complete refurbishment work on the Shell and Library buildings.

The capital commitments at the year-end on 31st July 2022 were £80,000 to complete building works to science labs, a grounds compound and a waiting shelter.

20. OPERATING LEASE COMMITMENTS - GROUP AND COLLEGE

As at 31 July 2023 the Group and College had future minimum lease payments under non-cancellable operating leases for each of the following lease periods:

	2023	*2022*
	£000	*£000*
Not later than one year	**283**	*281*
Later than one year and not later than five years	**485**	*626*

21. RELATED PARTY TRANSACTIONS

During the year donations of £2,615 (2022: £9,415) were received from Governors.

Travel and subsistence expenses of £600 were paid to Governors during the year (2022: £nil).

Mr Conti, Mr Harrison and Mrs Gammage are parents of pupils in the College. These families are paying school fees in accordance with the College's standard terms and conditions.

Bishop's Stortford College Enterprises Limited is a 100% subsidiary of the College. The subsidiary makes a donation under gift aid to the College of its taxable profits each year.

At the year end the College owed the subsidiary £15,000 (2022: £15,000) and the subsidiary owed the College £177,000 (2022: £170,000).

22. FINANCIAL INSTRUMENTS

	Group		**College**	
	2023	*2022*	**2023**	*2022*
	£'000	*£'000*	**£'000**	*£'000*
Financial assets measured at amortised cost (a)	**3,581**	*6,120*	**3,398**	*6,021*
Financial liabilities measured at amortised cost (b)	**(1,880)**	*(1,805)*	**(1,831)**	*(1,803)*
Financial assets measured at fair value (c)	**2,578**	*2,701*	**2,578**	*2,701*
Net financial assets/(liabilities) measured at amortised cost (a) - (b)	**1,701**	*4,315*	**1,567**	*4,218*

(a) Financial assets include cash, trade and fee debtors, intercompany debtors, staff loans, other debtors and accrued income.

(b) Financial liabilities include bank overdraft, deposits, trade creditors, intercompany creditors and other creditors

(c) Financial assets held at fair value include assets held as investments

A reduction of £nil in impairment losses was credited to financial assets of the Group and College measured at amortised cost in the year, in 2022 there was an impairment charge of £nil.

23. CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES - COMPARATIVE FIGURES BY FUND TYPE

	Unrestricted Funds £'000	Restricted Funds £'000	2023 Total £'000
Income from:			
Charitable activities			
School fees receivable	23,998	-	**23,998**
Income from insurance claims	107	-	**107**
Grant income	-	-	**-**
Profit on disposal of fixed assets	-	-	**-**
Other trading activities			
Ancillary trading income	1,367	-	**1,367**
Investments			
Investment income	28	135	**163**
Interest receivable and similar income	39	-	**39**
Voluntary sources			
Grants and donations	8	159	**167**
Total incoming resources	25,547	294	**25,841**
Expenditure on:			
Raising funds			
Trading expenditure	(667)	-	**(667)**
Interest payable and similar charges	(234)	-	**(234)**
Fundraising & Development	(200)	-	**(200)**
Total deductible costs	(1,101)	-	**(1,101)**
Charitable activities			
Education and grant making	(26,023)	(75)	**(26,098)**
Total expenditure	(27,124)	(75)	**(27,199)**
Net incoming funds from operations before transfers and investment gains	(1,577)	219	**(1,358)**
Gains/(losses) on investments	-	(119)	**(119)**
Gains on investment properties	-	-	**-**
Total income and capital inflow	(1,577)	100	**(1,477)**
Transfer between funds for the year	-	-	**-**
Net movement in funds for the year	(1,577)	100	**(1,477)**
Fund balances brought forward at 1 August 2022	40,253	2,897	**43,150**
Fund balances carried forward at 31 July 2023	**38,676**	**2,997**	**41,673**

THE INCORPORATED BISHOP'S STORTFORD COLLEGE ASSOCIATION

England & Wales - Charity number 311057

Accounts

Company No. 81130

Charity No. 311057

Bishop's Stortford College

THE INCORPORATED

BISHOP'S STORTFORD COLLEGE ASSOCIATION

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2022

GOVERNORS, DIRECTORS AND CHARITY TRUSTEES

The Governors of the Incorporated Bishop's Stortford College Association are the trustees of the charity and the directors of the charitable company. The trustees who served on the Governing Council during the year were:

	1	2	3	4	5	6	
G.E. Baker, (Chairman)	●	●	●	●	●		
I.M. Pearman (Vice Chair)	●	●	●	●			
D.M. Alexander			●	●			Chair of the Estates Committee
G.W.W. Barker		●			●		
A.J.W. Conti				●		●	
P.E. Dodd		●					
J.R. Gammage		●		●		●	Elected as Governor from 18th March 2022
P.J. Hargrave		●	●	●	●		Chair of the Nominations Committee
R.C.V. Harrison				●		●	Chair of the Finance & General Purpose Committee
S. Lehec		●					Elected as Governor from 2nd September 2021
P. Mullender		●		●			Chair of the Education Committee
S. Nurbhai		●			●		
I.J. Silk		●					Elected as Governor from 18th March 2022
C.P. Solway			●	●			
D.F. Thomson	●	●	●	●			Chair of the Development Committee

1. Member of the Development Committee.
2. Member of the Education Committee.
3. Member of the Estates Committee.
4. Member of the Finance & General Purpose Committee.
5. Member of the Nominations Committee.
6. Parent of a pupil at the College.

The following were Representative Governors: G.W.W. Barker, A.J.W. Conti, P.E. Dodd, R.C.V. Harrison, S. Nurbhai and C.P. Solway.

OFFICERS OF THE COLLEGE:

Head: K. Crewe-Read

Secretary and Bursar: P.M. Stanley

ADVISERS:

Bankers: Lloyds Bank plc, 20 North Street, Bishop's Stortford, Hertfordshire, CM23 2LN

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

Solicitors: TEES, Tees House, 95 London Road, Bishop's Stortford, Hertfordshire, CM23 3GW
Veale Wasbrough Vizards LLP, Narrow Quay House, Narrow Quay, Bristol BS1 4QA

Insurance: Endsleigh Insurances (Brokers) Limited, Shurdington Road, Cheltenham Spa, Gloucestershire, GL51 4UE

OTHER INFORMATION:

Address and Registered Office: School House, Maze Green Road, Bishop's Stortford, Hertfordshire, CM23 2PQ

Website: www.bishops-stortford-college.herts.sch.uk

The Governors, who are also the directors and charity Trustees, have pleasure in submitting their one hundred and eighteenth annual report together with the audited financial statements for the year, and confirm they comply with the requirements of the Memorandum and Articles of Association, the Charities Act 2011 and the Companies Act 2006.

DIRECTORS' REPORT

REFERENCE AND ADMINISTRATION INFORMATION

1. The Incorporated Bishop's Stortford College Association, known as Bishop's Stortford College ("the College") was founded in 1868. It is constituted as a private limited company (Number 81130) with charitable status (Number 311057). The College operates three schools known as Pre-Prep, the Prep School and the Senior School.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

2. The College is governed by its Memorandum and Articles of Association incorporated on 2nd June 1904, as amended by Special Resolutions, passed on 30th June 1978 and 29th June 2001 and further amended by determination on 20th March 2015. The Governors continued to keep the Memorandum and Articles under review to ensure they remain appropriate.

Governing Body

3. The Governing Council is a self-appointing body that may comprise of up to ten elected Governors and six representative Governors. Up to, but no more than, one third of the elected body is required to retire by rotation each year. They are then eligible for re-election at the Annual General Meeting should they wish to stand. There is one Governing Body for all parts of the College and the Governors, executive officers, principal advisors and business addresses are listed on page 2 above.
4. Representative Governors are nominated by the Baptist Union and the United Reformed Church. In addition, the Memorandum and Articles permit four other suitable representatives such as College parents, to serve on the Governing Council. Representative Governors retire each year but are eligible for re-election should they wish to stand. Parent Governors play an important role in bringing the views of the parent community to the attention of the Governing Council.

Recruitment of Governors

5. A Nominations Committee is responsible for identifying, interviewing, and recommending candidates who are not representatives of outside bodies to join the Governing Council. After considering the candidate's eligibility, personal competence, skills and availability, the Governing Council decide, by a vote, to either accept or reject the nominated person. The Baptist Union and the United Reformed Church identify and recommend their own representatives to the elected Governors. The Governing Council then decide, by a vote, to either accept or reject the recommended person.

The Charity Governance Code

6. The Trustees are aware of the Charity Governance Code published in 2018 and updated in March 2021 which sets out the principles and recommended practice for good governance within the sector. The Trustees are satisfied that the Charity applies the principles of the code within its current Governance arrangements.

Training of Governors

7. New Governors are inducted into the workings of the College, including the policies and procedures of the Governing Council and its Committees, by a series of meetings with the Chairman and the Clerk to the Governing Council and through opportunities to attend during their first year, committee meetings. External courses are also made available to incoming Governors as part of their induction process. Governors are encouraged to further develop their skills and knowledge, by attending relevant seminars, training events and presentations. Most recently the Governing Council have completed the AGBIS and HMC good governance training programme.

Organisational Structure

8. The Governors, as the Trustees of the Charity, are legally responsible for the overall control and supervision of the College and they meet as a full Governing Council no less than three times per year. In between meetings, the Chair of the Governing Council, or the Vice Chair in their absence, are available to provide guidance or advice to the College if it is needed. The work of overseeing strategy and implementation of policies agreed by the Governing Council is devolved to one of the following Committees:

- Education Committee, which is responsible for academic, pastoral, staffing, welfare and other operational issues.
- Estates Committee, which is responsible for the built estate, staff accommodation, maintenance, leasing of property, health and safety, security and building project planning.
- Finance & General-Purpose Committee (F&GPC), which is responsible for financial planning and investment strategies, as well as, scrutinising revenue and capital expenditure, the budget, salaries and monitoring agreed key performance indicators. The F&GPC is supported by the governor led Remuneration Working Group and where required Continency Working Group, and Executive led Estates Working Group and Development Working Group.
- Nominations Committee, which is responsible for ensuring that the Governing Council has the right balance of skills and experience, leading the process for Governor appointments.

As part of the strategic planning process the Governing Council meets annually at an '*Away Day*' to discuss matters of importance, to review key documents and policies, as well as considering future plans and initiatives.

Consolidated Financial Statements

9. In December 2020 the charity established a wholly owned subsidiary, Bishop's Stortford College Enterprises Limited with the aim of supporting non-fee income generation in support of the Trust's objectives. The subsidiary started trading in January 2022 and separate financial statements have been prepared for the subsidiary for the year ended 31st July 2022.

Consolidated financial statements have been prepared for the group for the same period in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - effective 1 January 2015.

Structure of the Charity

10. The College comprises three schools, three cross-college departments, a support organisation and the Stortfordian Foundation Office as follows:

- **Pre-Prep**. Pre-Prep comprises three year groups from the age of 4 and operates from purpose-built facilities.
- **Prep School**. The Prep School comprises six year groups from the age of 7 (Year 3). From Pre-Prep the children move to Shell which provides a transition from Pre-Prep into the Prep School, which offers subject-based teaching from the age of 9 (Year 5). The transfer age to the Senior School is 13 (Year 9).
- **Senior School**. The Senior School has five year groups and prepares pupils for the GCSE and A-Level public examinations, university entrance and for adult life.
- **Cross College Departments**. Learning Support, Music and Sport are taught across the three schools by single departments. In this way best use is made of specialist teaching, coaching and support staff and pupils are able to develop skills from an early age.
- **College Professional Services**. College Professional Services provide College-wide support to all sections. The main functions are bursary administration, marketing and admissions, finance, information technology services, human resources, estates and facilities, health & safety, commercial and medical. A significant number of College Professional Service staff are embedded in schools and departments and line managed by their respective departmental heads.
- **Bishop's Stortford College Enterprises.** Bishop's Stortford College Enterprises Limited has the aim of supporting non-fee income generation in support of the Trust's objectives.
- **Marketing and Communications**. The Director of Marketing and Communications reports directly to the Head of the College and is responsible for the marketing, communications, and admissions business critical functions.
- **Stortfordian Foundation Office.** The Stortfordian Foundation Office is responsible for building community support towards raising additional funds through grants, gifts, legacies and endowments. In addition, it facilitates other community benefits such as offers of work experience to current pupils and alumni networking.

Management Structure and Other Relationships

11. The day-to-day running of the College was delegated to the Head of the College who was also the Senior School Head. The three schools were managed by the Senior School Head and Senior Management Team, the Prep School Head and Prep School Senior Management Team and the Head of Pre-Prep.

    The College Head, the Prep School Head, the Head of Pre-Prep and the Bursar formed the College Executive Team who met regularly throughout the year. The Head and Bursar attend all meetings of the Governing Body, almost all of which are also attended by the Prep School Head and the Head of Pre-Prep.

12. The College remained a selective co-educational day and boarding school that offers, in return for a fee, an education from the age of 4 to 18. The desired outcome was for pupils to achieve suitable public examination grades to allow them to make rewarding choices about their future. As part of the provision, pupils were given assistance in applying for university, work, or gap year travel.

13. To support the attainment of the highest standards, the College actively interacted with other schools through membership of the Headmasters' and Headmistresses' Conference, the Independent Association of Preparatory Schools and the Independent Schools Bursars' Association, and, in the local area, through the Head's membership of the Bishop's Stortford Educational Trust (see paragraph 38).

14. The Governors, via the Foundation Office, encouraged the fostering of links between former pupils, parents and present-day students. The College thus encouraged membership of an active society of ex-pupils, known as Old Stortfordians (OS), who meet on a regular basis at the College and other venues. The College benefited from the generosity of its parents and former pupils, whose support continued to be greatly appreciated.

    The volunteer support of parent groups, such as the Friends of the Prep School, was similarly valued. To develop these links further the College retained a programme that includes Parent Evenings and links with the wider community. These were an important aspect of ensuring the delivery of the charitable aims of the Trust.

15. Remuneration is set by the Governing Body, with the policy objective of attracting and retaining talented and motivated people to deliver the College's charitable purpose. The appropriateness and relevance of the remuneration is reviewed annually, including reference to comparisons with other organisations and benchmarking reports to ensure that the College remains sensitive to the broader issues of pay and employment conditions elsewhere.

Employment Policy

16. The Governing Council recognised that staff engagement was vital to the success of the College, and appreciated the contribution made by academic and non-academic staff to that success. Senior management promoted a culture of cooperation and partnership between staff in different sections and departments within the College. The aim was to create a culture of mutual respect, and good internal communications. The Whole College Forum provided representative and scheduled consultation and dialogue between staff and the Executive. The College remained an equal opportunities employer and was fully committed to safeguarding and promoting the welfare of children. Accordingly, recruiting procedures for College staff followed published guidance. At least one member of any interview panel will have attended 'Safeguarding and Recruitment' training and all appointments are subject to safer recruiting review before employment commences.

17. The Governing Council and management were committed to staff development. Training was delivered as part of an ongoing INSET programme to meet identified priorities. All staff who were new to the College received induction training that included the College's safeguarding policies and guidance on safe working practices. Senior leadership development was facilitated through 360 degree feedback.

Equality Policy

18. The College's Equality, Diversity and Inclusion policy applies to all the pupils, staff and visitors at Bishop's Stortford College and is held on the College website. The College aims to embed equality of access, opportunity and outcome for all members of our College community, within all aspects of College life. The College actively seeks to embrace the following concepts:

    - Shared Humanity. Identifying commonality and shared values, aspirations and needs, underpins our approach to equality. We value our fundamental similarities and universality.
    - Valuing difference and diversity. We appreciate the richness within our differences and look for ways of celebrating and understanding them better.
    - Interdependence, interaction, and influence. We recognise that, as they evolve, distinct cultures, beliefs and lifestyles will impact on and inform each other.
    - Social cohesion within our College and within our local community.
    - Excellence. We aim to inspire and recognise high personal and collective achievement throughout our community, the UK and the wider world. Excellence is to be found everywhere.

- Personal and cultural identity. We will provide opportunities to explore and value the complexity of our personal and cultural identities.
- Fairness and social justice. We will develop our understanding of the inequality that exists in society and explore ways of individually and collectively promoting a more equitable society.
- Mutual respect of those with different faiths and beliefs.

The College seeks to foster warm, welcoming, and respectful environments, which allow us to question and challenge discrimination and inequality, resolve conflicts peacefully and work and learn free from harassment and violence. We recognise that there are similarities and differences between individuals and groups, but we will strive to ensure that our differences do not become barriers to participation, access and learning and to create inclusive processes and practices, where the varying needs of individuals and groups are identified and met. We therefore cannot achieve equality for all by treating everyone the same. We will build on our similarities and seek enrichment from our differences, and so promote understanding and learning between and towards others to create cohesive communities.

Investment policy and objectives

19. The College's investment objectives are to balance the current and future needs by:

- maintaining (at least) the value of the investments in real terms;
- producing a consistent and sustainable amount to support expenditure; and
- delivering these objectives within acceptable levels of risk.

To meet these objectives the College's investments are managed as a whole on a total return basis, maintaining diversification in order to produce an appropriate balance between risk and return. The investment strategy is monitored by the Finance & General Purpose Committee, as is investment performance, which is reported below within the Strategic Report.

OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

20. The objects of the Charity, as set out in its Trust Deed, can be summarised as to promote, and provide for the advancement of education and thus, to conduct, carry on or acquire and develop in England any boarding or day school for the education of children.

In addition, some small trust funds are held to make awards for purposes specified by the donor, embracing both the development of the College's facilities and the provision of funds for bursaries, scholarships, prizes, and other educational purposes.

21. The Trustees confirm that they have complied with the duty in the Charities Act 2011 to have due regard to the general and sub-sector guidance issued by the Charity Commission. In this connection, the Governing Council monitored the guidance on public benefit produced by the Charity Commission together with its supplemental guidance on fee-charging.

22. In furtherance of these objects the College currently operates three schools: Prep-Prep, Prep School, and the Senior School. In addition, the College administered bursaries, grants, and awards, as well as managing property, endowments, bequests and gifts given, or established, in pursuance of these objects.

Ethos, Aims and Intended Impact

23. The Trustees were mindful of the guidance issued by the Charity Commission about the need to provide public benefit and on fee charging, as well as the requirements of the Charities Act 2011. The Governing Council monitored the activities of the College closely to ensure its aims and activities aligned with the guidance and the requirements of the Act.

24. It remains the Governors intention that the College should offer the opportunity of an all-through education to the age of 18 to those who would benefit from it. COVID-19 has realised both challenge and opportunity and the Governors are determined to secure long term benefits from the accelerated developments of digitised learning. The aims for the College are now described in eight pillars:

- **Pillar 1 - Delivering Academic Excellence.** *We will offer a modern curriculum, which prepares pupils for the future.* We will seek to instil a love of learning and develop intellectual curiosity. Teaching will be excellent, learning will be exciting and consequently our pupils will achieve outstanding results.

- **Pillar 2 - Finding the Best in Every Pupil.** *Our pupils will be treated as individuals.* We will find and develop every pupil's unique strengths, by providing a broad curriculum and co-curriculum. Our pupils will have wonderful opportunities to become fulfilled, skilful, happy; young people who have confidence for life.

- **Pillar 3 - Developing Strong Personal Values.** *We will nurture integrity and strong values through provision of outstanding pastoral care.* Pupils will learn the importance of tolerance, inclusivity and respect for others and will be aspirational about the contribution they make to our community and the wider world.

- **Pillar 4 - Enhancing the School Environment.** *The physical learning environment will be of the highest quality.* A programme of maintenance and improvement will ensure the campus is completely up to date in order to support our vibrant learning community.

- **Pillar 5 - Attracting Fantastic Pupils and Communicating about College Life.** *Our reputation for excellence will be strong and ensure healthy demand for boarding and day places.*

- **Pillar 6 - Being a Great Place to Work.** *Our staff are* our *most important resource.* We will recruit and retain inspirational teachers and highly skilled support staff. All staff will be equally valued, supported and developed professionally in their roles.

- **Pillar 7 - Maximising our Resources.** *The College is a registered charity committed to securing and maximising the effectiveness of all its resources towards its educational purpose.* The financial strategy will recognise, and deliver, both affordability and teaching excellence.

- **Pillar 8 - Inspiring Governance and Leadership.** *Leadership of the College is accountable, responsible, courageous and has clear vision.*

25. The College remained first and foremost a place of learning but was also a place where children enjoyed opportunities to become fulfilled, confident, skilful and happy young men and women. It was the College's aim to provide this process of all round growth, academically, morally, spiritually, athletically and creatively. Every pupil was encouraged, taught and challenged to fulfil his or her true potential, by being immersed in an environment of discovery and committed participation. The College thus allowed time and space for academic work to be balanced by sport, art, music, drama and a diverse choice of other extra-curricular activities, including community service.

26. The College had its roots in the Christian faith, but welcomes and values young people from all faiths and none. It encouraged each pupil's spiritual discovery and expression in work overseen by the College Chaplain. The College House system was at the heart of the experience offered to pupils.

    The aim of the House system is to provide small enough units to achieve a real sense of belonging and community, and the family atmosphere that results is, quite deliberately, a strong one. Through this approach, the College aimed to allow its young people to acquire a confidence in their relationships both with each other and also with adults.

27. The College gave sixth formers, as they approach adulthood, opportunities to exercise responsibility and leadership as well as to show appropriate care and concern for others. The aim was that as the result of an education here, they should be sufficiently self-confident to contribute constructively to society at large and play a full role in it, whatever their chosen path.

28. Overall, the College aimed to provide a secure and structured community for all its pupils, in which they can fulfil their potential while learning to live and work together in a spirit of co-operation, kindness, respect and enthusiasm.

Objectives

29. The Governing Council, through the Finance and General-Purpose Committee, tracked the financial impacts of the pandemic on the College and our community, alongside the imperative to protect the quality of the education being provided under lockdown and additional safety measures. The impact on pupils, parents and staff was challenging. However, through careful consideration of the needs of all parties, the primary objectives were protected and the educational development of the pupils sustained. The Value Added scores realised during this period were amongst the best in the country, the pupil roll has continued to increase and the finances of the College remained healthy.

    To achieve the Governing Council's strategic vision and alongside strategic development, objectives included:

    - promoting high academic standards through:
        - an appropriately sized scholarship scheme and a mentoring scheme for those scholars;
        - the recruitment of high-quality academic staff and succession planning for future staffing needs;
        - reviews of academic value added by the College to identify academic strengths and weaknesses;
        - continued enhancement of learning support provision; and
        - encouragement of academic ambition beyond school through the College's Higher Education and Careers Department;

- providing a tried and tested, House-based, pastoral care system;
- providing extracurricular and sporting opportunities for each pupil;
- maintaining a full pupil roll;
- offering a broad range of subjects at public examinations to sustain the appeal of the College and the opportunities available to its pupils;
- encouraging a happy and well-motivated workforce delivering an effective and broad education;
- providing all staff, academic and non-academic, with appropriate training and development opportunities;
- the operation of performance management procedures;
- generate operating surpluses sufficient, only, to meet the needs of the objects;
- generate non-fee income revenue to reduce pressures on fees;
- re-investing the operating surplus in the College infrastructure;
- fundraising to help finance bursaries and improvement of College facilities;
- actively promoting its means-tested financial assistance (bursary) programme for pupils; and, where possible
- sharing the College facilities with local schools and charitable community groups.

