

# GERMAN SCHOOL ASSOCIATION LIMITED

England & Wales · Charity number 325073

## Details

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Other names	THE GERMAN SCHOOL
Status	Registered
Legal form	Charitable company
Company number	<a href="#">00984415</a>
Registered	1974-07-01
Register	<a href="#">View on the Charity Commission register</a>

## Contact

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Address	The German School Douglas House Petersham Road Richmond TW10 7AH
Phone	02089391844
Email	<a href="mailto:info@dslondon.org.uk">info@dslondon.org.uk</a>
Website	<a href="http://www.dslondon.org.uk">www.dslondon.org.uk</a>

## Activities

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**Objects:** TO ESTABLISH, MAINTAIN AND CONDUCT FOR THE BENEFIT OF THE PUBLIC IN OR IN THE NEIGHBOURHOOD OF LONDON A GERMAN SCHOOL FOR THE GENERAL EDUCATION OF CHILDREN. TO EDUCATE CHILDREN AND ADULTS IN THE LANGUAGE, LITERATURE AND GENERAL CULTURE OF GERMANY AND TO PROMOTE THE EDUCATION OF GERMAN SPEAKING PERSONS OF ALL AGES RESIDENT IN GERMANY AND ELSEWHERE IN THE LANGUAGE, LITERATURE AND GENERAL CULTURE OF ENGLAND AND GENERALLY TO PROMOTE THE STUDY OF GERMAN CULTURE IN ENGLAND, AND ENGLISH CULTURE IN GERMANY.

**Activities:** To educate children and adults in the language, literature and general culture of Germany To promote the education of German speaking persons of all ages resident in Germany and elsewhere in the language, literature and general culture of England Generally to promote the study of German culture in England, and English culture in Germany.

## Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Other Charitable Activities
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Children/young People, Other Charities Or Voluntary Bodies, Other Defined Groups

## Geography

- **Area of benefit:** GREATER LONDON AREA
- Surrey
- Throughout London

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£14,426,615	£14,520,469	£16,809,980	130
2024-08-31	£13,658,656	£13,080,321	£16,729,832	127
2023-08-31	£12,405,568	£11,857,333	£15,983,678	162
2022-08-31	£11,276,689	£10,774,164	£15,395,730	110
2021-08-31	£10,465,643	£10,505,813	£14,893,205	110

## Trustees

Name	Role	Appointed
<b>Dr Paula Constance Walter</b>	Chair	2021-03-10
Caroline Beate Cartellieri Karlsen		2025-03-12
Gemma Farmer		2026-03-11
Guido Kirschner		2022-03-09
Jan-Harald Fuchs		2026-03-11
Kai-Uwe Karl		2019-03-06
Rachel Bochenski		2026-03-11
Sonja Haas		2026-03-11

**GERMAN SCHOOL ASSOCIATION LIMITED**

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# Accounts

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Company number: 00984415  
Charity number: 325073

**German School Association Limited**

**Report and Financial Statements**

**31 August 2025**

**German School Association Limited**

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**For the Year ended 31 August 2025**

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**German School Association Limited**

**Reference and administrative details**

**For the Year ended 31 August 2025**

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**Company number** 00984415

**Charity number** 325073

**Registered office and operational address**  
Douglas House  
Petersham Road  
Richmond  
Surrey, TW10 7AH

**Management Committee** Members of the Management Committee, who are also trustees under charity law, who served during the year and up to the date of this report were as follows:

J P Weiland	Chair
C Cartellieri Karlsen	Treasurer
J Hoffmann	retired 12 March 2025
K U Karl	
Guido Kirschner	
F J von Schubert	Treasurer, retired 12 March 2025
P Walter	
C Williams	

**Principal staff**

O Schmitz	Head Teacher
M Krauss	Commercial Director

**Bankers**

Landesbank Baden-Württemberg  
Kleiner Schlossplatz 11  
70173 Stuttgart, Germany

HSBC Plc  
Bank House, High Street, Hampton Wick  
Kingston upon Thames KT1 4DA

Coutts & Co.  
440 Strand  
London WC2R 0QS

**Solicitors**

Russell-Cooke  
2 Putney Hill  
London, SW15 6AB

**Auditor**

Sayer Vincent LLP  
Chartered Accountants and Statutory Auditor  
110 Golden Lane  
LONDON, EC1Y 0TG

## German School Association Limited

### Report of the Management Committee

For the Year ended 31 August 2025

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#### Introduction by the Chair, Jan Peter Weiland

**Dear Members of the German School Association Ltd. and School Community,**

On behalf of the governors of the Deutsche Schule London (the “School” or “DSL”) and the directors of the German School Association Ltd (the “Association”), I am pleased to introduce this annual report for the financial year of the Association and the school year of the DSL, each ended 31 August 2025.

A number of milestones were achieved in this school year. This year, 56 students graduated with Abitur which is a record number for our school. The average grade was again above the German national average, with several top grades of 1.0 awarded. A further two students obtained their *Fachhochschulreife* having attended a pioneering digital programme offered in cooperation with the international German School in Brussels (iDSB). We were proud that the school was awarded an Outstanding by Ofsted whose inspectors visited us shortly before year end. A further highlight of the year was the acquisition of Sudbrook School, a nearby nursery in a former church hall. This investment allows the School to offer German language education to the very young and provide bilingual care to families with pre-school children.