30. Governors also:
    - kept under review the:
        - Memorandum and Articles to ensure they remained relevant; and
        - The College's Strategic Plan.
    - reviewed College policies and supporting procedures on an annual basis; and
    - prepared for external inspections and audits: ISI, Boarding, UKVI etc., so that the College passes these tests and, thereby, enhances its reputation in the local and wider community.

31. The Governing Body continued with the completion of its current estates master plan. School House is now re-purposed as the administrative hub for the College Head, Senior School staff and College Professional Services and the 12 new classrooms are fully operational. The Governing Council started work on the development of the new master plan.

Principal Activity

32. The principal activity was to provide an education to children between the ages of 4 and 18 in a co-educational day/boarding environment. The number of pupils at the College at the end of the year was:

	Pre-Prep			Prep School						Senior School					Totals
Form	R	P1	P2	LS	US	FI	F2	L3	U3	4F	L5	U5	L6	U6	
Totals	43	44	44	59	66	68	90	119	112	121	120	115	115	117	1233
Boarders: Full/Weekly;	*0*	*0*	*0*	*0*	*0*	*0*	*3*	*5*	*4*	*8*	*13*	*15*	*21*	*20*	*89*
Flexi/Part-Time	*0*	*0*	*0*	*7*	*0*	*8*	*1*	*7*	*8*	*9*	*11*	*5*	*6*	*12*	*74*

33. To ensure the College continued to have a strong financial base and as wider reflection of outside society as possible, the key management team placed considerable emphasis on marketing the College, particularly on future admissions for the younger age groups and on attracting pupils from a wide range of social backgrounds. As a result, the numbers of potential pupils who are recorded as prospective pupils and have an interest in joining the College for entry up until 2026, are:

Year of Entry	Prospective
2023	399
2024	49
2025	39
2026	5

PUBLIC BENEFIT

Widening Access

34. In addition to setting fees at a level that widens the number of families that can afford to provide their children with a private education, the College also aims to provide opportunities for those who would not ordinarily be able to afford the opportunity to send their children to the College to do so through a bursary scheme. Means-tested financial assistance is, therefore, provided so that such families are able to benefit from our charitable objectives.

Financial Assistance

35. Financial assistance is available where a pupil meets the College entry requirements. It is funded by allocating a percentage of anticipated income to the scheme. Awards are means tested and range from full support by way of a 100% concession, to lesser awards where parental income is assessed to be at a higher level. When necessary, further support is provided; this can take a number of forms e.g. by way of a grant towards the costs for uniform, travel to and from the College or assistance with trips related to the curriculum. During the year, bursaries totalling £826,000 were awarded to provide means-tested financial assistance. As a result, there were 15 pupils in receipt of a bursary (16 in the previous year) worth 100% of the tuition fees, and a further 25 pupils (31 in the previous year) receiving assistance of between 50% and 90% of the fees. The Governing Council aims to grow the percentage of fee income spent on means-tested bursaries to 4% from a current figure of 3.5% of gross fee income.

36. The total value of bursaries, scholarships, grants, prizes and other awards made out of restricted funds was £22,000 (2021: £30,000), whilst £2,061,000 (2021: £2,069,000) was awarded out of unrestricted funds, this equates to 9.1% (2021: 9.5%) of gross fee income. The total number of children receiving assistance of all kinds was 334 (2021: 340); equal to 27.1% (2021: 27.9%) of College pupils.

37. Where our existing parents find themselves in a difficult financial position, the College, will offer means-tested emergency support.

Social Impact

38. The Governing Council is committed to developing its programme of support and co-operation with others in education and wishes to ensure that the College is making an educational impact for as many children as possible. The College is part of a wider community in which its staff and pupils are encouraged to participate. In addition to educating 1233 pupils, the College also ensured that its facilities and expertise were available for use by others, particularly by children. Examples of support to local state schools and community organisations included:

    - the annual Festival of Literature - an event aimed purely at children. The College actively encouraged participation from other schools both local and national and provided free or discounted opportunities for participation for schools across the UK. Several well-known authors took part in storytelling and helping to reach out to children;
    - the Bishop's Stortford Pupil Voice Network was established by the Prep School in 2017, with the aim of establishing a new network in Bishop's Stortford. The network enables representatives from different Pupil/School Councils to get together to share good practice, and learn more about the value of Pupil Voice in the local community. Pupils and staff from approximately 10 local primary schools attend. The next Pupil Voice Network Meeting is due to be held in Spring 2023;
    - the use of the College swimming pool by local clubs, youth groups and schools. The swimming pool is an 'Approved Training Centre' for the Institute of Qualified Lifeguards and the College offers spaces on this course for staff from other local schools and swimming clubs. The College is also a PADI Educational Facility;
    - the College continues to be an MCC Foundation Cricket Hub giving greater access to superb cricket facilities to a wider group of young people. The MCC Foundation, the charitable arm of the MCC, runs a network of Hubs across the UK, providing free coaching and match-play to state-educated 11-15 year old boys and girls with the aim of improving their cricket ability and boosting their confidence on and off the pitch;
    - Bishop's Stortford Scouts and Police Cadets hold regular meetings using College facilities;
    - working with the British Heart Foundation the College continued to provide two defibrillators on the Campus and (in an emergency) for the local community;
    - the College has held holiday Activity Camps for children, including a multi-activity camp and soccer and tennis coaching activities for children;
    - a number of drama and music performances that are open to the local community, including the Water Lane Church Lunchtime Recitals;
    - hosting the annual Rotary Young Musician Competition, using a number of facilities around the campus including the FLT, Memorial Hall, Recital Room and MU1.

- a programme of charitable works by the staff and pupils. Fundraising highlights included:
    - The Starlight Dinner raised £70,000 for the Stortfordian Bursary Appeal with £1,500 given to the British Red Cross Ukraine appeal;
    - The Whole College Charity day raised £4,000 for Grove Cottage;
    - Pre-Prep held the Harvest Festival Service in Memorial Hall. £600 was collected for the Pre-Prep charity;
    - The Prep School raised over £22,000 with over £3,000 donated through 150 summer play bags for Ukrainian children in refugee camps;
    - Carols by candlelight raised £1,200 for the Winter Night Shelter.
- a close partnership with a large number of local maintained schools as a founder member of the Bishop's Stortford Educational Trust (BSET). BSET was established in 2015 to create a co-operative, forward-thinking educational organisation to support provision from Early Years to Post-16 and beyond for the town of Bishop's Stortford and its surrounding villages. The Trust was created to formalise an already effective partnership between local primary and secondary schools and draws on the individual strengths of each institution. This collaboration is not only community-based, but is quite possibly the only such Trust at present to include the state and independent sectors working together to provide high quality education. BSET provides School Centred Initial Teacher Training.

Section 172 Statement

39. This statement is intended to be a discrete factual statement on how the directors (the College Governors) have regard for stakeholder interests in performing their duties as required under section 172 of the Companies Act. Bishop's Stortford College identifies its principal stakeholders as pupils, parents, prospective parents and pupils, teachers and staff, Old Stortfordians, suppliers, contractors and our local community leaders, businesses and neighbours. Stakeholders are identified by contractual engagement in terms of parent, pupils, staff and external licensees or by virtue of effect and impact of College activity and support opportunities to our community.

40. The College is very much rooted in the community, with approximately 87% of pupils being day pupils and hence living locally, due to it being one of the largest employers in Bishop's Stortford and from the social interaction described in paragraph 38. Stakeholder views are secured through communications strategies specific to groups, for example, prospective parents and pupils through admissions and events; pupils, teachers and staff through school routines; parents' evenings, meetings and newsletters, community and neighbours through town business forums and groups. Engagement with all of our community informs strategy, decisions and outcomes. College success depends on the need to:

    - consider the long term likely consequences of any College decision on our community;
    - consider the interests of the College's employees;
    - foster relationships with suppliers, customers, and others;
    - evaluate the impact of College operations on the community and the environment;
    - maintain a reputation for high standards of business conduct; and
    - ensure that members of the College act fairly between themselves.

    The Governors identify and consider issues and factors affecting the College by:

    - maintaining Memorandum of Articles and governance of The Incorporated Bishop's Stortford College Association in accordance with the law and the Charity Commission Regulations;
    - maintaining a long term strategy that recognises and balances the needs of all stakeholders;
    - developing a culture and ethos founded on fairness, Christianity and compliance with the law and the requirements of the Charity Commission;
    - managing risk and impact on the College and community through active risk management as it affects all stakeholders;
    - complying with legal obligations relating to the impact the College is making on the environment and meets its obligations in relation to the Energy Savings Opportunity Scheme;
    - developing clear contractual relationships with employees supported by effective, informal and informal dialogue between employees and the senior leadership of the College;
    - maintaining strong links with neighbours, local schools and local businesses in order to be mutually supportive and cognisant of their needs;
    - operating professionally and appropriately with business practices and in payment terms; as a significant employer and contractor of services;

- employing staff under terms and conditions encapsulated in the employment manual to ensure that people act fairly and considerately to each other, to our pupils, parents and other stakeholders; and
- declaring interests and conflicts, annually and before any governance meeting.

Paragraphs 8 to 38 of the Directors' Report provide further detail of the Governors' engagement with different key stakeholders.

41. The Governors have engaged with employees, through a number of deliberate governance practices. Significant amongst these are the appointment and direction to the College Executive and the oversight of College activity through committee structures. Staff were extensively involved in the formation of strategy and delivery of strategic projects. The Governors' visits to the College are frequent and activities recorded. Senior employees are present at Governing Council meetings to report, facilitate oversight and receive direction. The reports contain a broad spectrum of employee activity, pupil pastoral and academic performance and detail of staff wellbeing.

    The Governors receive outputs from the Health and Safety Committee, security audits, and staff wellbeing activities, alongside gender pay reporting and remuneration benchmarking data. The directors oversee the remuneration policy and decisions through a dedicated working group in order to make annual recommendations on policy and pay awards. Paragraphs 23 and 29 of the Directors' Report provide further detail on the Governors' vision and strategies including those relating to employees.

42. The key decisions made during the year were:

    - The continued response to the COVID-19 pandemic through contingency planning and actions aimed at keeping pupils and staff safe from harm and protecting academic progress. Specific decisions included:
        - following Government guidance and supporting, wholeheartedly, the nation's response to the pandemic;
        - robustly defending academic delivery, through protection of teaching capacity, investment in remote teaching and learning technology and sustainment of brilliant teaching;
    - To continue to grow the College through marginal class size increases to meet the geographical and demographic local demands, which, with no detriment to teaching and learning, delivers benefits through economies of scale and allows us to better manage the challenges of fee affordability.
    - To develop a new strategy based on 16 mutually supporting development projects in order to continue to deliver academic excellence, develop strong personal values, find the best in every pupil, recruit and retain the best possible staff by being a great place to work and to enhance the school environment.

ENERGY REPORT

43. The College's energy usage and emissions are detailed in the table below.

		Year Ended 31st July 2022			Year Ended 31st July 2021		
Type of Emission	**Activity**	**kWh**	**tCO2e**	**% of Total**	**kWh**	**tCO2e**	**% of Total**
Scope 1 direct emissions	Natural gas	4,935,545	900.93	73.04%	5,079,210	930.31	76.94%
	Vehicle fleet	109,254	26.25	2.13%	71,535	16.89	1.40%
	Sub-total	**5,044,799**	**927.18**	**75.17%**	**5,150,745**	**947.20**	**78.34%**
Scope 2 energy indirect emissions	Electricity	1,437,415	305.21	24.74%	1,230,890	261.35	21.61%
	Sub-total	**1,437,415**	**305.21**	**24.74%**	**1,230,890**	**261.35**	**21.61%**
Scope 3 other indirect emissions	Grey fleet	4,268	1.05	0.09%	2,402	0.59	0.05%
	Sub-total	**4,268**	**1.05**	**0.09%**	**2,402**	**0.59**	**0.05%**
Total gross consumption and emissions		**6,486,481**	**1,233.44**	**100.00%**	**6,384,037**	**1,209.14**	**100.00%**
Metric used: Number of pupils			1,233			1,217	
Intensity ratio: Tonnes of CO2 per Number of pupils			1.000			0.994	

Intensity Ratio

The intensity metric is unchanged from last year, number of pupils (finishing the year). The resulting intensity ratio of tCO2e/number of pupils will best reflect changes in operation and energy consumption over time.

Efficiency

The following efficiency measures were taken during the financial year:

- Replacement of old boilers with improved energy efficient versions in several buildings across the site
- Installation of heat retaining swimming pool covers
- Continued investment in LED lighting

Quantification and Reporting Methodology

The methodology used to calculate the College's GHG emission and energy consumption has been taken from The GHG Protocol Corporate Accounting and Reporting Standard. The 2013 UK Government Environmental Reporting Guidelines (updated March 2019) have been followed and the 2022 UK Government's Conversion Factors for Company Reporting have been used. The energy efficiency narrative methodology has been created based on energy management best practice.

Organisational Boundary

The College reports on all sources of environmental impact over which it has financial control (financial control approach).

STRATEGIC REPORT

ACHIEVEMENTS AND PERFORMANCE

Review of achievements and performance for the year

44. The new academic year saw lessons fully resumed face-to-face, with all sport, music and other non-curricular activities back up and running.

45. Public examination results are always the most visible measure of academic achievement at an all-through school, and we were pleased that examinations were back this summer for those sitting their A Levels and GCSEs for the first time in two years.

46. At Bishop's Stortford College, A Level students' received grades which reflected the College's usual high levels of Value Added (as independently measured by CEM (Centre for Evaluation & Monitoring) analysis). 85% (87% in 2021) of grades achieved were A*-B grades, with 62% (67% in 2021) A*s and As.

47. In line with the Governors' primary objectives to advance a broad curriculum, study skills at Sixth Form extend beyond the A Level curriculum. Independent Research Projects are undertaken by all students and this year, a greater number of students took the Extended Project Qualification. Results were excellent with 97% (98% in 2021) of grades being awarded at A*-B grade and 55% (45% in 2021) receiving the prestigious A*.

48. Despite examinations being re-introduced, it continued to be a complex university landscape for our pupils to navigate. Regardless, 80% (84% in 2021) of our students received places at their first-choice university. Places included three who met their offers for Oxbridge. 54 (47%) (74 (64%) in 2021) students went on to study at Russell Group universities.

49. At GCSE 76% (79% in 2021) of examinations were graded 9-7 with 33% (33% in 2021) being graded at the highest Grade 9. Top performers every year are awarded the prestigious Ten Club membership, which is gained for achieving 10 or more grades 9-7; this year 47% (37%) Ten Club memberships were achieved.

50. In the Prep School, although importance is placed on teaching core subjects, humanities are taught separately, language learning is introduced early and creativity is well supported through weekly drama, design technology, ICT, music, and art lessons for every child. Curriculum breadth is viewed as central to the ethos of providing rich and varied opportunities for our pupils.

51. Subject specialist teaching from Year 5 provides academic rigour and allows the curriculum to expand further with three modern foreign languages and Latin on the curriculum for Years 7 and 8.

52. In Pre-Prep, the positive learning environment is paramount to supporting the delivery of the curriculum. In Reception, the children have a nurturing learning experience. They enjoy the free-flow environment, involving inside and outside learning; playing and exploring; active learning and creating and thinking critically to interconnect the seven areas of development in the Early Years. The children enjoy working towards their hundredth day, which is celebrated as a numeracy day.

53. In Key Stage One, the curriculum is delivered through umbrella topics which provide breadth and a wealth of opportunity to develop thinking skills and grow in academic confidence.

54. Across all parts of the College, opportunities to develop strong personal values have been sought through curricular and extra-curricular activities, which expose pupils to the importance of inclusivity, tolerance and respect for others reflecting closely on certain movements such as Everyone's Invited and Black Lives Matter.

55. The Governors place great importance on the pupils' participation in arts, music, and drama. It was wonderful to have events taking place in person again and pupils participated in House competitions, including House Music. The Drama Department's devised plays were performed with audiences, including the musical 'Little Shop of Horrors'.

56. In the Prep School every year group has a drama production, with mass participation up to Form One (Year 5). In music, there are instrumental concerts for each year group, as well as opportunities to perform with choirs, ensembles and the Prep School Orchestra at Prep School and whole College recitals. We have regular entries to the IAPS Art competition and often exhibit children's work locally.

57. In Pre-Prep, children are encouraged to participate in front of larger audiences. At the start of the year, all the children performed in the Harvest Festival, where they carried out singing, recite poetry and read prayers. In December, all children took part in a Christmas carol concert with songs and readings. The Reception children performed in a Nativity. In March, Year Two led Pre-Prep at an Easter Service and the Year One classes each presented a class assembly to parents and the Pre-Prep children. During the Summer Term, the Year 2 children took part in the Pre-Prep concert performing on recorders, violins, clarinets, cellos, and piano. All the children participated in a Sports Day, at which they competed for their leagues. Year Two took part in a swimming gala in the Summer Term.

58. In sport, the College's aim is to strike the right balance between excelling at the highest level with its most talented pupils whilst at the same time ensuring that as many pupils as possible can enjoy the match experience and benefit from the excellent coaching available. Students from Pre-Prep to Sixth Form are encouraged to participate in a wide range of sport (core sports being cricket, hockey, netball, rugby, and swimming). Matches against opposing schools and games involving contact were resumed again from the start of the year, with full training back to normal.

59. Competitive sport fixtures were back fully from the start of the year and Senior School pupils competed in cricket, hockey, netball, tennis, and rugby fixtures against local schools. The School's girls cricket teams continue to be successful. In the Prep School, fixtures have resumed for rugby, swimming, football, hockey, netball, tennis, athletics and cricket for girls and boys.

60. The College's Elite Sports provision continues to enhance the sporting offer already available. The Elite programme offers extra training opportunities outside of the main term for each sport, including podcasts by international coaches and sportsmen, training programmes, and advice on nutrition and sport psychology.

61. In addition to these key areas of extra-curricular provision, pupils at the College in the Senior School are offered the opportunity to take part in a wide range of activities, dependent on their age. CAD Design, History Film Club, Model United Nations, Music Tech, Vive La France and French Film Club, Chess, Origami, Police Cadets, Water Polo, Amnesty International, Coding, The Jean-Paul Sartre Club. Prep School children's activity sessions include golf, street dance, cookery, yoga, outdoor activities, and photography. Pre-Prep have football and tennis clubs and ballet classes after school. In school, the children can join the Pre-Prep Choir or gardening club.

Fundraising

62. The College's approach to fundraising.

    The College has fundraised for a number of projects throughout its history and since September 2013, a Development Office was established to manage all aspects of alumni relations and fundraising. Fundraising is mainly directed at people who have a clear relationship with the College, namely parents and alumni. Development activities include both formal and informal reunions and sporting and cultural events, most of which are free of charge to attend. Fundraising is carried out via virtual and live events, inserts in hard copy publications, dedicated fundraising mailings and appropriate e-mails, online in the Stortfordian Foundation portal and one to one meetings. Telephone fundraising campaigns have been used as an additional fundraising channel in the past. However, due to GDPR, it has been decided not to use this method for now.

63. Work with, and oversight of, any commercial participators/professional fundraisers.

    From time to time, the College engages companies to assist us with fundraising activities. This includes using a mailing house to manage the distribution of the magazine, and dedicated fundraising mailings. From time to time, the College also engages specialist fundraising consultants to support industry best practice and conduct more successful community engagement fundraising.

64. Fundraising conforming to recognised standards.

    The College is a member of the Institute for Development Professionals in Education (IDPE). Development Office staff, SMT members and Governors regularly attend IDPE training events to ensure that best practice in alumni relations and fundraising is being used. Guidance issued by the Fundraising Regulator (including the latest updates to the Fundraising Code of Practice) and the Information Commissioner's' Office are observed. The College uses "legitimate interest" as its lawful basis to process personal data for the purposes of fundraising and this approach has been ratified by the College's Governing Council. The College's Fundraising and Development Privacy Notice is publicly available and promoted to parents and alumni. The Notice makes the College's approach to fundraising clear and if anyone objects to their personal data being used for the legitimate purpose of fundraising, these wishes are respected. Upon registration to a new portal, www.stortfordianfoundation.org, constituent users are able to specify their preferences, enhancing GDPR compliance.

65. Monitoring of fundraising carried out on our behalf.

    When consultants are used to assist the College in its fundraising efforts, they are data processors, not data controllers. In addition, their work is monitored closely by the Development Director to ensure there can be no reputational damage.

66. Fundraising complaints

    The Development Office has a sophisticated CRM database. If anyone who receives a fundraising communication objects to it, this is noted on the database to ensure future communications are not sent. No complaints regarding fundraising were recorded in the year.

67. Protection of the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches, and undue pressure to donate.

    As stated above, the Development Office operates a sophisticated CRM database. If anyone who receives a fundraising communication objects to it, this is noted on the database to ensure future communications are not sent. In addition, if a family member contacts the Development Office to advise that their relative has, for instance moved into residential care due to serious health condition and should not be contacted again, this is respected. Also, the College does not buy or sell donor lists and does not attempt to fundraise with the wider public who have no direct connection or interest in the College. Fundraising activities are mostly directed towards people who have a clear relationship with the College, namely parents and alumni.

68. The College Development Office completed its eighth year of operation. Expenditure on fundraising amounted to £205,000 including staff costs of £122,000 and the total donations received or committed in cash or in kind during the year, were £233,000 in value. The College regularly invites all constituents of the College to voluntarily take part in fundraising. Appeals are typically directed towards raising donation income towards bursaries, scholarships, academic and pastoral facilities.

Investment Policy

69. The Articles of Association of the Charity allow the Governors to invest such part of the funds of the Association, as shall not be required to satisfy or provide for immediate demands upon such securities as they deem expedient, and may, from time to time, vary such securities and convert the same as occasion requires or as they may deem fit.

70. The investment funds held comprise units in the M & G Charifund, and a freehold farm and associated properties, which were bequeathed to the College by a former pupil. In both of these investments, the Governors have taken the view that a combination of low risk income and long-term capital growth should be their objective.

71. The investment strategy and performance is monitored by the Finance Committee. At the year end the College's long-term investments, including the units in M & G Charifund and property investments, were valued at £7,101,000 (2021: £5,298,000). The overall investment return for the year was £140,000 (2021: £123,000) (See note 4). The value of investments has increased by £1,803,000 this year (2021: £381,000 increase). The performance of investments has met expectations this year with a rebound of much of the previous year's decrease in value of the M & G Charifund investments. It is anticipated that a full recovery of value and subsequent capital growth will be achieved over the longer term.

72. The Pre-Paid fee scheme while assisting some parents in managing the cost of their child or children's education continues to provide what amounts to be a stable reserve that can be used by the College to the benefit of the charity. The Finance Committee monitors the cost of running the Pre-Paid Fee scheme and this year the scheme cost £237,000 to run (2021: £45,000 of income generated).

FINANCIAL REVIEW

Results for the Year

73. The College had a successful year and the level of surplus income meets the needs of the College. Operations returned to on site teaching and learning for the whole of the academic year following two years that contained periods of remote education at the height of the COVID-19 pandemic.
An increase in pupil numbers of 16 from the prior year was favourable to fee income and the College's subsidiary Bishop's Stortford College Enterprises Limited started trading from January 2022, making total gift aid donations of £41,000 to the College during the year.

    An increase in pupil numbers across the year groups and strong demand for places in future years, together with the first year of trading for Bishop's Stortford College Enterprises Limited used to generate non-fee income enable financial resilience for the future. The Trustees remain confident that the College is in a strong financial position to continue to deliver the current academic programme and planned physical development of the campus.

74. The College continued to be adversely affected by the low interest rates available to it on its cash balances. Continuing confidence in the forecasted number of future pupils, however, allowed the College to continue developing the facilities to meet the aspirations outlined in the College Strategy.

Reserves Level and Policy

75. In accordance with the objectives of the Association, and subject only to the normal constraints of prudence, it is the Governors' policy not to accumulate and retain funds but to spend, wisely, the available cash on maintenance, and on enhancement of the College's facilities. Such enhancements usually involve significant capital sums and are therefore, normally only undertaken as and when funds on a sufficient scale, built up over a number of years, become available. This policy means the College does not hold a large reserve for any length of time. Moreover, as the fees are paid in advance and the short-term flow of income and expenditure is relatively predictable, the College does not, as a matter of policy, hold reserves to cover say a whole term's operating costs.

76. Note 17 to the accounts sets out a full analysis of the assets attributable to the various funds. These assets are sufficient to meet the Charity's obligations on a fund-by-fund basis. See note 1.10.

77. Details of the College's Restricted Funds and the movements in the year by fund are set out in note 16 to the accounts.

78. The College's Unrestricted Funds and the underlying assets representing those Funds are set out in note 17 to the accounts. The most significant part of the Unrestricted Funds is invested in College buildings and other fixed assets used by the College in furtherance of its charitable objectives.

79. In the unusual circumstances where legacies to the College take the form of property, it is the Governors' policy to retain such investments and to look for capital appreciation while using any net income generated to support the Association's ongoing charitable objectives.

80. The Group's total reserves of £43,150,000 (2021: £41,634,000) at the year-end included £2,897,000 (2021: £2,612,000) restricted funds and £40,252,000 (2021: £39,021,000) unrestricted funds. The Group has no free reserves at the balance sheet date due to the investment of funds in tangible fixed assets, largely buildings for use within the College.

Financial Viability and Going Concern

81. The Governors regularly examine the College cash flows alongside the development plans for the future and are satisfied that they are adequate for the purpose of meeting its working capital requirements and that they will also cover strategic capital expenditure when complimented with an appropriate amount of loan finance.

82. Financial forecasts are produced, stress tested and reviewed by the Executive Team and the Governors at least termly to assess the impact of actual and potential favourable and adverse impacts to the College's finances. The stress testing includes future financial impacts of increased inflation and cost of living as well as other financial scenarios that may impact the College. This allows the Governors to respond quickly to financial changes to ensure the stability of the College.

83. The Governors are satisfied that the College has maintained an acceptable level of profitability and cashflows in the year to 31st July 2022 to allow it to carry out its objectives and will continue to do so in the future.

84. Demand for places has allowed the College to grow from 1233 to 1280 pupils by the start of the new 2022-23 academic year. Accordingly, the College is operating on a going concern basis.

RISK MANAGEMENT AND UNCERTAINTIES

85. The Governors, supported by the Executive, are responsible for the identification and management of the strategic risks faced by the College and its subsidiary undertakings. A review of the College Strategic Risk Register was completed as an annual standing item on the agenda of each of the various committees and the Governing Council itself. Following the review, the register was updated, and action taken to address any risks that are insufficiently mitigated. While it is recognised that any system can only provide reasonable but not absolute assurance, the Governors are satisfied the procedures described above have identified the risks faced by the College and that these have been adequately managed.

86. The preventative and proactive safeguarding of pupils was of primary importance. Governance oversight was deliberately focused on the safety of pupils. The Governing Council oversee the Executive in its compliance with Keeping Children Safe in Education, ensuring that there is direct governor engagement with processes and that they receive regular updates on regulations to facilitate the formation of policy and processes. They receive detailed reports on operational safeguarding from the Designated Safeguarding Leads.

87. The Governing Council remain mindful of the affordability of fees, heighted by the effects of the Pandemic. The need to offer excellent education demands efficiency to delivery affordability. The College retains a competitive value proposition in order to mitigate financial risk and the ability to meet its charitable objectives.

88. The COVID-19 pandemic continued to require bespoke and comprehensive risk mitigation. Although lessoned due to vaccination programmes and other measures the first order, risk was to health and through disruption learning. Second order risks related to the potential for harmful impact on the economy and the affordability of fees. The Governing Council and Executive proactively managed all related risks. The safety of pupils and staff were subject to rigorous risk assessment and carefully conceived control measures in line with Government direction. The affordability of fees was monitored through fee payment reporting and open communication channels with parents who found themselves in unexpected hardship. Budgeting and mid-term planning were prudently readjusted to meet immediate operational needs and recognise any changes to the provision of boarding or the broader education offer.

89. The College has appropriately recognised the loss of business rate relief in its financial forecast and plans, and through political change the potential to lose charitable status and for VAT to be added to fees. There remains risk related to the long-term affordability of the Teachers' Pension Scheme. The Governors are looking to increase resilience and capacity to tolerate the impacts should the risks materialise but overall, they are confident that the risks are being managed effectively through careful control of operational costs and due to the strong demand for places at the College.

90. The Health and Safety risks, connected to College activities and the College estate are clearly identified and efficiently treated through policies, risk assessments and planned preventative maintenance and measures. The College has commissioned condition surveys of its oldest buildings to better quantify medium term planning and the prioritisation of resources. The College make great reliance on external competence in assessing and mitigating risk, areas of consultation include; fire risks, legionella and water safety, electrical safety, gas and asbestos. The College Health and Safety Committee has broad representation and agenda to ensure that the College is continually learning and improving safety for pupils, staff and visitors.

91. Across all risks, the key controls used include:

- detailed terms of reference and formal agendas for all committee and Governing Council activity;
- the formation of additional Governor led working groups to oversee specific areas of risk or challenge; remuneration, projects, contingency;
- comprehensive strategic planning, budgeting and management accounting;
- monitoring key performance indicators, e.g. pupil numbers, ratios and trends;
- review, adjustment where necessary and approval by the Governors of all formal written policies;
- spot checks by Governors on College records and ledgers to ensure approved procedures are being followed;
- use of appropriate external professional advice;
- clear authorisations for approved levels of expenditure;
- safer recruitment and vetting procedures as required by law for the protection of children; and
- COVID-19 contingency planning scenarios, risk assessment oversight and reporting of effectiveness.

LONGER TERM PLANS

92. The College Strategy highlights plans for the next ten years based on supporting and delivering the identified Eight Pillars strategy detailed in paragraph 24. The strategic development plan is formed of 16 connected projects;

Academic Excellence. Our curriculum does not stand still. We are committed to ensuring it is current and delivers pupils ready for their future lives and roles. Instilling a love of learning and developing intellectual curiosity are the cornerstones of excellent teaching and learning at Bishop's Stortford College. Our teachers will continue to empower our pupils to achieve outstanding results.

Supporting Projects:

- Conduct a comprehensive review of the school week to ensure teaching time is optimised and connected across all three schools.
- Examine the range and choice of subjects taught across the College to ensure our curriculum best prepares pupils to positively engage and contribute to a modern society and workplace.
- Foster the very best pupil support provision - from Learning Support to assessment and tracking and ensure smooth transition between schools.
- Develop a whole College pedagogical culture that teaches pupils how to learn and embeds a digital curriculum which is responsive to changing technologies.

Strong Personal Values. Nurturing integrity and strong values through outstanding pastoral care is of immense importance to us. Pupils learn the importance of tolerance, inclusivity and respect for others and will be aspirational about the contribution they make to our community and the wider world.

Supporting Projects:

- Develop an educational programme that challenges bias in all forms and focuses on inclusion, diversity and understanding of cultural heritage.
- Develop and embed a whole College approach to promoting positive behaviours which prioritise mental wellbeing.

Finding the Best in Every Pupil. Our pupils are treated as individuals. We will make it our mission to find and develop each pupil's unique strengths by providing a broad curriculum and co-curriculum. Our pupils should always have exciting and varied opportunities to find fulfilment at the College, enabling them to become skilful, happy young people who have confidence for life.

Supporting Projects:

- Develop the College's games provision to encompass sport, health and fitness and provide a modern, multi-purpose sports facility for whole College use.
- Augment the creative arts curriculum at all Key Stages to help pupils understand the world and their part in it and update performance accommodation, providing stimulating environments for creative activity.
- Deliver a vibrant and unique Sixth Form experience for students at the College, increasing opportunities for intellectual growth and the development of skills which equip them for adult life.

Attracting Ambitious and Enthusiastic Pupils and Communicating about College Life. Our reputation for excellence will grow through a purposeful and well delivered strategy, ensuring a healthy demand for boarding and day places.

Supporting Projects:

- Define and communicate the Bishop's Stortford College brand and streamline all College communications.
- Increase access to a Bishop's Stortford College education through delivery of a comprehensive bursary fundraising strategy. Extend current charitable engagement with our local area and beyond.
- Enhance the current alumni engagement programme.

Being a Great Place to Work. Our staff are our most important resource. We will continue to recruit and retain inspirational teachers and highly skilled College professional support staff. All staff will be equally valued, supported and developed professionally in their roles.

Supporting Projects:

- Establish and develop a wellbeing programme which values employees, builds community and promotes a healthy work/life balance.
- Ensure professional development is focused on this strategy and delivers excellence at every level.

Enhance the School Environment. The physical learning environment should be of the highest possible quality. We must ensure that our campus continues to support our vibrant learning community.

Supporting Projects:

- Develop a site plan that optimises the use of current buildings and spaces and minimises the College's environmental impact.
- Add to the built estate where it is needed to support delivery of this strategy.

Maximise our Resources. The affordability of fees and the charitable purposes of the College demand efficient and effective use of its resources towards delivering teaching and learning outcomes.

Supporting Project:

- Continue to ensure our financial strategy is affordable whilst delivering an excellent educational experience at all stages of the College.

Provide Inspiring Governance and Leadership. The leadership of the College should be accountable, responsible, courageous and have a clear vision.

Supporting Project:

- Establish an assurance framework which supports organisational stewardship and the effective delivery of this strategy.

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

93. The Trustees, who are also Directors of The Incorporated Bishop's Stortford College Association for the purposes of company law, are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and relevant accounting standards. Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve those financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

94. The Trustees are also responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, 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 and the provisions of the Charity's constitution. They are in addition responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. To that end, the Chair of the Finance Committee makes regular spot checks of ledgers and other financial records to ensure the integrity of the College's accounting procedures.

95. Each of the Directors, as members of the Governing Body, at the date of approval of this Report, confirms that they are aware of no relevant audit information (information needed by the company's auditor in connection with preparing the audit report) of which the company's auditor is unaware. In that context, each Governor has taken all the steps that he or she should have taken as a Governor, in order to make himself or herself aware of any relevant audit information and to establish that the company's auditor is aware of that information.

AUDITORS

96. Crowe U.K. LLP have expressed their willingness to continue as auditor for the next financial year.

This Annual Report, prepared under the Charities Act 2011 and the Companies Act 2006, was approved by the Governing Body of The Incorporated Bishop's Stortford College Association on 9th December 2022, including in their capacity as company directors approving the Strategic Report contained therein, and is signed on its behalf by:

G.E. Baker	R.C.V. Harrison
Chair of the Governing Council	Chair of the Finance Committee
Date: 9/12/22	Date: 9/12/22

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF THE INCORPORATED BISHOP'S STORTFORD COLLEGE ASSOCIATION

Opinion

We have audited the financial statements of The Incorporated Bishop's Stortford College Association ('the charitable company') and its subsidiaries ('the group') for the year ended 31 July 2022 which comprise the Group Statement of Financial Activities, the Group and Company Balance Sheets, the Group Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 July 2022 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

Use of our report

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

Andrew Thomas
Senior Statutory Auditor
For and on behalf of

Crowe U.K. LLP
Statutory Auditor
London

Date: 17 January 2023

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	**2022 Total £'000**	*2021 Total £'000*
Income from:					
Charitable activities					
School fees receivable	2	21,759	-	**21,759**	*20,098*
Income from insurance claims	3	-	-	**-**	*37*
Grant income	3	-	-	**-**	*168*
Profit on disposal of fixed assets	3	12	-	**12**	-
Other trading activities					
Ancillary trading income	3	733	-	**733**	*369*
Investments					
Investment income	4	45	95	**140**	*123*
Interest receivable and similar income	6	3	-	**3**	*96*
Voluntary sources					
Grants and donations	5	19	214	**233**	*78*
Total income		22,571	309	**22,880**	*20,969*
Expenditure on:					
Raising funds					
Trading expenditure		(171)	-	**(171)**	-
Interest payable and similar charges	6 - 7	(237)	-	**(237)**	*(21)*
Fundraising & Development		(205)	-	**(205)**	*(180)*
Total deductible costs		(613)	-	**(613)**	*(201)*
Charitable activities					
Education and grant making		(21,721)	(63)	**(21,784)**	*(19,209)*
Total expenditure	7 - 8	(22,334)	(63)	**(22,397)**	*(19,410)*
Net incoming funds from operations before transfers and investment gains		237	246	**483**	*1,559*
Gains/(losses) on investments		-	(4)	**(4)**	*381*
Gains on investment properties		1,037	-	**1,037**	-
Total income and capital inflow		1,274	242	**1,516**	*1,940*
Transfer between funds during the year		(43)	43	**-**	-
Net movement in funds for the year		1,231	285	**1,516**	*1,940*
Fund balances brought forward		39,022	2,612	**41,634**	*39,694*
Fund balances carried forward		**40,253**	**2,897**	**43,150**	*41,634*

GROUP CONSOLIDATED AND COMPANY BALANCE SHEET

		Group		College	
		2022	*2021*	**2022**	*2021*
	Notes	**£'000**	*£'000*	**£'000**	*£'000*
FIXED ASSETS					
Tangible assets	9	**39,321**	*39,648*	**39,321**	*39,648*
Fixed Asset Investments	10	**2,701**	*1,935*	**2,701**	*1,935*
Property investments	11	**4,400**	*3,363*	**4,400**	*3,363*
		46,422	*44,946*	**46,422**	*44,946*
CURRENT ASSETS					
Debtors	12	**1,087**	*671*	**1,052**	*671*
Cash and Deposits		**5,512**	*4,450*	**5,444**	*4,450*
		6,599	*5,121*	**6,496**	*5,121*
CURRENT LIABILITIES					
Creditors payable within one year	13	**(6,453)**	*(4,927)*	**(6,406)**	*(4,927)*
NET CURRENT ASSETS		**146**	*194*	**90**	*194*
TOTAL ASSETS LESS CURRENT LIABILITIES		**46,568**	*45,140*	**46,512**	*45,140*
LONG-TERM LIABILITIES					
Creditors payable after one year	14	**(3,418)**	*(3,506)*	**(3,418)**	*(3,506)*
NET ASSETS		**43,150**	*41,634*	**43,094**	*41,634*
REPRESENTED BY:					
SHARE CAPITAL		**1**	*1*	**1**	*1*
RESTRICTED FUNDS	16	**2,897**	*2,612*	**2,897**	*2,612*
UNRESTRICTED FUNDS					
General Reserve	16	**36,851**	*36,657*	**36,795**	*36,657*
Revaluation Reserve	16	**3,401**	*2,364*	**3,401**	*2,364*
TOTAL FUNDS		**43,150**	*41,634*	**43,094**	*41,634*

These financial statements were approved by the Governing Body on 9th December 2022 and were signed on its behalf by:

R.C.V. Harrison
Chair of the Finance Committee

Date: 9\12\22

G.F. Baker
Chair of the Governing Council

Date: 9\12\22

CONSOLIDATED CASHFLOW STATEMENT

		2022	*2021*
	£'000	£'000	*£'000*
Net Cash Inflow From Charitable Activities (Note 1)		2,931	*2,937*
(Cost of)/returns on investments and servicing of finance			
Investment income	140		
Net interest expense	(234)		
		(94)	*198*
		2,837	*3,135*
Capital Expenditure			
Payments to acquire investments		(770)	*-*
Payments to acquire tangible assets		(1,022)	*(4,113)*
Net Cash inflow/(outflow) after Capital Expenditure and before movement on prepaid fees		1,045	*(978)*
Financing			
Prepaid fees			
New contracts, repayments and revaluations during the year	2,389		
Utilised during the year	(2,372)		
		17	*(485)*
INCREASE/(DECREASE) IN CASH IN THE YEAR		1,062	*(1,463)*

RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM CHARITABLE ACTIVITIES

	2022	*2021*
	£'000	*£'000*
Net incoming resources	483	*1,533*
Investment income	(140)	*(123)*
Net interest expense/(income)	234	*(75)*
Depreciation of tangible assets	1,349	*1,554*
(Increase)/Decrease in debtors	(416)	*59*
Increase/(Decrease) in creditors excluding prepaid fees	1,421	*(11)*
NET CASH INFLOW FROM CHARITABLE ACTIVITIES	2,931	*2,937*

1. ACCOUNTING POLICIES

The College is a Public Benefit Entity registered as a charity in England and Wales and a company limited by shares. It was incorporated on 2 June 1904 company number: 081130 and registered as a charity on 22 July 1964 charity number: 311057.

1.1 Basis of preparation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - effective 1 January 2015.

The functional currency of the College is considered to be GBP because that is the currency of the primary economic environment in which the College operates.

The accounts present the consolidated statement of financial activities (SOFA), the consolidated cash flow statement and the consolidated and charity balance sheets comprising the consolidation of the College and its wholly owned subsidiary Bishop's Stortford College Enterprises Limited.

The College has taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only Cash Flow Statement with the consolidated financial statements.

The College has also taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

Having reviewed the funding facilities available to the College together with the expected ongoing demand for places and the College's stress tested future projected cash flows, the Governors have a reasonable expectation that the College has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the College's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Accounting and Reporting Responsibilities in the Directors' Report.

1.2 Critical accounting judgements and key sources of estimation uncertainty

In the application of the accounting policies, Trustees are required to make judgements, estimates, and assumptions about the carrying value 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 affected current and future periods.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the College's financial statements.

1.3 Fees and similar earned income

Fees receivable and charges for services and use of the premises, less any allowances, scholarships, bursaries granted by the College against those fees, but including contributions received from restricted funds, are accounted for in the period in which the service is provided.

During the year the College accepted prepayment of fees from parents for any period up to five years from the commencement of the following academic year. Fees were accepted on the basis that future years will be calculated at the base rate prevailing at the time the contract was made incremented by 2.5% per annum compound. The terms on which prepayment of fees are accepted are reviewed from time to time in the light of investment returns and the level of increase in school fees. Following a review by Governors, the scheme was paused to new prepayments from March 2022.

The present value of future costs arising from the difference between the fixed fee price offered and the projected fee price is provided for as a liability in the accounts.

1.4 Investment Income

Investment income from dividends, bank balances and fixed interest securities is accounted for on an accruals basis. Income from investment properties is accounted for in the period to which the rental income relates.

Rental income (including incentives received or paid) for operating leases on investment property are recognised in profit or loss on a straight-line basis over the lease term.

1.5 Donations, legacies, grants and other voluntary incoming resources

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

Voluntary income for the College's general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, voluntary income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention is to be permanent or not. Gifts in kind are valued at estimated open market value at the date of gift, in the case of assets for retention or consumption, or at the value to the College in the case of donated services or facilities.

Grant income is recognised on an accruals basis, in the period in which it occurs. Government grants are recognised on the performance model, when the Company has complied with any conditions attaching to the grant and the grant will be received. The grant in connection to the job retention scheme has been recognised in the period to which the underlying furloughed staff costs relate to.

1.6 Expenditure

Expenditure is accrued as soon as a liability is considered probable, discounted to present value for longer-term liabilities. Expenditure attributable to more than one cost category in the SoFA is apportioned to them on the basis of the estimated amount attributable to each activity in the year, either by reference to staff time or the use made of the underlying assets, as appropriate. The direct costs incurred in preserving the College's ancient buildings and their contents are shown as a charitable activity distinct from that of education and grant making. Irrecoverable VAT is included with the item of expenditure to which it relates.

Grants awarded are expensed as soon as they become legal or operational commitments. Governance costs comprise the costs of complying with constitutional and statutory requirements.

Intra-group sales and charges between the College and its subsidiaries are excluded from trading income and expenditure

1.7 Tangible fixed assets

Expenditure on the acquisition, construction or enhancement of land and buildings costing more than £10,000 together with vehicles, furniture, machinery, ICT infrastructure and other equipment costing more than £10,000 are capitalised and carried in the balance sheet at historical cost. ICT equipment costs are written off as incurred. In certain circumstances, where the original costs of assets are not ascertainable, a reasonable estimate of the cost, if material, has been used.

Other expenditure on equipment incurred in the normal day-to-day running of the College and its subsidiaries is charged to the Statement of Financial Activities as incurred.

Depreciation is provided on all tangible fixed assets in use at rates and bases calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Freehold land and buildings	- over 50, 10 or 5 years
Astro Turf All Weather Surface	- over 10 years
Furniture and equipment	- over 10 years
Motor vehicles	- over 4 years
Computers	- over 3 years

The Governors have carried out an impairment review of the assets and are satisfied that they are not impaired. The Governors will undertake future reviews in accordance with Financial Reporting Standard 102.

1.8 Investments

Investment properties are valued as individual investments at their market values as at the balance sheet date. Rental income is recognised in the period to which it relates. Purchases and sales of investment properties are recognised on exchange of contracts.

The investment properties at Clapton Hall are stated at market value as at 21 March 2022, as calculated by Strutt and Parker. The Governors believe this to be an accurate estimate of the current open market value.

Listed investments are valued at market value as at the balance sheet date. Unrealised gains and losses arising on the revaluation of investments are credited or charged to the Statement of Financial Activities and are allocated to the appropriate Fund according to the "ownership" of the underlying assets. Investments in subsidiaries are valued at cost less provision for impairment.

1.9 Investment accounting

Investment returns are accounted for on a receivable basis of their income.

1.10 Fund accounting

The charitable trust funds of the College are accounted for as restricted income, in accordance with the terms of trust imposed by the donors or any appeal to which they may have responded.

Unrestricted income belongs to the College's corporate reserves, spendable at the discretion of the Governors either to further the College's Objects or to benefit the College itself. Where the Governors decide to set aside any part of these funds to be used in future for some specific purpose, this is accounted for by transfer to the appropriate designated fund.

Restricted income comprises gifts, legacies and grants where there is no capital retention obligation or power but only a trust law restriction to some specific purpose intended by the donor.

1.11 Pension costs

The Charity contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Board by the Scheme Administrator. The scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the College. In accordance with FRS 102, therefore the scheme is accounted for as a defined contribution scheme.

The company participates in a Group Personal Pension Plan for non-teaching staff to provide individual pension accounts for participating employees. Individual pension policies accrue to each individual participating, and are underwritten by the Scottish Widows. In addition, the College as employer will pay premiums under a Group Life Policy, the annual contributions are expensed as incurred.

1.12 Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

1.13 Financial instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions. Assets and liabilities held in foreign currency are translated to GBP at the balance sheet date at an appropriate year end exchange rate.

2. CHARITABLE ACTIVITIES - FEES RECEIVABLE

	2022	*2021*
	£'000	*£'000*
Fees receivable consist of:		
School fees	**23,820**	*22,167*
Scholarships, bursaries and staff concessions	**(2,083)**	*(2,099)*
	21,737	*20,068*
Add back: bursaries and other awards paid for by restricted funds	**22**	*30*
	21,759	*20,098*

Scholarships, bursaries, staff concessions and other awards were paid to 334 pupils (*2021: 340*). Within this means-tested bursaries totalling £826,000 were paid to 51 pupils (*2021: £840,000 to 58 pupils*).

3. CHARITABLE AND OTHER TRADING ACTIVITIES – OTHER INCOME

	2022	*2021*
	£'000	*£'000*
Rental and other commercial income	**600**	*279*
School trips	**78**	*35*
Entrance and registration fees	**55**	*55*
Profit on disposal of fixed assets	**12**	-
Income from insurance claims	-	*37*
Grant income	-	*168*
	745	*574*

4. INVESTMENT INCOME

	Unrestricted	Restricted	**Total 2022**	*Total 2021*
	£'000	£'000	**£'000**	*£'000*
Securities investment income:				
Equities	-	95	**95**	*73*
Property investment income				
Rents receivable	45	-	**45**	*50*
	45	95	**140**	*123*

5. GRANTS AND DONATIONS RECEIVABLE

	Unrestricted	Restricted	**Total 2022**	*Total 2021*
	£'000	£'000	**£'000**	*£'000*
Development donations	19	214	**233**	*78*

6. NET INTEREST INCOME

(a) Interest receivable and similar income

	2022	*2021*
	£'000	*£'000*
Bank interest receivable	3	*4*
Fees in advance debt-financing income	-	*92*
Total interest receivable and similar income	3	*96*

(b) Interest payable and similar charges

	2022	*2021*
	£'000	*£'000*
Fees in advance debt-financing charge	(237)	*(21)*
Total interest payable and similar charges	(237)	*(21)*

(C) Net interest (expense)/income

	2022	*2021*
	£'000	*£'000*
Interest receivable and similar income	3	*96*
Interest payable and similar charges	(237)	*(21)*
Net interest (expense)/income	(234)	*75*

7. ANALYSIS OF EXPENDITURE

(a) Total expenditure

	Staff Costs (Note 8) £'000	Other £'000	Depreciation £'000	TOTAL 2022 £,000	*Total 2021 £'000*
Costs of generating funds					
Trading expenditure	-	171	-	**171**	*-*
Interest payable and similar charges	-	237	-	**237**	*21*
Development costs	122	83	-	**205**	*180*
Total cost of generating funds	122	491	-	**613**	*201*
Charitable expenditure					
Education and grant making					
Teaching	10,163	2,030	227	**12,420**	*11,386*
Welfare	493	2,323	-	**2,816**	*2,219*
Premises repair and maintenance	656	2,205	1,122	**3,983**	*3,336*
Support costs and governance	1,617	885	-	**2,502**	*2,230*
Grants, awards and prizes (note **7** (b))	-	63	-	**63**	*38*
Total charitable expenditure	12,929	7,506	1,349	**21,784**	*19,209*
Total Expenditure	13,051	7,997	1,349	**22,397**	*19,410*

(b) Grants, awards and prizes

	2022 £'000	*2021 £'000*
From Restricted Funds:		
Bursaries and other grants and awards	**25**	*30*
Prizes and leaving awards	**36**	*4*
Library archiving	**2**	*3*
Building	**-**	*1*
	63	*38*

(c) Governance included in support costs:

	2022 £'000	*2021 £'000*
Remuneration paid to auditor for audit services	**21**	*21*
Other governance costs	**1**	*1*
	22	*22*

In addition to the above audit remuneration the auditor received fees for advisory services totalling £5,000 (2021: £10,000).

8. STAFF COSTS AND RELATED PARTY TRANSACTIONS

	2022	*2021*
The aggregate payroll costs for the year were as follows:	**£'000**	*£'000*
Wages and salaries	**10,152**	*9,983*
Social security costs	**1,076**	*1,031*
Apprentice levy	**36**	*35*
Other pension costs	**1,787**	*1,729*
	13,051	*12,778*

Key Personnel	**2022**	*2021*
	£'000	*£'000*
Aggregate employee-benefits of key management personnel	**712**	*693*

	2022	*2021*
Number of higher paid employees in bands of:		
£60,001 to £70,000	**15**	*12*
£70,001 to £80,000	**1**	*2*
£80,001 to £90,000	**3**	*1*
£90,001 to £100,000	**-**	
£100,001 to £110,000	**-**	-
£110,001 to £120,000	**-**	-
£120,001 to £130,000	**2**	*2*
£130,001 to £140,000	**-**	-
£140,001 to £150,000	**-**	*1*
£150,001 to £160,000	**-**	-
£160,000 to £170,000	**1**	-

20 of these employees are in a defined benefit pension scheme (2021: 15) and 2 employees are in a defined contribution pension scheme (2021:3).

The table below sets out the College employee numbers shown by average monthly gross amount and full time equivalent.

	Gross 2022	**FTE 2022**	*Gross 2021*	*FTE 2021*
Teaching	**194**	**158**	*187*	*164*
Welfare	**36**	**19**	*36*	*19*
Premises	**21**	**20**	*22*	*21*
Support	**53**	**38**	*48*	*35*
Development	**3**	**3**	*3*	*3*
	307	**238**	*296*	*242*

During the year there were redundancy or termination payments made which amounted to £38,000 (2021: £117,000) there was £nil outstanding at the year end (2021: £22,000).

9. TANGIBLE FIXED ASSETS - GROUP AND COLLEGE

	Freehold Land and Buildings	Buildings under Construction	Furniture and Equipment	Motor Vehicles	**Total**
	£'000	£'000	£'000	£'000	**£'000**
Cost (or frozen* valuation)					
At 1 August 2021	53,665	34	3,074	33	**56,806**
Additions	462	345	178	37	**1,022**
Assets transferred	34	(34)	-	-	**-**
Fully depreciated assets written off	-	-	(635)	-	**(635)**
At 31 July 2022	54,161	345	2,617	70	**57,193**
Depreciation					
At 1 August 2021	15,024	-	2,108	26	**17,158**
Charge for the year	1,122	-	213	14	**1,349**
Fully depreciated assets written off	-	-	(635)	-	**(635)**
At 31 July 2022	16,146	-	1,686	40	**17,872**
Net book value					
At 31 July 2022	**38,015**	**345**	**931**	**30**	**39,321**
At 31 July 2021	38,641	34	966	7	39,648

All tangible fixed assets are held for use on charitable activities.

*The College has substantial long-held historic assets used in the course of the College's educational activities. These comprise listed buildings on the College campus, together with their contents comprising works of art, ancient books and manuscripts and other treasured artefacts. Because of their age and, in many cases, unique nature, reliable historical cost information is not available for these assets and could not be obtained except at disproportionate expense. However, in the opinion of the Governors the depreciated historical cost of these assets would now be immaterial.

10. FIXED ASSET INVESTMENTS

GROUP AND COLLEGE	**2022**	*2021*
	£'000	*£'000*
Listed investments - Equity unit trusts		
At 1 August	**1,935**	*1,554*
Revaluation to market value	**(4)**	*381*
Purchase of additional units	**770**	*-*
At 31 July	**2,701**	*1,935*

10. FIXED ASSET INVESTMENTS (CONTINUED)

COLLEGE	2022	*2021*
	£	*£*
Interest in subsidiary undertaking	**100**	*100*

At 31 July the College had the following subsidiary undertaking with the common registered office on page 2:

	Company number	Class of share capital held	Proportion held	Nature of business
Bishop's Stortford College Enterprises Limited	13057176	Ordinary £1	100%	Service

BISHOP'S STORTFORD COLLEGE ENTERPRISES LIMITED
AS AT 31 JULY 2022

BALANCE SHEET	2022	*2021*
	£	*£*
CURRENT ASSETS		
Debtors	**134,398**	*100*
Cash at bank	**67,577**	-
	201,975	*100*
CREDITORS: Amounts falling due within one year	**(145,768)**	-
NET CURRENT ASSETS	**56,207**	*100*
TOTAL ASSETS LESS CURRENT LIABILITIES	**56,207**	*100*
NET ASSETS	**56,207**	*100*
CAPITAL AND RESERVES		
Share Capital	**100**	*100*
Profit and loss account	**56,107**	-
SHAREHOLDERS FUNDS	**56,207**	*100*

PROFIT & LOSS ACCOUNT	2022	*2021*
	£	*£*
TOTAL INCOME	**229,608**	-
TOTAL EXPENDITURE	**(132,398)**	-
NET PROFIT	**97,210**	-

STATEMENT OF RETAINED EARNINGS	2022	*2021*
	£	*£*
RETAINED EARNINGS BROUGHT FORWARD	-	-
Profit for the year	97,210	-
Gift aid to The Incorporated Bishop's Stortford College Association	(41,103)	-
RETAINED EARNINGS CARRIED FORWARD	**56,107**	-

11. PROPERTY INVESTMENTS – GROUP AND COLLEGE

	2022	2021
	£'000	£'000
Valuation at 1 August	3,363	3,363
Net movement	1,037	-
Valuation at 31 July	4,400	3,363

Investment properties consist of a legacy from a College Alumnus consisting of farm land and buildings near to Great Dunmow.

An updated valuation of the properties was undertaken in March 2022 by Edward Rout, MRICS FAAV of Strutt and Parker. The valuation of £4,400,000 has been reflected in these accounts.

12. DEBTORS

	Group		College	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Trade debtors	389	256	255	256
Staff loans	3	14	3	14
Amounts due from subsidiary	-	-	99	-
Other debtors	220	106	220	106
Other prepayments and accrued income	475	295	475	295
	1,087	671	1,052	671

All debtors are due within one year.

13. CREDITORS: amounts falling due within one year

	Group		College	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Deposits from parents	705	476	705	476
Fees received in advance of term	1,234	762	1,234	762
Trade creditors	1,040	446	1,039	446
Taxation and social security	276	253	273	253
Contributions due to pension schemes	192	191	192	191
Other creditors	60	72	60	72
Fees in advance scheme	2,148	2,130	2,148	2,130
Fees in advance adjustment to fair value	83	21	83	21
Defined benefit pension deficit provision	10	11	10	11
Accruals and deferred income	705	565	662	565
	6,453	4,927	6,406	4,927

14. CREDITORS: amounts falling due after more than one year

	Group		College	
	2022	*2021*	**2022**	*2021*
	£'000	*£'000*	**£'000**	*£'000*
Defined benefit pension deficit provision	**85**	*110*	**85**	*110*
Fees in advance scheme	**3,225**	*3,443*	**3,225**	*3,443*
Fees In advance adjustment to fair Value	**108**	*(47)*	**108**	*(47)*
	3,418	*3,506*	**3,418**	*3,506*

The Governors have reviewed the contract terms under which Pupil fee deposits are held by the College. Although under normal circumstances these will be repaid over future years when the pupils complete their education at the College, pupils can leave at earlier dates. The College does not therefore have an unconditional right to retain the individual deposits for at least 12 months after the balance sheet date and, in line with the requirements in FRS 102, the balance of the deposits held at 31 July 2022 have been included within current liabilities. The prior year Pupil fee deposits balance has been similarly represented.

15. FEES IN ADVANCE SCHEME – GROUP AND COLLEGE

Some parents have entered into a contract to pay the College in advance for contributions towards the tuition fees for up to five years in return for a fixed price on their fees. The money may be returned subject to specific conditions on the receipt of notice. Assuming pupils will remain in the College, fees in advance will be applied as follows:

	2022	*2021*
	£'000	*£'000*
Within two to five years	**1,756**	*1,956*
Within one to two years	**1,469**	*1,487*
	3,225	*3,443*
Within one year	**2,148**	*2,130*
	5,373	*5,573*

Summary of movements in liability	£'000
Balance at 1 August 2021	**5,573**
New contracts	2,366
Repayments	(195)
Amounts used to pay fees	(2,371)
Balance at 31 July 2022	**5,373**

16. SUMMARY OF MOVEMENTS ON MAJOR FUNDS

GROUP

	1 August 2021	Income	Expenditure	Transfer between funds & revaluation	31 July 2022
	£'000	£'000	£'000	£'000	£'000
Share capital	**1**	-	-	-	**1**
Unrestricted Funds					
General Reserve	**36,657**	22,571	(22,224)	(43)	**36,961**
Revaluation Reserve	**2,364**	1,037	-	-	**3,401**
	39,021	23,608	(22,224)	(43)	**40,362**
Restricted Funds					
Bursary/Scholarship Funds	**1,438**	246	(25)	38	**1,697**
Alumni Funds	**1,043**	32	(33)	2	**1,044**
Prize Funds	**101**	4	(4)	(4)	**97**
Building Funds	**10**	27	-	3	**40**
Sporting Expenditure Funds	**1**	-	-	-	**1**
Library Archiving Fund	**19**	-	(1)	-	**18**
	2,612	309	(63)	39	**2,897**

GROUP

	1 August 2020	Income	Expenditure	Transfer between funds & revaluation	31 July 2021
	£'000	£'000	£'000	£'000	£'000
Share capital	1	-	-	-	1
Unrestricted funds					
General reserve	35,178	20,851	(19,372)	-	**36,657**
Revaluation reserve	2,364	-	-	-	**2,364**
	37,542	20,851	(19,372)	-	**39,021**
Restricted funds					
Bursary/scholarship funds	1,192	83	(30)	193	**1,438**
Alumni funds	846	25	(3)	175	**1,043**
Prize funds	85	4	(1)	13	**101**
Building funds	5	6	(1)	-	**10**
Sporting expenditure funds	1	-	-	-	**1**
Library archiving fund	22	-	(3)	-	**19**
	2,151	118	(38)	381	**2,612**

16. SUMMARY OF MOVEMENTS ON MAJOR FUNDS (CONTINUED)

COLLEGE

	1 August 2021	Income	Expenditure	Transfer between funds & revaluation	31 July 2022
	£'000	£'000	£'000	£'000	£'000
Share capital	1	-	-	-	1
Unrestricted funds					
General reserve	**36,657**	22,515	(22,334)	(43)	**36,795**
Revaluation reserve	**2,364**	1,037	-	-	**3,401**
	39,021	23,552	(22,334)	(43)	**40,196**
Restricted funds					
Bursary/scholarship funds	**1,438**	**246**	**(25)**	**38**	**1,697**
Alumni funds	**1,043**	**32**	**(33)**	**2**	**1,044**
Prize funds	**101**	**4**	**(4)**	**(4)**	**97**
Building funds	**10**	**27**	**-**	**3**	**40**
Sporting expenditure funds	**1**	**-**	**-**	**-**	**1**
Library archiving fund	**19**	**-**	**(1)**	**-**	**18**
	2,612	**309**	**(63)**	**39**	**2,897**

COLLEGE

	1 August 2020	Income	Expenditure	Transfer between funds & revaluation	31 July 2021
	£'000	£'000	£'000	£'000	£'000
Share capital	1	-	-	-	1
Unrestricted funds					
General reserve	35,178	20,851	(19,372)	-	**36,657**
Revaluation reserve	2,364	-	-	-	**2,364**
	37,542	20,851	(19,372)	-	**39,021**
Restricted funds					
Bursary/scholarship funds	1,192	83	(30)	193	**1,438**
Alumni funds	846	25	(3)	175	**1,043**
Prize funds	85	4	(1)	13	**101**
Building funds	5	6	(1)	-	**10**
Sporting expenditure funds	1	-	-	-	**1**
Library archiving fund	22	-	(3)	-	**19**
	2,151	118	(38)	381	**2,612**

16. SUMMARY OF MOVEMENTS ON MAJOR FUNDS (CONTINUED)

The bursary/scholarship funds were established to provide support for bursaries, scholarships, prizes books and financial assistance to employees.

The alumni funds are made up of three donations and bequests from alumni of the College and provide support for pupils continuing their studies at university as well as funding for books for the Senior School library.

17. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Restricted	Unrestricted	Total 2022	*Total 2021*
	£'000	£'000	£'000	*£'000*
Tangible fixed assets	-	39,321	**39,321**	**39,648**
Property investments	-	4,400	**4,400**	**3,363**
Securities investments	2,701	-	**2,701**	**1,935**
Net current assets/(liabilities)	196	(50)	**146**	**241**
Long term liabilities	-	(3,418)	**(3,418)**	**(3,553)**
	2,897	40,253	**43,150**	**41,634**

	Restricted	Unrestricted	Total 2021	*Total 2020*
	£'000	£'000	£'000	*£'000*
Tangible fixed assets	-	39,648	**39,648**	*37,089*
Property investments	-	3,363	**3,363**	*3,363*
Securities investments	1,935	-	**1,935**	*1,554*
Net current assets/(liabilities)	677	(436)	**241**	*1,460*
Long term liabilities	-	(3,553)	**(3,553)**	*(3,772)*
	2,612	39,022	**41,634**	*39,694*

18. PENSION SCHEMES - GROUP AND COLLEGE

Retirement benefits to employees of the College are provided through two defined benefit schemes and four defined contribution schemes, which are funded by the College's and employees' contributions.

Defined benefit schemes

Teachers' Pension Scheme

The College 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 £1,554,000 (2021: £1,556,000) and at the year-end £182,000 (2021: £186,000) 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.

18. PENSION SCHEMES - GROUP AND COLLEGE (CONTINUED)

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

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

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

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

The 2016 cost control valuations have since been completed in January 2022, and the results indicated that there would be no changes to benefits or member contributions required. The results of the cost cap valuation are not used to set the employer contribution rate, and HM Treasury has confirmed that any changes to the employer contribution rate resulting from the 2020 valuations will take effect in April 2024.

Until the 2020 valuation is completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly, no provision for any additional past benefit pension costs is included in these financial statements.

Pensions Trust Independent School's Scheme

The College participates in the scheme, a multi-employer scheme which provides benefits to some 61 non-associated employers. The scheme is a defined benefit scheme in the UK. It is not possible for the College to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

18. PENSION SCHEMES - GROUP AND COLLEGE (CONTINUED)

A full actuarial valuation for the scheme was carried out with an effective date of 30 September 2020. This actuarial valuation was certified on 27 December 2021 and showed assets of £201.1m, liabilities of £256.3m and a deficit of £55.2m. To eliminate this funding shortfall, the trustees and the participating employers have agreed that additional contributions will be paid, in combination from all employers to the scheme as follows:

From 1 September 2022 to 30 June 2032:	£2,687,000 per annum (payable monthly and increasing by 3% on each 1st September)

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2017. This valuation showed assets of £149.4m, liabilities of £187.6m and a deficit of £38.2m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

From 1 September 2019 to 30 April 2030:	£2,387,357 per annum (payable monthly and increasing by 3% on each 1st September)

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

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

Present values of provision

	2022	*2021*
	£'000	*£'000*
Present value of provision	**95**	*99*

The following schedule sets out the future deficit reduction contributions agreed between the Company and the scheme under the deficit funding arrangement:

	2022	*2021*
Year ended:	**£'000**	*£'000*
31st July 2022	**-**	**11**
31st July 2023	**10**	**11**
31st July 2024	**10**	**11**
31st July 2025	**10**	**12**
31st July 2026	**11**	**12**
31st July 2027	**11**	**12**
31st July 2028	**11**	**13**
31st July 2029	**12**	**13**
31st July 2030	**12**	**10**
31st July 2031	**12**	-
31st July 2032	**12**	-

18. PENSION SCHEMES - GROUP AND COLLEGE (CONTINUED)

The movement on the defined benefit pension scheme liability during the year was as follows:

	2022	*2021*
	£'000	*£'000*
Balance at 1 August	**99**	*109*
Unwinding of the discount factor (interest expense)	**1**	*1*
Deficit contribution paid	**(11)**	*(10)*
Remeasurements - impact of any change in assumptions	**(10)**	*(1)*
Remeasurements - amendments to the contribution schedule	**16**	-
Balance at 31 July	**95**	*99*

The impact of income and expenditure during the year was as follows:

	2022	*2021*
	£'000	*£'000*
Interest expense	**1**	*1*
Remeasurements - impact of any change in assumptions	**(10)**	*(1)*
Remeasurements - amendments to the contribution schedule	**16**	-
	7	-

The net present value calculation to determine the value of the provision has been made on the basis of discount rates of 3.24% as at 31 July 2022 and 1.04% as at 31 July 2021. These rates are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

This defined benefit scheme was provided to support staff that have ceased to be employed by the College. Contributions were paid for 1 member of support staff to the defined contribution section of the pension scheme during the year ended 31 July 2022 (2021: 1). Contributions paid to the defined contribution section of the pension scheme in the current year were £4k (2021: £3k).

<u>The College Support Staff Pension Plan</u>

The College participates in 2 group personal pension plans for non-teaching staff. The regular cost is charged to income and expenditure account and from 1st December 2021 was increased from 5% to 7.5% of salary. Contributions paid in the current year were £126,000 (2021: £99,000) and £nil was payable at the year end (2021: £15,000). In addition to the pension contributions, the College pays 1% for each of the participating employees for life assurance cover.

In February 2014 the College introduced Auto Enrolment in accordance with new legislation. This has resulted in some employees being enrolled in the NEST pension scheme at the minimum contribution levels. Contributions paid in the current year were £55,000 (2021: £30,000) and £8,000 was payable at the year end (2021: £5,000).

In addition, the College pays employer contributions into a further defined contribution scheme for one employee under a salary sacrifice scheme. During the year the College paid contributions of £30,000 into the scheme (2021: £30,000) and £3,000 was payable at the year end (2021: £3,000).

19. CAPITAL EXPENDITURE CONTRACTED - GROUP AND COLLEGE

Capital expenditure in the sum of £80,000 has been contracted for as at 31st July 2022. The capital expenditure is to complete building work to science labs, a grounds compound and a waiting shelter.

The capital commitments at the year-end on 31st July 2021 were £303,000 to complete significant building works to two existing buildings.

20. OPERATING LEASE COMMITMENTS - GROUP AND COLLEGE

As at 31 July 2022 the Group and College had future minimum lease payments under non-cancellable operating leases for each of the following lease periods:

	2022	*2021*
	£000	*£000*
Not later than one year	**281**	*65*
Later than one year and not later than five years	**626**	*38*

21. RELATED PARTY TRANSACTIONS

During the year donations of £9,415 (2021: £2,280) were received from Governors.

Travel and subsistence expenses of £nil were paid to Governors during the year (2021: £nil).

Mr Conti, Mr Harrison and Mrs Gammage are parents of pupils in the College. These families are paying school fees in accordance with the College's standard terms and conditions.

Bishop's Stortford College Enterprises Limited is a 100% subsidiary of the College. The subsidiary makes a donation under gift aid to the College of its taxable profits each year.

At the year end the College owed the subsidiary £15,000 (2021: £nil) and the subsidiary owed the College £170,000 (2021: £nil).

22. FINANCIAL INSTRUMENTS

	Group		College	
	2022	*2021*	**2022**	*2021*
	£'000	*£'000*	**£'000**	*£'000*
Financial assets measured at amortised cost (a)	**6,120**	*4,827*	**6,021**	*4,827*
Financial liabilities measured at amortised cost (b)	**(1,805)**	*(994)*	**(1,803)**	*(994)*
Financial assets measured at fair value (c)	**2,701**	*1,935*	**2,701**	*1,935*
Net financial assets/(liabilities) measured at amortised cost (a) - (b)	**4,315**	*3,833*	**4,218**	*3,833*

(a) Financial assets include cash, trade and fee debtors, intercompany debtors, staff loans, other debtors and accrued income.

(b) Financial liabilities include bank overdraft, deposits, trade creditors, intercompany creditors and other creditors

(c) Financial assets held at fair value include assets held as investments

A reduction of £nil in impairment losses was credited to financial assets of the Group and College measured at amortised cost in the year, in 2021 there was an impairment charge of £nil.

23. CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES – COMPARATIVE FIGURES BY FUND TYPE

	Unrestricted Funds	Restricted Funds	2021 Total
	£'000	£'000	£'000
Income from:			
Charitable activities			
School fees receivable	20,098	-	**20,098**
Ancillary trading income	369	-	**369**
Income from insurance claim	37	-	**37**
Grant income	168	-	**168**
Other trading activities			
Investments			
Investment income	50	73	**123**
Interest receivable and similar income	96	-	**96**
Voluntary sources			
Grants and donations	33	45	**78**
Total incoming resources	20,851	118	**20,969**
Expenditure on:			
Raising funds			
Interest payable and similar charges	(21)	-	**(21)**
Fundraising & Development	(180)	-	**(180)**
Total deductible costs	(201)	-	**(201)**
Charitable activities			
Education and grant making	(19,171)	(38)	**(19,209)**
Total expenditure	(19,372)	(38)	**(19,410)**
Net incoming funds from operations before transfers and investment gains	1,479	80	**1,559**
Gains/(losses) on investments	-	381	**381**
Net movement in funds for the year	1,479	461	**1,940**
Fund balances brought forward at 1 August 2020	37,543	2,151	**39,694**
Fund balances carried forward at 31 July 2021	**39,022**	**2,612**	**41,634**

THE INCORPORATED BISHOP'S STORTFORD COLLEGE ASSOCIATION

England & Wales - Charity number 311057

Accounts

Company No. 81130

Charity No. 311057

Bishop's Stortford College

THE INCORPORATED

BISHOP'S STORTFORD COLLEGE ASSOCIATION

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 JULY 2021

THE INCORPORATED BISHOP'S STORTFORD COLLEGE ASSOCIATION
ANNUAL REPORT AND FINANCIAL STATEMENTS
YEAR ENDED 31st JULY 2021

GOVERNORS, DIRECTORS AND CHARITY TRUSTEES

The Governors of the Incorporated Bishop's Stortford College Association are the trustees of the charity and the directors of the charitable company. The trustees who served on the Governing Council during the year were:

	1	2	3	4	5	6	
G. E. Baker, (Chairman)	●	●	●	●	●		
I. M. Pearman (Vice Chair)	●	●	●	●			Resigned as Chair of Estates Committee on 1st September 2021 and resigned as Chair of Development Committee on 9th December 2020
D. M. Alexander			●	●			Elected as Chair of Estates Committee from 1st Sep 2020
G. W. W. Barker		●			●		
A. J. W. Conti				●		●	
P. E. Dodd		●					
M. Goitiandia							Resigned as Chair of Nominations Committee and Governor on 20th September 2020
P. J. Hargrave		●	●	●	●		Elected as Chair of Nominations Committee from 20th September 2020
R. C. V. Harrison	●			●		●	Chair of the Finance Committee
S. Lehec		●					Elected as Governor from 2nd September 2021
P. Mullender		●		●			Chair of the Education Committee
S. Nurbhai		●			●		
C. P. Solway			●				
D. F. Thomson	●		●	●			Elected as Chair of Development Committee from 9th December 2020

1. Member of the Development Committee.
2. Member of the Education Committee.
3. Member of the Estates Committee.
4. Member of the Finance Committee.
5. Member of the Nominations Committee.
6. Parent of a pupil at the College.

The following were Representative Governors: G. W. W. Barker, A. J. W. Conti, P. E. Dodd, R. C. V. Harrison, S. Nurbhai and C. P. Solway.

OFFICERS OF THE COLLEGE:

Head: K Crewe-Read, Appointed 1st September 2020.

Secretary and Bursar: P. M Stanley

ADVISERS:

Bankers: Lloyds TSB Bank plc, 20 North Street, Bishop's Stortford, Hertfordshire, CM23 2LN

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

Solicitors: TEES, Tees House, 95 London Road, Bishop's Stortford, Hertfordshire, CM23 3GW
Veale Wasbrough Vizards LLP, Narrow Quay House, Narrow Quay, Bristol BS1 4QA

Insurance: Endsleigh Insurances (Brokers) Limited, Shurdington Road, Cheltenham Spa, Gloucestershire, GL51 4UE

OTHER INFORMATION:

Address and Registered Office: School House, Maze Green Road, Bishop's Stortford, Hertfordshire, CM23 2PQ

Website: www.bishops-stortford-college.herts.sch.uk

The Governors, who are also the directors and charity Trustees, have pleasure in submitting their one hundred and seventeenth annual report together with the audited financial statements for the year, and confirm they comply with the requirements of the Memorandum and Articles of Association, the Charities Act 2011 and the Companies Act 2006.

DIRECTORS' REPORT

REFERENCE AND ADMINISTRATION INFORMATION

1. The Incorporated Bishop's Stortford College Association, known as Bishop's Stortford College ("the College") was founded in 1868. It is constituted as a private limited company (Number 81130) with charitable status (Number 311057). The College operates three schools known as Pre-Prep, the Prep School and the Senior School.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

2. The College is governed by its Memorandum and Articles of Association incorporated on 2nd June 1904, as amended by Special Resolutions, passed on 30th June 1978 and 29th June 2001 and further amended by determination on 20th March 2015. The Governors continued to keep the Memorandum and Articles under review to ensure they remain appropriate.

Governing Body

3. The Governing Council is a self-appointing body that may comprise of up to ten elected Governors and six representative Governors. Up to, but no more than, one third of the elected body is required to retire by rotation each year. They are then eligible for re-election at the Annual General Meeting should they wish to stand. There is one Governing Body for all parts of the College and the Governors, executive officers, principal advisors and business addresses are listed on page 2 above.

4. Representative Governors are nominated by the Baptist Union and the United Reformed Church. In addition, the Memorandum and Articles permit four other suitable representatives such as College parents, to serve on the Governing Council. Representative Governors retire each year but are eligible for re-election should they wish to stand. Parent Governors play an important role in bringing the views of the parent community to the attention of the Governing Council.

Recruitment of Governors

5. A Nominations Committee is responsible for identifying, interviewing, and recommending candidates who are not representatives of outside bodies to join the Governing Council. After considering the candidate's eligibility, personal competence, skills and availability, the Governing Council decide, by a vote, to either accept or reject the nominated person. The Baptist Union and the United Reformed Church identify and recommend their own representatives to the elected Governors. The Governing Council then decide, by a vote, to either accept or reject the recommended person.

The Charity Governance Code

6. The Trustees are aware of the Charity Governance Code published in 2018 and updated in March 2021 which sets out the principles and recommended practice for good governance within the sector. The Trustees are satisfied that the Charity applies the principles of the code within its current Governance arrangements.

Training of Governors

7. New Governors are inducted into the workings of the College, including the policies and procedures of the Governing Council and its Committees, by a series of meetings with the Chairman and the Clerk to the Governing Council and through opportunities to attend during their first year, committee meetings. External courses are also made available to incoming Governors as part of their induction process. Governors are encouraged to further develop their skills and knowledge, by attending relevant seminars, training events and presentations.

Organisational Structure

8. The Governors, as the Trustees of the Charity, are legally responsible for the overall control and supervision of the College and they meet as a full Governing Council no less than three times per year. In between meetings, the Chair of the Governing Council, or the Vice Chair in their absence, are available to provide guidance or advice to the College if it is needed. The work of overseeing strategy and implementation of policies agreed by the Governing Council is devolved to one of the following Committees:

   - Education Committee, which is responsible for academic, pastoral, staffing, welfare and other operational issues.
   - Estates Committee, which is responsible for the built estate, staff accommodation, maintenance, leasing of property, health and safety, security and building project planning.
   - Finance Committee, which is responsible for financial planning and investment strategies, as well as, scrutinising revenue and capital expenditure, the budget, salaries and monitoring agreed key performance indicators.
   - Development Committee, which is responsible for scrutinising strategies and plans to raise additional funds via grants, gifts, legacies and endowments and to foster links with alumni, friends and other like-minded organisations.
   - Nominations Committee, which is responsible for ensuring that the Governing Council has the right balance of skills and experience, leading the process for Governor appointments.

   In addition, the Governing Council are represented at a Project Working Group to provide oversight of major College projects, a Remuneration Working Group and a Contingency Working Group to review external risks and identify appropriate planning and mitigation of those risks. The Contingency Working Group led in all COVID-19 related planning matters.

   As part of the strategic planning process the Governing Council meets annually at an '*Away Day*' to discuss matters of importance, to review key documents and policies, as well as considering future plans and initiatives.

Structure of the Charity

9. The College comprises three schools, three cross-college departments, a support organisation and a Development Office as follows:

   - **Pre-Prep**. Pre-Prep comprises three year groups from the age of 4 and operates from purpose-built facilities.
   - **Prep School**. The Prep School comprises six year groups from the age of 7 (Year 3). From Pre-Prep the children move to Shell which provides a transition from Pre-Prep into the Prep School, which offers subject-based teaching from the age of 9 (Year 5). The transfer age to the Senior School is 13 (Year 9).
   - **Senior School**. The Senior School has five year groups and prepares pupils for the GCSE and A-Level public examinations, university entrance and for adult life.
   - **Cross College Departments**. Learning Support, Music and Sport are taught across the three schools by single departments. In this way best use is made of specialist teaching, coaching and support staff and pupils are able to develop skills from an early age.
   - **College Professional Services**. College Professional Services provide College-wide support to all sections. The main functions are bursary administration, marketing and admissions, finance, information technology services, human resources, estates and facilities, health & safety, commercial and medical. A number of College Professional Service staff are embedded and line managed within their allocated schools and departments.
   - **Bishop's Stortford College Enterprises**. In December 2020 the charity established a subsidiary, Bishop's Stortford College Enterprises Limited with the aim of supporting non-fee income generation in support of the Trust's objectives.
   - **Marketing and Communications**. On change of Heads, the Director of Marketing and Communications reported directly to the Head of the College and was responsible for the marketing, communications, and admissions business critical functions.
   - **Development Office**. Also, on change of Heads, the Development function reported directly to the Head of the College and was responsible for raising additional funds through grants, gifts, legacies and endowments. In addition, it also encourages other non-financial gifts to the College such as offers of work experience to current pupils and supports the College's relationship with its alumni. All development activities are now orchestrated through the Stortfordian Foundation.

Management Structure and Other Relationships

10. The day-to-day running of the College was delegated to the Head of the College who was also the Senior School Head. The three schools were managed by the Senior School Head and Management Team, the Prep School Head and Management Team and the Head of Pre-Prep.

    The College Head, the Prep School Head, the Head of Pre-Prep and the Bursar were the Key Management Personnel (the College Executive Team) who met regularly throughout the year. The Head and Bursar also attend all meetings of the Governing Body, almost all of which are also attended by the Prep School Head and the Head of Pre-Prep.

    Jeremy Gladwin, retired in August 2020 as Headmaster of Bishop's Stortford College, having taken up post in 2011. He oversaw the most significant period of estates development in the history of the College and is succeeded by Kathy Crewe-Read. Kathy was Head of an award-winning co-educational day school, Wolverhampton Grammar School from 2013.

11. The College remained a selective co-educational day and boarding school that offers, in return for a fee, an education from the age of 4 to 18. The desired outcome was for pupils to achieve suitable public examination grades to allow them to make rewarding choices about their future. As part of the provision, pupils were given assistance in applying for university, work, or gap year travel.

12. To support the attainment of the highest standards, the College actively interacted with other schools through membership of the Headmasters' and Headmistresses' Conference, the Independent Association of Preparatory Schools and the Independent Schools Bursars' Association, and, in the local area, through the Head's membership of the Bishop's Stortford Educational Trust (see paragraph 37).

13. The Governors, via the Development Office, encouraged the fostering of links between former pupils, parents and present-day students. The College thus encouraged membership of an active society of ex-pupils, known as Old Stortfordians (OS), who meet on a regular basis at the College and other venues. The College benefited from the generosity of its former pupils, whose support continued to be greatly appreciated.

    The volunteer support of parent groups, such as the Friends of the Prep School, was similarly valued. To develop these links further the College retained a programme that includes Parent Evenings and links with the wider community. These were an important aspect of ensuring the delivery of the charitable aims of the Trust.

14. Remuneration is set by the Governing Body, with the policy objective of attracting and retaining talented and motivated people to deliver the College's charitable purpose and it recognises that it is primarily dependent on our key management personnel. The appropriateness and relevance of the remuneration is reviewed annually, including reference to comparisons with other organisations and benchmarking reports to ensure that the College remains sensitive to the broader issues of pay and employment conditions elsewhere.

Employment Policy

15. The Governing Council recognised that staff engagement was vital to the success of the College, and appreciated the contribution made by academic and non-academic staff to that success. Senior management promoted a culture of cooperation and partnership between staff in different sections and departments within the College. The aim was to create a culture of mutual respect, and good internal communications. The Whole School Forum was established to provide representative and scheduled consultation and dialogue between staff and the Executive. The College remained an equal opportunities employer and was fully committed to safeguarding and promoting the welfare of children. Accordingly, recruiting procedures for College staff followed published guidance. At least one member of any interview panel will have attended 'Safeguarding and Recruitment' training and all appointments are subject to Executive safer recruiting review before employment commences.

16. The Governing Council and management were committed to staff development. Training was delivered as part of an ongoing INSET programme to meet identified priorities. All staff who were new to the College received induction training that included the College's safeguarding policies and guidance on safe working practices. Senior leadership development was facilitated through 360 degree feedback.

Equality Policy

17. The College's equality policy applies to all the pupils, staff and visitors at Bishop's Stortford College and is held on the College website. The College aims to embed equality of access, opportunity and outcome for all members of our College community, within all aspects of College life. The College actively seeks to embrace the following concepts:

- Shared Humanity. Identifying commonality and shared values, aspirations and needs, underpins our approach to equality. We value our fundamental similarities and universality.
- Valuing difference and diversity. We appreciate the richness within our differences and look for ways of celebrating and understanding them better.
- Interdependence, interaction, and influence. We recognise that, as they evolve, distinct cultures, beliefs and lifestyles will impact on and inform each other.
- Social cohesion within our College and within our local community.
- Excellence. We aim to inspire and recognise high personal and collective achievement throughout our community, the UK and the wider world. Excellence is to be found everywhere.
- Personal and cultural identity. We will provide opportunities to explore and value the complexity of our personal and cultural identities.
- Fairness and social justice. We will develop our understanding of the inequality that exists in society and explore ways of individually and collectively promoting a more equitable society.
- Mutual respect of those with different faiths and beliefs.

The College seeks to foster warm, welcoming, and respectful environments, which allow us to question and challenge discrimination and inequality, resolve conflicts peacefully and work and learn free from harassment and violence. We recognise that there are similarities and differences between individuals and groups, but we will strive to ensure that our differences do not become barriers to participation, access and learning and to create inclusive processes and practices, where the varying needs of individuals and groups are identified and met. We therefore cannot achieve equality for all by treating everyone the same. We will build on our similarities and seek enrichment from our differences, and so promote understanding and learning between and towards others to create cohesive communities.

Investment policy and objectives

18. The College's investment objectives are to balance the current and future needs by:

- maintaining (at least) the value of the investments in real terms;
- producing a consistent and sustainable amount to support expenditure; and
- delivering these objectives within acceptable levels of risk.

To meet these objectives the College's investments are managed as a whole on a total return basis, maintaining diversification in order to produce an appropriate balance between risk and return. The investment strategy is monitored by the Finance Committee, as is investment performance, which is reported below within the Strategic Report.

OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

19. The objects of the Charity, as set out in its Trust Deed, can be summarised as to promote, and provide for the advancement of education and thus, to conduct, carry on or acquire and develop in England any boarding or day school for the education of children.

    In addition, some small trust funds are held to make awards for purposes specified by the donor, embracing both the development of the College's facilities and the provision of funds for bursaries, scholarships, prizes, and other educational purposes.

20. The Trustees confirm that they have complied with the duty in the Charities Act 2011 to have due regard to the general and sub-sector guidance issued by the Charity Commission. In this connection, the Governing Council monitored the guidance on public benefit produced by the Charity Commission together with its supplemental guidance on fee-charging.

21. In furtherance of these objects the College currently operates three schools: Prep-Prep, Prep School, and the Senior School. In addition, the College administered bursaries, grants, and awards, as well as managing property, endowments, bequests and gifts given, or established, in pursuance of these objects.

Ethos, Aims and Intended Impact

22. The Trustees were mindful of the guidance issued by the Charity Commission about the need to provide public benefit and on fee charging, as well as the requirements of the Charities Act 2011. The Governing Council monitored the activities of the College closely to ensure its aims and activities aligned with the guidance and the requirements of the Act.

23. It remains the Governors intention that the College should offer the opportunity of an all-through education to the age of 18 to those who would benefit from it. COVID-19 has realised both challenge and opportunity and the Governors are determined to secure long term benefits from the accelerated developments of digitised learning. The aims for the College are now described in eight pillars:

    - **Pillar 1 - Delivering Academic Excellence.** *We will offer a modern curriculum, which prepares pupils for the future.* We will seek to instil a love of learning and develop intellectual curiosity. Teaching will be excellent, learning will be exciting and consequently our pupils will achieve outstanding results.

    - **Pillar 2 - Finding the Best in Every Pupil.** *Our pupils will be treated as individuals.* We will find and develop every pupil's unique strengths, by providing a broad curriculum and co-curriculum. Our pupils will have wonderful opportunities to become fulfilled, skilful, happy; young people who have confidence for life.

    - **Pillar 3 - Developing Strong Personal Values.** *We will nurture integrity and strong values through provision of outstanding pastoral care.* Pupils will learn the importance of tolerance, inclusivity and respect for others and will be aspirational about the contribution they make to our community and the wider world.

    - **Pillar 4 - Enhancing the School Environment.** *The physical learning environment will be of the highest quality.* A programme of maintenance and improvement will ensure the campus is completely up to date in order to support our vibrant learning community.

    - **Pillar 5 - Attracting Fantastic Pupils and Communicating about College Life.** Our reputation for excellence will be strong and ensure healthy demand for boarding and day places.

    - **Pillar 6 - Being a Great Place to Work.** *Our staff are* our *most important resource.* We will recruit and retain inspirational teachers and highly skilled support staff. All staff will be equally valued, supported and developed professionally in their roles.

    - **Pillar 7 - Maximising our Resources.** *The College is a registered charity committed to securing and maximising the effectiveness of all its resources towards its educational purpose.* The financial strategy will recognise, and deliver, both affordability and teaching excellence.

    - **Pillar 8 - Inspiring Governance and Leadership.** *Leadership of the College is accountable, responsible, courageous and has clear vision.*

24. The College remained first and foremost a place of learning but was also a place where children enjoyed opportunities to become fulfilled, confident, skilful and happy young men and women. It was the College's aim to provide this process of all round growth, academically, morally, spiritually, athletically and creatively. Every pupil was encouraged, taught and challenged to fulfil his or her true potential, by being immersed in an environment of discovery and committed participation. The College thus allowed time and space for academic work to be balanced by sport, art, music, drama and a diverse choice of other extra-curricular activities, including community service.

25. The College had its roots in the Christian faith, but welcomes and values young people from all faiths and none. It encouraged each pupil's spiritual discovery and expression in work overseen by the College Chaplain. The College House system was at the heart of the experience offered to pupils.

    The aim of the House system is to provide small enough units to achieve a real sense of belonging and community, and the family atmosphere that results is, quite deliberately, a strong one. Through this approach, the College aimed to allow its young people to acquire a confidence in their relationships both with each other and also with adults.

26. The College gave sixth formers, as they approach adulthood, opportunities to exercise responsibility and leadership as well as to show appropriate care and concern for others. The aim was that as the result of an education here, they should be sufficiently self-confident to contribute constructively to society at large and play a full role in it, whatever their chosen path.

27. Overall, the College aimed to provide a secure and structured community for all its pupils, in which they can fulfil their potential while learning to live and work together in a spirit of co-operation, kindness, respect and enthusiasm.

Objectives

28. The Governing Council, through the Contingency Working Group and Finance Committee, tracked the financial impacts of the pandemic on the College and our community, alongside the imperative to protect the quality of the education being provided under lockdown and additional safety measures. The impact on pupils, parents and staff was challenging. However, through careful consideration of the needs of all parties, the primary objectives were largely protected and delivered. The Value Added scores realised during this period were amongst the best in the country, the pupil roll has continued to increase and the finances of the College remained healthy.

    To achieve the Governing Council's strategic vision, 'business as usual' objectives include:

    - promoting high academic standards through:
        - an appropriately sized scholarship scheme and a mentoring scheme for those scholars;
        - the recruitment of high quality academic staff and succession planning for future staffing needs;
        - reviews of academic value added by the College to identify academic strengths and weaknesses;
        - continued enhancement of learning support provision; and
        - encouragement of academic ambition beyond school through the College's Higher Education and Careers Department;
    - providing a tried and tested, House-based, pastoral care system;
    - providing extracurricular and sporting opportunities for each pupil;
    - maintaining a full pupil roll;
    - offering a broad range of subjects at public examinations to sustain the appeal of the College and the opportunities available to its pupils;
    - encouraging a happy and well-motivated workforce delivering an effective and broad education;
    - providing all staff, academic and non-academic, with appropriate training and development opportunities;
    - the operation of performance management procedures;
    - generate operating surpluses sufficient, only, to mee the needs of the objects;
    - generate non-fee income revenue to reduce pressures on fees;
    - re-investing the operating surplus in the College infrastructure;
    - fundraise to help finance bursaries and improvement of College facilities;
    - actively promoting its means-tested financial assistance (bursary) programme for pupils; and, where possible
    - sharing the College facilities with local schools and charitable community groups.

29. Governors also:
    - kept under review the:
        - Memorandum and Articles to ensure they remained relevant;
        - Its Business Plan; and
        - The Head of College's Development Plan.
    - reviewed College policies and supporting procedures on a rolling cycle; and
    - prepared for external inspections and audits: ISI, Boarding, UKVI etc., so that the College passes these tests and, thereby, enhances its reputation in the local and wider community.

30. The Governing Body continued with the delivery of a number of major projects, subject to available funding. In particular, the Governors focussed on the completion of the Site Master plan which culminated in the completion of the School House project which has provided 12 new classrooms for the Senior School and a new home for College administration.

Principal Activity

31. The principal activity was to provide an education to children between the ages of 4 and 18 in a co-educational day/boarding environment. The number of pupils at the College at the end of the year was:

	Pre-Prep			Prep School						Senior School					Totals
Form	R	P1	P2	LS	US	FI	F2	L3	U3	4F	L5	U5	L6	U6	
Totals	44	41	44	65	65	66	93	110	107	116	116	112	119	119	1217
Boarders	*0*	*0*	*0*	*0*	*0*	*0*	*1*	*1*	*5*	*10*	*15*	*10*	*19*	*14*	*75*
Flexi/Part-Time	*0*	*0*	*0*	*0*	*3*	*0*	*2*	*8*	*8*	*7*	*8*	*3*	*15*	*5*	*59*

32. To ensure the College continued to have a strong financial base and as wider reflection of outside society as possible, the key management team placed considerable emphasis on marketing the College, particularly on future admissions for the younger age groups and on attracting pupils from a wide range of social backgrounds. As a result, the numbers of potential pupils who are recorded as prospective pupils and have an interest in joining the College for entry up until 2026, are:

Year of Entry	Prospective
2022	412
2023	66
2024	26
2025	10
2026	2

PUBLIC BENEFIT

Widening Access

33. One of the College aims continued to be to ensure that it can make *'excellence affordable'*. In addition to setting fees at a level that widens the number of families that can afford to provide their children with a private education, the College also aims to provide opportunities for those who would not ordinarily be able to afford the opportunity to send their children to the College to do so through a bursary scheme. Means-tested financial assistance is, therefore, provided so that such families are able to benefit from our charitable objectives.

    The Governing Council regularly reviews the admissions process to ensure that those who would benefit from attending the College, are encouraged to apply even if their families may lack the necessary financial resources. Annual advertising of the College's bursary scheme is undertaken.

Financial Assistance

34. Financial assistance is available where a pupil meets the College entry requirements. It is funded by allocating a percentage of anticipated income to the scheme. Awards are available from full support by way of a 100% concession, to lesser awards where parental income is assessed to be at a higher level. When necessary, further support is provided; this can take a number of forms e.g. by way of a grant towards the costs for uniform, travel to and from the College or assistance with trips related to the curriculum. During the year, bursaries totalling £840,000 were awarded to provide means-tested financial assistance. As a result, there were 16 pupils in receipt of a bursary (18 in the previous year) worth 100% of the tuition fees, and a further 31 pupils (23 in the previous year) receiving assistance of between 50% and 90% of the fees. The Governing Council aims to grow the percentage of fee income spent on means-tested bursaries to 4% from a current figure of 3.8% of gross fee income.

35. The total value of bursaries, scholarships, grants, prizes and other awards made out of restricted funds was £30,000 (2020: £38,000), whilst £2,069,000 (2020: £1,952,000) was awarded out of unrestricted funds, this equates to 9.5% (2020: 9.8%) of gross fee income. The total number of children receiving assistance of all kinds was 340 (2020: 342); equal to 27.9% (2020: 29.1%) of College pupils.

36. Where our existing parents find themselves in a difficult financial position, the College, where appropriate, will offer means-tested emergency support so that the pupils can at least reach the next natural break point of their education, for example so that a pupil may complete a public examination year.

Social Impact

37. The Governing Council is committed to developing its programme of support and co-operation with others in education and wishes to ensure that the College is making an educational impact for as many children as possible. The College is part of a wider community in which its staff and pupils are encouraged to participate. In addition to educating 1217 pupils, the College also ensured that its facilities and expertise were available for use by others, particularly by children. Examples of support to local state schools and community organisations included:

    - the continued development of links with Mossbourne Community Academy in Hackney by the sharing of advice and practical support with UCAS and Oxbridge applications, and with the curriculum;
    - the annual Festival of Literature - an event aimed purely at children. The College actively encourages participation from other local schools and provides bursary participation for schools across the UK. Several well-known authors took part in storytelling and helping to reach out to children;
    - the Bishop's Stortford Pupil Voice Network was established by the Prep School in 2017, with the aim of establishing a new network in Bishop's Stortford. The network enables representatives from different Pupil/School Councils to get together to share good practice, and learn more about the value of Pupil Voice in the local community. This has been held three times, and pupils and staff from approximately 10 local primary schools attend. The next Pupil Voice Network Meeting is due to be held in Spring 2022;
    - the use of the College swimming pool by local clubs, youth groups and schools. The swimming pool is an 'Approved Training Centre' for the Institute of Qualified Lifeguards and the College offers spaces on this course for staff from other local schools and swimming clubs. The College is also a PADI Educational Facility;
    - the College continues to be an MCC Foundation Cricket Hub giving greater access to superb cricket facilities to a wider group of young people. The MCC Foundation, the charitable arm of the MCC, runs a network of Hubs across the UK, providing free coaching and match-play to state-educated 11-15 year old boys and girls with the aim of improving their cricket ability and boosting their confidence on and off the pitch;
    - Bishop's Stortford Scouts and Police Cadets hold regular meetings using College facilities;
    - working with the British Heart Foundation the College continued to provide two defibrillators on the Campus and (in an emergency) for the local community;
    - the College has held Summer Activity Camps for children, including a multi-agency camp and soccer and tennis coaching activities for children and the children of key workers;
    - a number of drama and music performances that are open to the local community, including the Water Lane Church Lunchtime Recitals;
    - in December 2020, the Music department filmed and edited a number of school productions for Windhill21 (a local primary school) to support them during the lockdown period to keep their drama and music active. College equipment was used to record audio and film their productions, as well as editing;
    - hosting the annual Rotary Youth Speaks competition (which allows local schools to compete);
    - hosting the annual Rotary Young Musician Competition, using a number of facilities around the campus including the FLT, Memorial Hall, Recital Room and MU1. Last year's event was cancelled due to COVID-19, but they will be back in school this year at the start of the Summer Term;
    - a programme of charitable works by the pupils. Highlights included:
        - funds raised by the Prep School for Guide Dogs for the Blind (an annual donation of £1,500) and the Royal British Legion (Bishop's Stortford). In 2021, several of our Form 2 pupils produced 'Remembrance 100' posters for a Community Royal British Legion project;
        - throughout the year the Prep School raised £22,000 for St Elizabeth's Centre, Much Hadham. Activities included Charity Days, Spring Community Charity Challenge, Family Virtual Bingo Nights;
        - the Prep School Summer Term on-line pop-up shop raised a net income of £755 in the year which was used to purchase 20 Word Wide Fund for Nature (WWF) adoption packages;
        - the College again collected 'tins and toiletries' for the Whitechapel Mission and Sixth Formers completed the breakfast challenge, preparing and serving breakfast to the homeless and raising over £6,000;
        - the Senior School raised over £2,700 for the College's project school, the Ungana Academy in Nakuru, Kenya;
        - the Senior School Stars in Their Eyes event raises money annually for the Niemann Pick Research Foundation and The Turner Syndrome Support Society;
        - the RPH commemorative hedge and the Friends of the Earth honey sale raised £741 across the year, which funded donations to CALM and Friends of the Earth;

  - In March 2021 two Upper Sixth pupils did a sponsored walk for the Motor Neurone Association and raised over £10,000;
  - Pre-Prep charity fundraising throughout the year saw over £1,600 donated to the RSPCA;

- a close partnership with a large number of local maintained schools as a founder member of the Bishop's Stortford Educational Trust (BSET). BSET was established in 2015 to create a co-operative, forward-thinking educational organisation to support provision from Early Years to Post-16 and beyond for the town of Bishop's Stortford and its surrounding villages. The Trust was created to formalise an already effective partnership between local primary and secondary schools and draws on the individual strengths of each institution. This collaboration is not only community-based, but is quite possibly the only such Trust at present to include the state and independent sectors working together to provide high quality education.

  BSETs ten key aims are to:

  - provide a strategic overview of school provision to ensure sufficient places are made available for primary and secondary schools to meet local demand - this includes bidding to sponsor new and existing schools;
  - provide support and advice for schools in order to adhere to the Department for Education's (DfE) academisation programme by 2022;
  - provide effective professional development for staff and share school-to-school expertise;
  - provide peer-to-peer school support regarding educational standards;
  - support Initial Teacher Training and staff recruitment by providing local teacher placement and collective teacher recruitment;
  - invest in effective school-led research and development;
  - support financial procurement through collective purchasing power;
  - work collectively with regards to curriculum planning and resourcing;
  - develop and enhance school leadership and governance; and
  - engage fully with our local community to ensure that provision meets demand.

Section 172 Statement

38. This statement is intended to be a discrete factual statement on how the directors (the College Governors) have regard for stakeholder interests in performing their duties as required under section 172 of the Companies Act. Bishop's Stortford College identifies its principal stakeholders as pupils, parents, prospective parents and pupils, teachers and staff, Old Stortfordians, suppliers, contractors and our local community leaders, businesses and neighbours. Stakeholders are identified by contractual engagement in terms of parent, pupils, staff and external licensees or by virtue of effect and impact of College activity and support opportunities to our community.

39. The College is very much rooted in the community, with approximately 89% of pupils being day pupils and hence living locally; due to it being one of the largest employers in Bishop's Stortford; and from the social interaction described in paragraph 37. Stakeholder views are secured through communications strategies specific to groups, for example prospective parents and pupils through admissions and events; pupils, teachers and staff through school routines; parents' evenings, meetings and newsletters, community and neighbours through town business forums and groups. Engagement with all of our community informs strategy, decisions and outcomes. The success of the College is predicated on balancing short and long term planning and aspiration, to effectively:

    - consider the long term likely consequences of any College decision on our community;
    - consider the interests of the College's employees;
    - foster relationships with suppliers, customers, and others;
    - evaluate the impact of College operations on the community and the environment;
    - maintain a reputation for high standards of business conduct; and
    - ensure that members of the College act fairly between themselves.

    The Governors identify and consider issues and factors affecting the College by:

    - maintaining Memorandum of Articles and governance of The Incorporated Bishop's Stortford College Association in accordance with the law and the Charity Commission Regulations;
    - maintaining a long term strategy that recognises and balances the needs of all stakeholders;
    - developing a culture and ethos founded on fairness, Christianity and compliance with the law and the requirements of the Charity Commission;

- managing risk and impact on the College and community through active risk management as it affects all stakeholders;
- complying with legal obligations relating to the impact the College is making on the environment and meets its obligations in relation to the Energy Savings Opportunity Scheme;
- developing clear contractual relationships with employees supported by effective, informal and informal dialogue between employees and the senior leadership of the College;
- maintaining strong links with neighbours, local schools and local businesses in order to be mutually supportive and cognisant of their needs;
- operating professionally and appropriately with business practices and in payment terms; as a significant employer and contractor of services;
- employing staff under terms and conditions encapsulated in the staff handbook to ensure that people act fairly and considerately to each other, to our pupils, parents and other stakeholders; and
- declaring interests and conflicts, annually and before any governance meeting.

Paragraphs 8 to 37 of the Directors' Report provide further detail of the Governors' engagement with different key stakeholders.

40. The Governors have engaged with employees through governance, leadership and direction inclusion the forming of strategies and policy and through oversight of the Executive Team and College activities. The Governors' visits to the College are frequent and activities recorded. Senior employees are present at Governing Council meetings to report, facilitate oversight and receive direction. The reports contain a broad spectrum of employee activity, pupil pastoral and academic performance and detail of staff wellbeing.

    The Governors receive outputs from the Health and Safety Committee, security audits, and staff wellbeing activities alongside gender pay reporting and remuneration benchmarking data. The directors oversee the remuneration policy and decisions through a dedicated working group in order to make annual recommendation on policy and pay awards. Paragraphs 22 and 28 of the Directors' Report provide further detail on the Governors' vision and strategies including those relating to employees.

41. The key decisions made during the year were:

    - The appointment of the new Head of College, Kathy Crewe-Read.
    - The response to the COVID-19 Pandemic through contingency planning and actions aimed at keeping pupils and staff safe from harm and protecting academic progress. Specific decisions included:
        - following Government guidance and supporting wholeheartedly the nation's response to the pandemic;
        - robustly defending academic delivery, through protection of teaching capacity, investment in remote teaching and learning technology and sustainment of brilliant teaching;
        - Providing facilities to children of key workers as part of the national response to the COVID-19 pandemic;
        - freezing fee levels for the Autumn Term 2020 and the reduction of fees during periods of remote teaching; and
        - realising in-year budgetary saving to sustain financial resilience and facilitation of fees reduction.
    - To grow the College through marginal class size increases to meet the geographical and demographic local demands, which, with no detriment to teaching and learning, delivers benefits through economies of scale and allows us to better manage the challenges of fee affordability.

ENERGY REPORT

42. The College's energy usage and emissions are detailed in the table below.

		Year Ended 31st July 2021			Year Ended 31st July 2020		
Type of Emission	Activity	kWh	tCO2e	% of Total	kWh	tCO2e	% of Total
Scope 1 direct emissions	Natural gas Vehicle fleet	5,079,210 71,535	930.31 16.89	76.94% 1.40%	3,791,972 32,252	697.23 7.69	70.16% 0.77%
	Sub-total	**5,150,745**	**947.20**	**78.34%**	**3,824,224**	**704.92**	**70.94%**
Scope 2 energy indirect emissions	Electricity	1,230,890	261.35	21.61%	1,228,459	286.40	28.82%
	Sub-total	**1,230,890**	**261.35**	**21.61%**	**1,228,459**	**286.40**	**28.82%**
Scope 3 other indirect emissions	Grey fleet	2,402	0.59	0.05%	10,271	2.40	0.24%
	Sub-total	**2,402**	**0.59**	**0.05%**	**10,271**	**2.40**	**0.24%**
Total gross consumption and emissions		**6,384,037**	**1,209.14**	**100.00%**	**5,062,954**	**993.72**	**100.00%**
Metric used: Number of pupils			1,217			1,176	
Intensity ratio: Tonnes of CO2 per Number of pupils			0.994			0.845	

Note: due to increased accuracy in methodology, reporting of gas kWh and emissions has increased by 2.2% in the year ended 31st July 2021.

Intensity Ratio
The intensity metric chosen was number of pupils (finishing the year). The resulting intensity ratio of tCO2e/number of pupils best reflects changes in operation and energy consumption over time.

Offsetting
The gas supply to 4 College Close was supplied by Good Energy. 10% of Good Energy's gas supplies is biogas whilst the other 90% is offset through international biogas generation projects.
Assuming Good Energy's offsets can be verified, the resulting emissions reduction is 1.885 tCO2e.

Efficiency
The increase in emissions compared to the prior year was due to the swimming pool being closed from March to July 2020 and therefore not being heated during this period. The pool was heated throughout 2020/21, albeit at a low level during the during the period of remote teaching and learning in the Spring Term 2021.

Emissions have also increased due to the completion and use of School House from March 2021. Although School House consumes energy, this has been kept to a minimum by installing energy saving technology throughout the building including LED lighting and motion light sensors.

The following efficiency measures were taken during the financial year:

- Continued investment in LED lighting and motion light sensors
- Roll out of additional College Transport route, reducing the number of cars on the local roads
- Commissioning a report into energy efficiency opportunities in the swimming pool building
- Expanded video conferencing and online meetings (as opposed to face-to-face meetings)

Quantification and Reporting Methodology
The methodology used to calculate the College's GHG emission and energy consumption has been taken from The GHG Protocol Corporate Accounting and Reporting Standard. The 2013 UK Government Environmental Reporting Guidelines (updated March 2019) have been followed and the 2020 UK Government's Conversion Factors for Company Reporting have been used. The energy efficiency narrative methodology has been created based on energy management best practice.

Organisational Boundary
The College reports on all sources of environmental impact over which it has financial control (financial control approach).

STRATEGIC REPORT

ACHIEVEMENTS AND PERFORMANCE

Review of achievements and performance for the year

43. The effects of COVID-19 continued in the UK during the academic year resulting in two periods where it was necessary for the College to operate remotely. Academic progress was sustained, and a variety of creative and non-curricular activities also took place. Pupil welfare was prioritised, and the pastoral teams monitored wellbeing across the College, ensuring support was in place where needed.

44. Public examination results are always the most visible measure of academic achievement at an all-through school. For a second year, examinations were cancelled nationally, and students were awarded Teacher Assessed Grades by the Awarding Bodies.

45. At Bishop's Stortford College, A Level students received grades which reflected the College's usual high levels of Value Added (as independently measured by CEM (Centre for Evaluation & Monitoring) analysis). 87% (86% in 2020) of grades achieved were A*-B grades, with 67% (62% in 2020) A*s and As.

46. In line with the Governors' primary objectives to advance a broad curriculum, study skills at sixth form extend beyond the A Level curriculum. Independent Research Projects are undertaken by all students and this year, and a greater number of students took the Extended Project Qualification. Results were excellent with 98% (88% in 2020) of grades being awarded at A*-B grade and 45% (27% in 2020) receiving the prestigious A*.

47. Despite the complex university landscape in August 2020, caused by the Government's response to A Level grades and Centre Assessed Grading, 84% (79% in 2020) of our students received places at their first-choice university. Places included 6 who met their offers for Oxbridge. 74 (64%) (69 (61%) in 2020) students went on to study at Russell Group universities. The average UCAS (including EPQ (Extended Project Qualification)) score for this cohort was 153.1 (148.6 in 2020).

48. At GCSE 79% (79% in 2020) of examinations were graded 9-7 with 33% (31% in 2020) being graded at the highest Grade 9. Top performers every year are awarded the prestigious Ten Club membership, which is gained for achieving 10 or more grades 9-7; this year 37% (48%) Ten Club memberships were achieved.

49. In the Prep School, although importance is placed on teaching core subjects, humanities are taught separately, language learning is introduced early and creativity is well supported through weekly drama, design technology, ICT, music, and art lessons for every child. Curriculum breadth is viewed as central to the ethos of providing rich and varied opportunities for our pupils.

50. Subject specialist teaching from Year 5 provides academic rigour and allows the curriculum to expand further with three modern foreign languages and Latin on the curriculum for Years 7 and 8.

51. In Pre-Prep, the positive learning environment is paramount to supporting the delivery of the curriculum. This was tested during the lockdown periods, but we generated sessions that helped maintain a positive environment despite being separated. In Reception, the children have a nurturing learning experience. They enjoy the free-flow environment, involving inside and outside learning; playing and exploring; active learning and creating and thinking critically to interconnect the seven areas of development in the Early Years. The children enjoy working towards their hundredth day, which is celebrated as a numeracy day.

52. In Key Stage One, the curriculum is delivered through umbrella topics which provide breadth and a wealth of opportunity to develop thinking skills and grow in academic confidence.

53. Across all parts of the College, opportunities to develop strong personal values have been sought through curricula and extra curricula activities which expose pupils to the importance of inclusivity, tolerance and respect for others reflecting closely on certain movements such as Everyone's Invited and Black Lives Matter.

54. The Governors place great importance on the pupils' participation in arts, music, and drama. In support of this, the College ran as full a programme of activities as possible, given national COVID-19 restrictions. Pupils participated in virtual House competitions, including House Music. The Drama department's devised plays were performed without audiences and one year group created a digital montage for their assessed piece.

55. In the Prep School every Year Group has a drama production, with mass participation up to Form One (Year 5). In music, there are instrumental concerts for each Year Group as well as opportunities to perform with choirs, ensembles and the Prep School Orchestra at Prep School and Whole College recitals. We have regular entries to the IAPS Art competition and often exhibit children's work locally.

56. In Pre-Prep, children are encouraged to participate in front of larger audiences. At the start of the year, all the children perform in the Harvest Festival, where they carry out singing, recite poetry and read prayers. In December, all children take part in a Christmas Carol Concert with songs and readings. The Reception children perform a Nativity and Year Two present a class assembly to parents and Pre-Prep children. In March, Year Two lead Pre-Prep at an Easter Service and the Year One classes present a performance with acting and singing. During the summer term, the Pre-Prep Choir (Key Stage One), sing in the Pre-Prep Concert, with Year Two children performing on recorders, violins, clarinets, cellos, and piano (this was videoed for parents to view remotely). All the children participate in a Sports Day, at which they compete for their leagues. Year Two take part in a swimming gala in the summer term.

57. In sport, the College's aim is to strike the right balance between excelling at the highest level with its most talented pupils whilst at the same time ensuring that as many pupils as possible can enjoy the match experience and benefit from the excellent coaching available. Students from Pre-Prep to Sixth Form are encouraged to participate in a wide range of sport (core sports being cricket, hockey, netball, rugby, and swimming). For much of the academic year, Coronavirus regulations meant that matches against opposing schools and games involving contact could not be played. Throughout this period, students at the College both trained and played non-contact sport against College teams composed of pupils of the same age group.

58. Competitive sport resumed in May and Senior School pupils competed in cricket, hockey, netball, tennis, and rugby fixtures against local schools. The School fielded its first girls cricket teams who played with some success. In the Prep School fixtures have resumed for rugby, swimming, football, hockey, netball, tennis, athletics and cricket for girls and boys.

59. The Prep School regularly has sporting success in several different sports. The U13 football team won the IAPS National Championships and hockey, netball and football teams often win district championships. The whole Prep School engaged in virtual sports days during lockdown. The Pre-Prep children were also invited to take part in a virtual sports day and enjoyed a variety of events. Many chose sporting activities to raise money for the Pre-Prep charity.

60. The College's Elite Sports provision continues to enhance the sporting offer already available. The Elite programme offers extra training opportunities outside of the main term for each sport. During periods of lockdown, this was delivered through a virtual programme, including podcasts by international coaches and sportsmen, training programmes, and advice on nutrition and sport psychology.

61. In addition to these key areas of extra-curricular provision, pupils at the College in the Senior School are offered the opportunity to take part in a wide range of activities, dependent on their age. CAD Design, History Film Club, Model United Nations, Music Tech, Vive La France and French Film Club, Chess, Origami, Police Cadets, Water Polo, Amnesty International, Coding, The Jean-Paul Sartre Club. Prep School children's activity sessions include golf, street dance, cookery, yoga, outdoor activities, and photography. Pre-Prep have football and tennis clubs and ballet classes after school. In school, the children can join the Pre-Prep Choir or gardening club.

Fundraising

62. The College's approach to fundraising.

    The College has fundraised for a number of projects throughout its history and since September 2013, a Development Office was established to manage all aspects of alumni relations and fundraising. Fundraising is mainly directed at people who have a clear relationship with the College, namely parents and alumni. Development activities include both formal and informal reunions and sporting and cultural events, most of which are free of charge to attend. Fundraising is carried out via virtual and live events, inserts in hard copy publications, dedicated fundraising mailings and appropriate e-mails, online in the Stortfordian Foundation portal and one to one meetings. Telephone fundraising campaigns have been used as an additional fundraising channel in the past. However, due to GDPR, it has been decided not to use this method for now.

63. Work with, and oversight of, any commercial participators/professional fundraisers.

    From time to time, the College engages companies to assist us with fundraising activities. This includes using a mailing house to manage the distribution of the magazine, and dedicated fundraising mailings. From time to time, the College also engages specialist fundraising consultants to support industry best practice and conduct more successful community engagement fundraising.

64. Fundraising conforming to recognised standards.

    The College is a member of the Institute for Development Professionals in Education (IDPE). Development Office staff, SMT members and Governors regularly attend IDPE training events to ensure that best practice in alumni relations and fundraising is being used. Guidance issued by the Fundraising Regulator (including the latest updates to the Fundraising Code of Practice) and the Information Commissioner's' Office are observed. The College uses "legitimate interest" as its lawful basis to process personal data for the purposes of fundraising and this approach has been ratified by the College's Governing Council. The College's Fundraising and Development Privacy Notice is publicly available and promoted to parents and alumni. The Notice makes the College's approach to fundraising clear and if anyone objects to their personal data being used for the legitimate purpose of fundraising, these wishes are respected. Upon registration to a new portal, www.stortfordianfoundation.org, constituent users are able to specify their preferences, enhancing GDPR compliance.

65. Monitoring of fundraising carried out on our behalf.

    When consultants are used to assist the College in its fundraising efforts, they are data processors, not data controllers. In addition, their work is monitored closely by the Development Director to ensure there can be no reputational damage.

66. Fundraising complaints

    The Development Office has a sophisticated CRM database. If anyone who receives a fundraising communication objects to it, this is noted on the database to ensure future communications are not sent.

67. Protection of the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches, and undue pressure to donate.

    As stated above, the Development Office operates a sophisticated CRM database. If anyone who receives a fundraising communication objects to it, this is noted on the database to ensure future communications are not sent. In addition, if a family member contacts the Development Office to advise that their relative has, for instance moved into residential care due to serious health condition and should not be contacted again, this is respected. Also, the College does not buy or sell donor lists and does not attempt to fundraise with the wider public who have no direct connection or interest in the College. Fundraising activities are mostly directed towards people who have a clear relationship with the College, namely parents and alumni.

68. The College Development office completed its seventh year of operation. Expenditure on fundraising amounted to £180,000 including staff costs of £139,000 and the total donations received or committed in cash or in kind during the year were £78,000 in value. The fundraising capability of the College was constrained during the year as staff in the Development office were on furloughed leave for part of the year. The College regularly invites all constituents of the College to voluntarily take part in fundraising. Appeals are typically directed towards raising donation income towards bursaries, scholarships, academic and pastoral facilities.

Investment Policy

69. The Articles of Association of the Charity allow the Governors to invest such part of the funds of the Association, as shall not be required to satisfy or provide for immediate demands upon such securities as they deem expedient, and may, from time to time, vary such securities and convert the same as occasion requires or as they may deem fit.

70. The investment funds held comprise units in the M & G Charifund, and a freehold farm and associated properties, which were bequeathed to the College by a former pupil. In both of these investments, the Governors have taken the view that a combination of low risk income and long-term capital growth should be their objective.

71. The investment strategy and performance is monitored by the Finance Committee. At the year end the College's long-term investments, including the units in M & G Charifund and property investments, were valued at £5,298,000 (2020: £4,917,000). The overall investment return for the year was £123,000 (2020: £150,000) (See note 4). The value of investments has increased by £381,000 this year (2020: £419,000 decrease). The performance of investments has met expectations this year with a rebound of much of the previous year's decrease in value of the M & G Charifund investments. It is anticipated that a full recovery of value and subsequent capital growth will be achieved over the longer term.

72. The Pre-Paid fee scheme while assisting some parents in managing the cost of their child or children's education continues to provide what amounts to be a stable reserve that can be used by the College to the benefit of the charity. The Finance Committee monitors the cost of running the Pre-Paid Fee scheme and this year the scheme generated an income of £45,000 (2020: £2,000).

FINANCIAL REVIEW

Results for the Year

73. The College continued to be affected by COVID-19 during the financial year. The fees were frozen for the Autumn Term and discounted by 10% for the period of Spring Term remote learning. As the boarding houses were not operating for the majority of the Spring Term, the College also received no boarding income for this period. An increase in pupil numbers of 41 from the prior year was favourable to fee income. Expenditure savings and utilisation of government grants also mitigated the impact of reduced income during periods of remote learning. These impacts together resulted in a net increase in funds for the year of £1,940,000.

    The completion of the School House capital renovation project marked the end of a period of significant capital investment in the College and capital expenditure for the year was £4,113,000. The resilience and adaptability of the College during the pandemic has resulted in the College's cash reserves remaining strong with a cash balance as at 31 July 2021 of £4,450,000.

    An increase in pupil numbers across the year groups and strong demand for places in future years, together with the creation of Bishop's Stortford College Enterprises Limited to be used to generate non-fee income enable financial resilience for the future. The Trustees remain confident that the College is in a strong financial position to continue to deliver the current academic programme and planned physical development of the campus.

74. The College continued to be adversely affected by the low interest rates available to it on its cash balances. Continuing confidence in the forecasted number of future pupils, however, allowed the College to continue developing the facilities to meet the aspirations outlined in the Head's Development Plan.

Reserves Level and Policy

75. In accordance with the objectives of the Association, and subject only to the normal constraints of prudence, it is the Governors' policy not to accumulate and retain funds but to spend, wisely, the available cash on maintenance, and on enhancement of the College's facilities. Such enhancements usually involve significant capital sums and are therefore, normally only undertaken as and when funds on a sufficient scale, built up over a number of years, become available. This policy means the College does not hold a large reserve for any length of time. Moreover, as the fees are paid in advance and the short-term flow of income and expenditure is relatively predictable, the College does not, as a matter of policy, hold reserves to cover say a whole term's operating costs.

76. Note 17 to the accounts sets out a full analysis of the assets attributable to the various funds. These assets are sufficient to meet the Charity's obligations on a fund-by-fund basis. See note 1.10.

77. Details of the College's Restricted Funds and the movements in the year by fund are set out in note 16 to the accounts.

78. The College's Unrestricted Funds and the underlying assets representing those Funds are set out in note 17 to the accounts. The most significant part of the Unrestricted Funds is invested in College buildings and other fixed assets used by the College in furtherance of its charitable objectives.

79. In the unusual circumstances where legacies to the College take the form of property, it is the Governors' policy to retain such investments and to look for capital appreciation while using any net income generated to support the Association's ongoing charitable objectives.

80. The College's total reserves of £41,634,000 (2020: £39,694,000) at the year-end included £2,612,000 (2020: £2,151,000) restricted funds and £39,021,000 (2020: 37,542,000) unrestricted funds. The College has no free reserves at the balance sheet date due to the investment of funds in tangible fixed assets, largely buildings for use within the College.

Financial Viability and Going Concern

81. The Governors regularly examine the College cash flows alongside the development plans for the future and are satisfied that they are adequate for the purpose of meeting its working capital requirements and that they will also cover strategic capital expenditure when complimented with an appropriate amount of loan finance.

82. Financial forecasts are produced, stress tested and reviewed by the Executive Team and the Governors at least termly to assess the impact of actual and potential favourable and adverse impacts to the College's finances. The stress testing includes potential future financial impacts of COVID-19 as well as other financial scenarios that may impact the College. This allows the Governors to respond quickly to financial changes to ensure the stability of the College.

83. The Governors are satisfied that the College has maintained an acceptable level of profitability and cashflows in the year to 31st July 2021 to allow it to carry out its objectives and will continue to do so in the future. The educational offering has been tailored, including excellent remote teaching and learning and will continue to be modified to match the requirements of these challenging times.

84. The impact of COVID-19 has been managed to date through utilisation of Government support schemes and budget savings. The College has been able to stimulate further interest and demand in places due to the positive response to its lockdown initiatives. Demand for places has allowed the College to grow from 1217 to 1227 pupils by the start of the new 2021-22 academic year. Accordingly, the College is operating on a going concern basis.

RISK MANAGEMENT AND UNCERTAINTIES

85. The Governors, supported by the Executive, are responsible for the identification and management of the strategic risks faced by the College. A review of the College Strategic Risk Register was completed as an annual standing item on the agenda of each of the various committees and the Governing Council itself. Following the review, the register was updated, and this year reformatted, and action taken to address any risks that are insufficiently mitigated. While it is recognised that any system can only provide reasonable but not absolute assurance, the Governors are satisfied the procedures described above have identified the risks faced by the College and that these have been adequately managed.

86. The Governing Council remain mindful of the affordability of fees risk. The risk is managed by two connected factors, the need to offer excellent education and associated with this is to provide it efficiently at affordable fees. The resultant excellent value proposition will sustain demand and mitigate financial risk. Within this formula is an obvious tension between the need to recruit and retain the best teachers in an expensive to live area and the need to keep fees low.

87. The unforeseen risk faced by the College of the COVID-19 pandemic required bespoke and comprehensive risk mitigation. In the first order, it represented a risk to health and learning. Second order risks related to the potential for harmful impact on the economy and the affordability of fee-paying education. The Governing Council and Executive proactively managed all related risks. The safety of pupils and staff were subject to rigorous risk assessment and carefully conceived mitigating control measures in line with Government direction. The affordability of fees is monitored through fee payment tracking and open communication channels with parents who are find themselves in unexpected hardship. Budgeting and mid-term planning were prudently readjusted to meet immediate needs of investment and at the same time, recognition of change in the offer and discount to fees. Midterm planning continues to recognise the need for increased financial capacity to cope with any further COVID-19 impacts.

88. The Governors identified strategic risk connected to the significant building works, including School House scheduled during a period of political uncertainty, Brexit and pandemic related impacts on construction and supply chains. The Governor led Project Working Group, reporting into the Estates Committee, provided close oversight of the projects and risk.

89. The College has appropriately recognised the principle and potentially combined risks of loss of business rate relief in its financial forecast and plans. There remains risk related to the affordability of the Teachers' Pension Scheme. The Governors are looking to increase resilience and capacity to tolerate the impacts should the risks materialise but overall, they are confident that the risks are being managed effectively through careful control of operational costs and due to the strong demand for places at the College.

90. The Health and Safety risks, connected to College activities and the College estate are clearly identified and efficiently treated through policies, risk assessments and planned preventative maintenance and measures. The College has commissioned condition surveys of its oldest buildings to better quantify medium term planning and the prioritisation of resources. The College make great reliance on external competence in assessing and mitigating risk, areas of consultation include; fire risks, legionella and water safety, electrical safety, gas and asbestos. The College Health and Safety Committee has broad representation and agenda to ensure that the College is continually learning and improving safety for pupils, staff and visitors.

91. Across all risks, the key controls used include:

- detailed terms of reference and formal agendas for all committee and Governing Council activity;
- the formation of additional Governor led working groups to oversee specific areas of risk or challenge; remuneration, projects, contingency;
- comprehensive strategic planning, budgeting and management accounting;
- monitoring key performance indicators, e.g. pupil numbers, ratios and trends;
- review, adjustment where necessary and approval by the Governors of all formal written policies;
- spot checks by Governors on College records and ledgers to ensure approved procedures are being followed;
- use of external professional advice;
- clear authorisations for approved levels of expenditure;
- safer recruitment and vetting procedures as required by law for the protection of children; and
- COVID-19 contingency planning scenarios, risk assessment oversight and reporting of effectiveness.

LONGER TERM PLANS

92. The College Strategy highlights plans for the next ten years. It is updated and it is reviewed each year. The strategy provides the framework for the Executive to form projects and supporting development plans. These are listed at paragraphs 22-28 but in summary, they inform efforts to:

- continue to actively scrutinise and validate the quality of our academic delivery, ensuring that we deliver a modern curriculum, which prepares pupils for the future;
- continue to develop strategies that provide opportunities for all pupils;
- continue with the enhancement of physical facilities and buildings, including the renewal of the site master plan;
- continue with the delivery of ambitious ICT strategies in our teaching and learning;
- recognise the imperative to recruit and retain a highly skilled workforce through continued improvement to culture and working conditions;
- continue with increasing bursaries by making them more widely known about in our communications;
- actively encourage and support all pupils in choosing a place at university or other post school options that best suits their aspirations; and
- reduce pressure on fees, by increasing fundraising and non-fee income generated through Bishop's Stortford College Enterprises Limited.

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

94. The Trustees, who are also Directors of The Incorporated Bishop's Stortford College Association for the purposes of company law, are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and relevant accounting standards. Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve those financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

95. The Trustees are also responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, 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 and the provisions of the Charity's constitution. They are in addition responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. To that end, the Chair of the Finance Committee makes regular spot checks of ledgers and other financial records to ensure the integrity of the College's accounting procedures.

96. Each of the Directors, as members of the Governing Body, at the date of approval of this Report, confirms that they are aware of no relevant audit information (information needed by the company's auditor in connection with preparing the audit report) of which the company's auditor is unaware. In that context, each Governor has taken all the steps that he or she should have taken as a Governor, in order to make himself or herself aware of any relevant audit information and to establish that the company's auditor is aware of that information.

AUDITORS

97. Crowe U.K. LLP have expressed their willingness to continue as auditor for the next financial year.

This Annual Report, prepared under the Charities Act 2011 and the Companies Act 2006, was approved by the Governing Body of The Incorporated Bishop's Stortford College Association on 10th December 2021, including in their capacity as company directors approving the Strategic Report contained therein, and is signed on its behalf by:

G. Baker	R. C. V. Harrison
Chair of the Governing Council	Chair of the Finance Committee
Date: 10/12/21	Date: 10/12/21

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF THE INCORPORATED BISHOP'S STORTFORD COLLEGE ASSOCIATION

Opinion

We have audited the financial statements of The Incorporated Bishop's Stortford College Association ('the charitable company') for the year ended 31 July 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

Use of our report

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

Andrew Thomas
Senior Statutory Auditor
For and on behalf of

Crowe U.K. LLP
Statutory Auditor
London

Date: 18 December 2021

STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	**2021 Total £'000**	*2020 Total £'000*
Income from:					
Charitable activities					
School fees receivable	2	20,098	-	**20,098**	*18,373*
Ancillary trading income	3	369	-	**369**	*375*
Income from insurance claims	3	37	-	**37**	*1,863*
Grant income	3	168	-	**168**	*633*
Other trading activities					
Investments					
Investment income	4	50	73	**123**	*150*
Interest receivable and similar income	6	96	-	**96**	*27*
Voluntary sources					
Grants and donations	5	33	45	**78**	*68*
Total income		20,851	118	**20,969**	*21,489*
Expenditure on:					
Raising funds					
Interest payable and similar charges	6	(21)	-	**(21)**	*-*
Fundraising & Development	7	(180)	-	**(180)**	*(140)*
Total deductible costs		(201)	-	**(201)**	*(140)*
Charitable activities					
Education and grant making	7	(19,171)	(38)	**(19,209)**	*(18,449)*
Total expenditure		(19,372)	(38)	**(19,410)**	*(18,589)*
Net incoming funds from operations before transfers and investment gains		1,479	80	**1,559**	*2,900*
Gains/(losses) on investments		-	381	**381**	*(419)*
Net movement in funds for the year		1,479	461	**1,940**	*2,481*
Fund balances brought forward		37,543	2,151	**39,694**	*37,213*
Fund balances carried forward		**39,022**	**2,612**	**41,634**	*39,694*

BALANCE SHEET

	Notes	31 July 2021		*31 July 2020*	
		£'000	£'000	*£'000*	*£'000*
FIXED ASSETS					
Tangible assets	9		39,648		*37,089*
Securities investments	10		1,935		*1,554*
Property investments	11		3,363		*3,363*
			44,946		*42,006*
CURRENT ASSETS					
Debtors	12	671		*730*	
Cash and Deposits		4,450		*5,913*	
		5,121		*6,643*	
CURRENT LIABILITIES					
Creditors payable within one year	13	(4,927)		*(5,183)*	
NET CURRENT ASSETS/(LIABILITIES)			194		*1,460*
TOTAL ASSETS LESS CURRENT LIABILITIES			45,140		*43,466*
LONG-TERM LIABILITIES					
Creditors payable after one year	14		(3,506)		*(3,772)*
NET ASSETS			41,634		*39,694*
REPRESENTED BY:					
SHARE CAPITAL			1		*1*
RESTRICTED FUNDS	16		2,612		*2,151*
UNRESTRICTED FUNDS					
General Reserve	16	36,657		*35,178*	
Revaluation Reserve	16	2,364		*2,364*	
			39,021		*37,542*
			41,634		*39,694*

These financial statements were approved by the Governing Body on 10th December 2021 and were signed on its behalf by:

R.C.V. Harrison
Chair of the Finance Committee

Date: 10/12/21

G.E. Baker
Chair of the Governing Council

Date: 10/12/21

CASHFLOW STATEMENT

		2021	*2020*
	£'000	£'000	*£'000*
Net Cash Inflow From Charitable Activities (Note 1)		2,937	*4,167*
Returns on investments and servicing of finance			
Investment income	123		
Net interest income	75		
		198	*177*
		3,135	*4,344*
Capital Expenditure			
Payments to acquire tangible assets		(4,113)	*(3,322)*
Net Cash inflow/(outflow) after Capital Expenditure and before movement on prepaid fees		(978)	*1,022*
Financing			
Prepaid fees			
New contracts, repayments and revaluations during the year	1,895		
Utilised during the year	(2,380)		
		(485)	*(1,154)*
INCREASE/(DECREASE) IN CASH IN THE YEAR		(1,463)	*(132)*

RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM CHARITABLE ACTIVITIES

	2021	*2020*
	£'000	*£'000*
Net incoming resources	1,533	*2,900*
Investment income	(123)	*(150)*
Net interest income	(75)	*(27)*
Depreciation of tangible assets	1,554	*1,510*
(Increase)/Decrease in debtors	59	*78*
Increase/(Decrease) in creditors excluding prepaid fees	(11)	*(144)*
NET CASH INFLOW FROM CHARITABLE ACTIVITIES	2,937	*4,167*

1. ACCOUNTING POLICIES

The College is a Public Benefit Entity registered as a charity in England and Wales and a company limited by shares. It was incorporated on 2 June 1904 company number: 081130 and registered as a charity on 22 July 1964 charity number: 311057.

1.1 Basis of preparation

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - effective 1 January 2015.
The functional currency of the College is considered to be GBP because that is the currency of the primary economic environment in which the College operates.
The accounts are drawn up on the historical cost basis of accounting, as modified by the revaluation of investment properties and other investments.
Having reviewed the funding facilities available to the College together with the expected ongoing demand for places and the College's stress tested future projected cash flows, the Governors have a reasonable expectation that the College has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the College's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Accounting and Reporting Responsibilities on page 20.

1.2 Critical accounting judgements and key sources of estimation uncertainty

In the application of the accounting policies, Trustees are required to make judgements, estimates, and assumptions about the carrying value 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 affected current and future periods.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the College's financial statements.

1.3 Fees and similar earned income

Fees receivable and charges for services and use of the premises, less any allowances, scholarships, bursaries granted by the College against those fees, but including contributions received from restricted funds, are accounted for in the period in which the service is provided.

The College accepts prepayment of fees from parents for any period up to five years from the commencement of the following academic year. The terms on which prepayment of fees are accepted are reviewed from time to time in the light of investment returns and the level of increase in school fees. At present, fees are accepted on the basis that future years will be calculated at the base rate prevailing at the time the contract is made incremented by 2.5% per annum compound.

The present value of future costs arising from the difference between the fixed fee price offered and the projected fee price is provided for as a liability in the accounts.

1.4 Investment Income

Investment income from dividends, bank balances and fixed interest securities is accounted for on an accruals basis. Income from investment properties is accounted for in the period to which the rental income relates.

Rental income (including incentives received or paid) for operating leases on investment property are recognised in profit or loss on a straight-line basis over the lease term.

1.5 Donations, legacies, grants and other voluntary incoming resources

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

Voluntary income for the College's general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, voluntary income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention is to be permanent or not. Gifts in kind are valued at estimated open market value at the date of gift, in the case of assets for retention or consumption, or at the value to the College in the case of donated services or facilities.

Grant income is recognised on an accruals basis, in the period in which it occurs. Government grants are recognised on the performance model, when the Company has complied with any conditions attaching to the grant and the grant will be received. The grant in connection to the job retention scheme has been recognised in the period to which the underlying furloughed staff costs relate to.

1.6 Expenditure

Expenditure is accrued as soon as a liability is considered probable, discounted to present value for longer-term liabilities. Expenditure attributable to more than one cost category in the SoFA is apportioned to them on the basis of the estimated amount attributable to each activity in the year, either by reference to staff time or the use made of the underlying assets, as appropriate. The direct costs incurred in preserving the College's ancient buildings and their contents are shown as a charitable activity distinct from that of education and grant making. Irrecoverable VAT is included with the item of expenditure to which it relates.

Grants awarded are expensed as soon as they become legal or operational commitments. Governance costs comprise the costs of complying with constitutional and statutory requirements.

Intra-group sales and charges between the College and its subsidiaries are excluded from trading income and expenditure

1.7 Tangible fixed assets

Expenditure on the acquisition, construction or enhancement of land and buildings costing more than £10,000 (2020: £1,000) together with vehicles, furniture, machinery, ICT infrastructure and other equipment costing more than £10,000 (2020: £1,000) are capitalised and carried in the balance sheet at historical cost. ICT equipment costs are written off as incurred. In certain circumstances, where the original costs of assets are not ascertainable, a reasonable estimate of the cost, if material, has been used.

Other expenditure on equipment incurred in the normal day-to-day running of the College and its subsidiaries is charged to the Statement of Financial Activities as incurred.

Depreciation is provided on all tangible fixed assets in use at rates and bases calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Freehold land and buildings	- over 50, 10 or 5 years
Astro Turf All Weather Surface	- over 10 years
Furniture and equipment	- over 10 years
Motor vehicles	- over 4 years
Computers	- over 3 years

The Governors have carried out an impairment review of the assets and are satisfied that they are not impaired. The Governors will undertake future reviews in accordance with Financial Reporting Standard 102.

1.8 Investments

Investment properties are valued as individual investments at their market values as at the balance sheet date. Rental income is recognised in the period to which it relates. Purchases and sales of investment properties are recognised on exchange of contracts.

The investment properties at Clapton Hall are stated at market value as at 31 July 2016, as calculated by Strutt and Parker. The Governors believe this to be an accurate estimate of the current open market value.

Listed investments are valued at market value as at the balance sheet date. Unrealised gains and losses arising on the revaluation of investments are credited or charged to the Statement of Financial Activities and are allocated to the appropriate Fund according to the "ownership" of the underlying assets. Investments in subsidiaries are valued at cost less provision for impairment.

1.9 Investment accounting

Investment returns are accounted for on a receivable basis of their income.

1.10 Fund accounting

The charitable trust funds of the College are accounted for as restricted income, in accordance with the terms of trust imposed by the donors or any appeal to which they may have responded.

Unrestricted income belongs to the College's corporate reserves, spendable at the discretion of the Governors either to further the College's Objects or to benefit the College itself. Where the Governors decide to set aside any part of these funds to be used in future for some specific purpose, this is accounted for by transfer to the appropriate designated fund.

Restricted income comprises gifts, legacies and grants where there is no capital retention obligation or power but only a trust law restriction to some specific purpose intended by the donor.

1.11 Pension costs

The Charity contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Board by the Scheme Administrator. The scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the College. In accordance with FRS 102, therefore the scheme is accounted for as a defined contribution scheme.

The company participates in a Group Personal Pension Plan for non-teaching staff to provide individual pension accounts for participating employees. Individual pension policies accrue to each individual participating, and are underwritten by the Scottish Widows. In addition, the College as employer will pay premiums under a Group Life Policy, the annual contributions are expensed as incurred.

1.12 Operating leases

Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

1.13 Financial instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions. Assets and liabilities held in foreign currency are translated to GBP at the balance sheet date at an appropriate year end exchange rate.

2. CHARITABLE ACTIVITIES - FEES RECEIVABLE

	2021	*2020*
	£'000	*£'000*
Fees receivable consist of:		
School fees	22,167	*20,325*
Scholarships, bursaries and staff concessions	(2,099)	*(1,990)*
	20,068	*18,335*
Add back: bursaries and other awards paid for by restricted funds	30	*38*
	20,098	*18,373*

Scholarships, bursaries, staff concessions and other awards were paid to 340 pupils (*2020: 341*). Within this means-tested bursaries totalling £840,000 were paid to 58 pupils (*2020: £724,000 to 60 pupils*).

3. CHARITABLE ACTIVITIES - OTHER INCOME

	2021	*2020*
	£'000	*£'000*
School trips	35	*174*
Entrance and registration fees	55	*35*
Income from letting school facilities	112	*165*
Income from anniversary celebrations	-	*1*
Holiday camps	146	-
Ticket sales	21	-
Income from insurance claims	37	*1,863*
Grant income	168	*633*
	574	*2,871*

Income from insurance claims results from the following insurance claims:

- £37k (2020: £81k) of claimable cost from the College insurers for school trips cancelled due to the COVID-19 pandemic.
- £nil (*2020: £1,782k)* of claimable cost from the College insurers for the rebuilding cost of Robert Pearce House which was severely damaged by fire in September 2015. The final settlement of this insurance claim was made in the year ended 31st July 2020.

The grant income received is for claims made by the College to the Government Job Retention Scheme for the period from August 2020 - April 2021. During this period the maximum number of employees claimed for under the scheme in any single month was 85.

4. INVESTMENT INCOME

	Unrestricted	Restricted	**Total 2021**	*Total 2020*
	£'000	£'000	**£'000**	*£'000*
Securities investment income:				
Equities	-	73	**73**	*87*
Property investment income				
Rents receivable	50	-	**50**	*63*
	50	73	**123**	*150*

5. GRANTS AND DONATIONS RECEIVABLE

	Unrestricted	Restricted	**Total 2021**	*Total 2020*
	£'000	£'000	**£'000**	*£'000*
Development donations	33	45	**78**	*68*

6. NET INTEREST INCOME

(a) Interest receivable and similar income

	2021	*2020*
	£'000	*£'000*
Bank interest receivable	**4**	*25*
Fees in advance debt-financing income	**92**	*2*
Total interest receivable and similar income	**96**	*27*

(b) Interest payable and similar charges

	2021	*2021*
	£'000	*£'000*
Fees in advance debt-financing charge	**(21)**	*-*
Total interest payable and similar charges	**(21)**	*-*

(c) Net interest income/(expense)

	2021	*2021*
	£'000	*£'000*
Interest receivable and similar income	**96**	*27*
Interest payable and similar charges	**(21)**	*-*
Net interest income/(expense)	**75**	*27*

7. ANALYSIS OF EXPENDITURE

(a) Total expenditure

	Staff Costs (Note 8) £'000	Other £'000	Depreciation £'000	**TOTAL 2021 £,000**	*Total 2020 £'000*
Costs of generating funds					
Development costs	139	41	-	**180**	*140*
Total cost of generating funds	139	41	-	**180**	*140*
Charitable expenditure					
Education and grant making					
Teaching	10,008	1,113	265	**11,386**	*11,326*
Welfare	498	1,721	-	**2,219**	*1,910*
Premises repair and maintenance	643	1,404	1,289	**3,336**	*2,884*
Support costs and governance	1,490	740	-	**2,230**	*2,258*
Grants, awards and prizes (note 7 (b))	-	38	-	**38**	*71*
Total charitable expenditure	12,639	5,016	1,554	**19,209**	*18,449*
Total Expenditure	12,778	5,057	1,554	**19,389**	*18,589*

(b) Grants, awards and prizes

	2021 £'000	*2020 £'000*
From Restricted Funds:		
Bursaries and other grants and awards	**30**	*38*
Prizes and leaving awards	**4**	*8*
Library archiving	**3**	*-*
Building	**1**	*-*
Sporting equipment	**-**	*25*
	38	*71*

(c) Governance included in support costs:

	2021 £'000	*2020 £'000*
Remuneration paid to auditor for audit services	**21**	*20*
Other governance costs	**1**	*1*
	22	*21*

In addition to the above audit remuneration the auditor received fees for advisory services totalling £10,000 (2020: £ nil).

8. STAFF COSTS AND RELATED PARTY TRANSACTIONS

	2021	*2020*
The aggregate payroll costs for the year were as follows:	£'000	*£'000*
Wages and salaries	9,983	*10,063*
Social security costs	1,031	*1,017*
Apprentice levy	35	*35*
Other pension costs	1,729	*1,665*
	12,778	*12,780*

Key Personnel	2021	*2020*
	£'000	*£'000*
Aggregate employee-benefits of key management personnel	693	*677*

	2021	*2020*
Number of higher paid employees in bands of:		
£60,001 to £70,000	12	*6*
£70,001 to £80,000	2	*1*
£80,001 to £90,000	1	*-*
£90,001 to £100,000		*1*
£100,001 to £110,000	-	*-*
£110,001 to £120,000	-	*1*
£120,001 to £130,000	2	*1*
£130,001 to £140,000	-	*-*
£140,001 to £150,000	1	*-*
£150,001 to £160,000	-	*-*
£160,000 to £170,000	-	*-*
£170,000 to £180,000	-	*1*

15 of these employees are in a defined benefit pension scheme (2020: 10) and 3 employees are in a defined contribution pension scheme (2020: 1).

The table below sets out the College employee numbers shown by average monthly gross amount and full time equivalent.

	Gross 2021	FTE 2021	*Gross 2020*	*FTE 2020*
Teaching	187	164	*195*	*157*
Welfare	36	19	*63*	*38*
Premises	22	21	*19*	*20*
Support	48	35	*43*	*33*
Development	3	3	*3*	*3*
	296	242	*323*	*251*

During the year there were redundancy or termination payments made which amounted to £117,000 (2020: £19,000) there was £22,000 outstanding at the year end (2020: £nil).

9. TANGIBLE FIXED ASSETS

	Freehold Land and Buildings £'000	Buildings under Construction £'000	Furniture and Equipment £'000	Motor Vehicles £'000	**Total £'000**
Cost (or frozen* valuation)					
At 1 August 2020	47,794	2,173	2,970	33	**52,970**
Additions	3,819	34	260	-	**4,113**
Assets transferred	2,052	(2,173)	121	-	**-**
Fully depreciated assets written off	-	-	(277)	-	**(277)**
At 31 July 2021	53,665	34	3,074	33	**56,806**
Depreciation					
At 1 August 2020	13,735	-	2,124	22	**15,881**
Charge for the year	1,289	-	261	4	**1,554**
Fully depreciated assets written off	-	-	(277)	-	**(277)**
At 31 July 2021	15,024	-	2,108	26	**17,158**
Net book value					
At 31 July 2021	**38,641**	34	**966**	**7**	**39,648**
At 31 July 2020	34,059	2,173	846	11	37,089

All tangible fixed assets are held for use on charitable activities.

*The College has substantial long-held historic assets used in the course of the College's educational activities. These comprise listed buildings on the College campus, together with their contents comprising works of art, ancient books and manuscripts and other treasured artefacts. Because of their age and, in many cases, unique nature, reliable historical cost information is not available for these assets and could not be obtained except at disproportionate expense. However, in the opinion of the Governors the depreciated historical cost of these assets would now be immaterial.

10. SECURITIES INVESTMENTS

	2021	*2020*
	£'000	*£'000*
Investments comprise:		
Listed investments		
Equity unit trusts	*1,935*	**1,554**

The movement in the value of investments is due to revaluation to market value. There were no additions or withdrawals during the period.

11. PROPERTY INVESTMENTS

	2021	*2020*
	£'000	*£'000*
Valuation at 1 August	**3,363**	*3,363*
Net movement	-	-
Valuation at 31 July	**3,363**	*3,363*

Investment properties consist of a legacy from a College Alumnus consisting of farm land and buildings near to Great Dunmow.

A formal valuation of the properties was prepared by Beatrice Ramsey, FRICS of Strutt and Parker as at 31 July 2016. There has been no material change in fair value to 31 July 2021.

12. DEBTORS

	2021	*2020*
	£'000	*£'000*
Fees and extras	**256**	*54*
Staff loans	**14**	*15*
Other debtors	**106**	*150*
Government debtor - Job Retention Scheme	-	*127*
Insurance claim debtor	-	*49*
Other prepayments and accrued income	**295**	*335*
	671	*730*

All debtors are due within one year.

13. CREDITORS: amounts falling due within one year

	2021	*2020*
	£'000	*£'000*
Deposits from parents	476	*327*
Fees received from parents in advance of term	762	*1,049*
Trade creditors	446	*234*
Taxation and social security	253	*256*
Contributions due to pension schemes	191	*212*
Other creditors	72	*34*
Fees in advance scheme	2,130	*2,312*
Fees In advance adjustment to fair value	21	*74*
Defined benefit pension deficit provision	11	*10*
Accruals and deferred income	565	*675*
	4,927	*5,183*

14. CREDITORS: amounts falling due after more than one year

	2021	*2020*
	£'000	*£'000*
Defined benefit pension deficit provision	110	*100*
Fees in advance scheme	3,443	*3,622*
Fees In advance adjustment to fair Value	(47)	*50*
	3,506	*3,772*

The Governors have reviewed the contract terms under which Pupil fee deposits are held by the College. Although under normal circumstances these will be repaid over future years when the pupils complete their education at the College, pupils can leave at earlier dates. The College does not therefore have an unconditional right to retain the individual deposits for at least 12 months after the balance sheet date and, in line with the requirements in FRS 102, the balance of the deposits held at 31 July 2021 have been included within current liabilities. The prior year Pupil fee deposits balance has been similarly represented.

15. FEES IN ADVANCE SCHEME

Parents may enter into a contract to pay the College in advance for contributions towards the tuition fees for up to five years in return for a fixed price on their fees. The money may be returned subject to specific conditions on the receipt of notice. Assuming pupils will remain in the College, fees in advance will be applied as follows:

	2021	*2020*
	£'000	*£'000*
After five years	-	*83*
Within two to five years	1,956	*1,036*
Within one to two years	1,487	*2,503*
	3,443	*3,622*
Within one year	2,130	*2,312*
	5,573	*5,934*

Summary of movements in liability	£'000
Balance at 1 August 2020	5,934
New contracts	2,242
Repayments	(222)
Amounts used to pay fees	(2,381)
Balance at 31 July 2021	5,573

16. SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	1 August 2020	Income	Expenditure	Transfer between funds & revaluation	31 July 2021
	£'000	£'000	£'000	£'000	£'000
Share capital	1	-	-	-	**1**
Unrestricted Funds					
General Reserve	35,178	20,851	(19,372)	-	**36,657**
Revaluation Reserve	2,364	-	-	-	**2,364**
	37,542	20,851	(19,372)	-	**39,021**
Restricted Funds					
Bursary/Scholarship Funds	1,192	83	(30)	193	**1,438**
Alumni Funds	846	25	(3)	175	**1,043**
Prize Funds	85	4	(1)	13	**101**
Building Funds	5	6	(1)	-	**10**
Sporting Expenditure Funds	1	-	-	-	**1**
Library Archiving Fund	22	-	(3)	-	**19**
	2,151	118	(38)	381	**2,612**

16. SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	1 August 2019	Income	Expenditure	Transfer between funds & revaluation	31 July 2020
	£'000	£'000	£'000	£'000	£'000
Share capital	1	-	-	-	1
Unrestricted funds					
General reserve	32,329	21,343	(18,518)	24	**35,178**
Revaluation reserve	2,364	-	-	-	**2,364**
	34,693	21,343	(18,518)	24	**37,542**
Restricted funds					
Bursary/scholarship funds	1,349	109	(37)	(229)	**1,192**
Alumni funds	998	30	(6)	(176)	**846**
Prize funds	98	4	(2)	(15)	**85**
Building funds	27	2	-	(24)	**5**
Sporting expenditure funds	25	1	(25)	-	**1**
Library archiving fund	22	-	-	-	**22**
	2,519	146	(70)	(444)	**2,151**

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted	Unrestricted	Total 2021	*Total 2020*
	£'000	£'000	£'000	*£'000*
Tangible fixed assets	-	39,648	**39,648**	*37,089*
Property investments	-	3,363	**3,363**	*3,363*
Securities investments	1,935	-	**1,935**	*1,554*
Net current assets/(liabilities)	677	(436)	**241**	*1,460*
Long term liabilities	-	(3,553)	**(3,553)**	*(3,772)*
	2,612	39,022	**41,634**	*39,694*

	Restricted	Unrestricted	Total 2020	*Total 2019*
	£'000	£'000	£'000	*£'000*
Tangible fixed assets	-	37,089	**37,089**	*35,277*
Property investments	-	3,363	**3,363**	*3,363*
Securities investments	1,554	-	**1,554**	*1,973*
Net current assets	597	863	**1,460**	*846*
Long term liabilities	-	(3,772)	**(3,772)**	*(4,246)*
	2,151	37,543	**39,694**	*37,213*

18. PENSION SCHEMES

Retirement benefits to employees of the College are provided through two defined benefit schemes and four defined contribution schemes, which are funded by the College's and employees' contributions.

Defined benefit schemes

Teachers' Pension Scheme

The College 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 £1,556,000 (2020: £1,498,000) and at the year-end £186,000 (2020: £nil) was accrued in respect of contributions to this scheme.

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

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

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

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

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

In view of the above rulings and decisions the assumptions used in the 31 March 2016 Actuarial Valuation may become inappropriate. In this scenario, a valuation prepared in accordance with revised benefits and suitably revised assumptions would yield different results than those contained in the Actuarial Valuation.

Until the cost cap mechanism revision is completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly, no provision for any additional past benefit pension costs is included in these financial statements.

Pensions Trust Independent School's Scheme

The College participates in the scheme, a multi-employer scheme which provides benefits to some 66 non-associated employers. The scheme is a defined benefit scheme in the UK. It is not possible for the College to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore, it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore, the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out with an effective date of 30 September 2017. This actuarial valuation was certified on 27 December 2018 and showed assets of £149.4m, liabilities of £187.6m and a deficit of £38.2m. To eliminate this funding shortfall, the trustees and the participating employers have agreed that additional contributions will be paid, in combination from all employers to the scheme as follows:

Deficit contributions

From 1 September 2020 to 30 April 2030:	£2,387,357 per annum (payable monthly and increasing by 3% on each 1st September)

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2014. This valuation showed assets of £110.0m, liabilities of £147.4m and a deficit of £37.4m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions

From 1 September 2016 to 31 August 2029:	£2,341,000 per annum (payable monthly and increasing by 3% on each 1st September)

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

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

The following schedule sets out the future deficit reduction contributions agreed between the Company and the scheme under the deficit funding arrangement:

	2021	2020
Year ended:	£'000	£'000
31st July 2021	-	10
31st July 2022	11	11
31st July 2023	11	11
31st July 2024	11	11
31st July 2025	12	12
31st July 2026	12	12
31st July 2027	12	12
31st July 2028	13	13
31st July 2029	13	13
31st July 2030	10	10

The movement on the defined benefit pension scheme liability during the year was as follows:

	2021	2020
	£'000	£'000
Balance at 1 August 2020	109	116
Unwinding of the discount factor (interest expense)	1	1
Deficit contribution paid	(10)	(10)
Remeasurements - impact of any change in assumptions	(1)	2
Balance at 31 July 2021	99	109

The impact of income and expenditure during the year was as follows:

	2021	2020
	£'000	£'000
Interest expense	1	1
Remeasurements - impact of any change in assumptions	(1)	2
	-	3

The net present value calculation to determine the value of the provision has been made on the basis of discount rates of 1.04% as at 31 July 2021 and 0.84% as at 31 July 2020. These rates are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

This defined benefit scheme was provided to support staff that have ceased to be employed by the College. Contributions were paid for 1 member of support staff to the defined contribution section of the pension scheme during the year ended 31 July 2021 (2020: 1). Contributions paid to the defined contribution section of the pension scheme in the current year were £3k (2020: £1k).

The College Support Staff Pension Plan

The College participates in 2 group personal pension plans for non-teaching staff. The regular cost is charged to income and expenditure account and is based on 5% of salary. Contributions paid in the current year were £99,000 (2020: £116,000) and £15,000 was payable at the year end (2020: £nil). In addition to the pension contributions, the College pays 1% for each of the participating employees for life assurance cover.

In February 2014 the College introduced Auto Enrolment in accordance with new legislation. This has resulted in some employees being enrolled in the NEST pension scheme at the minimum contribution levels. Contributions paid in the current year were £30,000 (2020: £16,000) and £5,000 was payable at the year end (2020: £3,000).

In addition, the College pays employer contributions into a further defined contribution scheme for one employee under a salary sacrifice scheme. During the year the College paid contributions of £30,000 into the scheme (2020: £16,000) and £3,000 was payable at the year end (2020: £3,000).

19. CAPITAL EXPENDITURE CONTRACTED

Capital expenditure in the sum of £303,000 has been contracted for as at 31st July 2021. The capital expenditure is to complete significant building works to two existing buildings.

The capital commitments at the year-end on 31st July 2020 were £2,989,000, of which £2,960,000 related to the refurbishment of School House which was completed during the year ended 31st July 2021.

20. OPERATING LEASE COMMITMENTS

As at 31 July 2021 the College had future minimum lease payments under non-cancellable operating leases for each of the following lease periods:

	2021	*2020*
	£000	*£000*
Not later than one year	**65**	*65*
Later than one year and not later than five years	**38**	*99*

21. RELATED PARTY TRANSACTIONS

Governors made donations totaling to the College for the following fundraising initiatives:

	2021		*2020*	
	Number of Governors	**Donations**	*Number of Governors*	*Donations*
		£		*£*
Unrestricted	**1**	**240**	*1*	*240*
Digital organ refurbishment	**1**	**40**	*1*	-
Bursaries	**1**	**2,000**	*1*	-
Total	**3**	**2,280**	*3*	*240*

Travel and subsistence expenses of £nil were paid to Governors during the year (2020: £208.84 was paid to 1 of the Governors for travel and subsistence expenses).

Mr Conti and Mr Harrison are parents of pupils in the College. These families are paying school fees in accordance with the College's standard terms and conditions.

22. FINANCIAL INSTRUMENTS

	2021	*2020*
	£000	*£000*
Financial assets measured at amortised cost (a)	**4,827**	*6,182*
Financial liabilities measured at amortised cost (b)	**(994)**	*(594)*
Financial assets measured at fair value (c)	**1,935**	*1,554*
Net financial assets/(liabilities) measured at amortised cost (a) - (b)	**3,833**	*5,588*

(a) Financial assets include cash, trade and fee debtors, staff loans, other debtors and accrued income.

(b) Financial liabilities include bank overdraft, deposits, trade creditors, and other creditors

(c) Financial assets held at fair value include assets held as investments

A reduction of £nil in impairment losses was credited to financial assets measured at amortised cost in the year, in 2020 there was an impairment charge of £nil.

23. STATEMENT OF FINANCIAL ACTIVITIES - COMPARATIVE FIGURES BY FUND TYPE

	Unrestricted Funds £'000	Restricted Funds £'000	2020 Total £'000
Income from:			
Charitable activities			
School fees receivable	18,373	-	**18,373**
Ancillary trading income	375	-	**375**
Income from insurance claim	1,863	-	**1,863**
Grant income	633	-	**633**
Other trading activities			
Investments			
Investment income	63	87	**150**
Interest receivable and similar income	27	-	**27**
Voluntary sources			
Grants and donations	9	59	**68**
Total incoming resources	21,343	146	**21,489**
Expenditure on:			
Raising funds			
Interest payable and similar charges	-	-	-
Fundraising & Development	(140)	-	**(140)**
Total deductible costs	(140)	-	**(140)**
Charitable activities			
Education and grant making	(18,378)	(71)	**(18,449)**
Total expenditure	(18,518)	(71)	**(18,589)**
Net incoming funds from operations before transfers and investment gains	2,825	75	**2,900**
Gains/(losses) on investments	-	(419)	**(419)**
Net income and capital inflow	2,825	(344)	**2,481**
Transfer between funds during the year	24	(24)	-
Net movement in funds for the year	2,849	(368)	**2,481**
Fund balances brought forward at 1 August 2019	34,694	2,519	**37,213**
Fund balances carried forward at 31 July 2020	**37,543**	**2,151**	**39,694**