The School abides by its mission statement expressed around the concepts of togetherness (*Gemeinsamkeit*) and bridge building, as reflected in the School’s strategic plan (Agenda 2030). Both are expressions of the School’s charitable purpose and guide decision making. The strategic plan is regularly reviewed and updated by the board and the leadership.

Student numbers are generally stable, although there is less movement from abroad, notably from Germany. The student community continues to be as international as in previous years, with approximately half of the parents who responded to the School’s annual survey stating that they have no definitive plans to leave the UK in the foreseeable future, making the DSL a firm part of the British school landscape.

As regards to staff, the School invests in its employees to ensure an attractive framework for our staff, pupils and the entire school community. Whilst the School has the necessary immigration licenses in place to recruit staff from Germany, hiring from abroad is less flexible and can be a challenge when unplanned vacancies arise that need to be filled quickly. There continues to be a shortage of teachers in Germany and the UK. The associated risk is actively managed by the School.

The composition of the Management Committee has remained unchanged this year. However, toward the end of the school year the Management Committee engaged in an open recruitment process to fill four board roles. The new members will be proposed for appointment at the next AGM. They will bring additional professional expertise in several areas, particularly human resources, safeguarding and educational management.

Following the successful rebranding of the School in 2024, the Communication Committee was disbanded.

Jan Peter Weiland continues to chair the Management Committee.

## German School Association Limited

### Report of the Management Committee

#### For the Year ended 31 August 2025

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#### Financial situation

The financial position of the Association has been positive for the reporting period, reporting a surplus in the financial year 2024/25 of **£80,148 for DSL only and £20,922 for the Group**. The original DSL budget for the year assumed a deficit in the same region. The improvement is explained by unrealised gains of the investment fund, credit of old deposits and higher than expected student numbers throughout the year, when on average numbers were close to the 900 maximum. These positive effects were outweighed by the introduction of VAT on school fees for children at compulsory school age, as the School decided to absorb some of the post-tax school fee increase rather than pass it on in full to parents.

The School consistently applies tight cost control. Major unforeseen cost items in last year's accounts were the increase in Employers NI and the abolishment of Business Rates relief, as well as the unbudgeted acquisition costs associated with the purchase of Sudbrook School. The purchase price for Sudbrook School was paid from the School's reserves and is explained below.

Sudbrook School's financial year had 13 trading months up to 31 August 2025, but only the period from 01 April is in scope of the consolidation. In the period Sudbrook School accumulated losses of **£62,936**. This was expected as the acquisition requires a significant investment in infrastructure and safety. Children numbers in the term before the acquisition were very low at 13, but we have managed to grow this number to beyond 20. Demand is strong and feedback from parents overwhelmingly positive.

The School has completed its planned £3m investment programme including the replacement of the roof of the main building with a green roof and a total of 320 sqm solar panels, the creation of an additional classroom on the first floor, enhancement of the Forum including additional seminar, and agile work spaces on the ground floor, and the installation of a lift and last but not least improvements of the Music facilities, in particular soundproofing of the space so that adjacent areas are more useable.

During **2024/25** the School continued to receive assistance in the form of a cash subsidy from Germany of **£443,000** and the secondment of 12 state-employed teachers ("*Auslandsdienstlehrkräfte*" or "ADLK").

We are grateful for the continuous support of the of the German Government's Central Agency for Schools Abroad ("*Zentralstelle für Auslandsschulwesen*", "ZfA") in Bonn and the German Foreign Office ("*Auswärtiges Amt*", "AA") in Berlin, which underlines its commitment to German Schools abroad as a cornerstone of the German educational system.

The School has granted **£75,024** of school fee relief to families in need.

#### Sudbrook School

Sudbrook School is a nursery caring for children up to kindergarten age that had been operating in the Petersham Village Hall for many years. The opportunity to purchase this established nursery and the building and plot on which it operates arose unexpectedly in early 2025. The purchase was concluded in March 2025. The nursery now has a bilingual offering, appealing to both German families and local families alike, which is in keeping with our charitable objective. There is a strong strategic fit between Sudbrook School and the profile of the Kinderhaus, which the School believes will help strengthen year groups in the Kinderhaus and primary school before long.

The purchase of the nursery was completed after extensive due diligence and with the approval of the members of the German School Association Limited. It became a wholly owned subsidiary of the German School Association Limited

## German School Association Limited

### Report of the Management Committee

#### For the Year ended 31 August 2025

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on 31 March 2025. The purchase price was externally audited as representing the fair value of the fixed assets and working capital of the nursery

Following its purchase by the School, it is now in the process of being integrated into the School's operations and community. It will however remain a separate legal entity although it is wholly owned by the School and will be administered as such with its own brand.

#### Support by the German Foreign Office

The above investments are funded by the school without support from the German Foreign Office ("Auswärtiges Amt", "AA") in Berlin. However, we are extremely grateful for their significant support over the past 10-15 years, which has been essential to shape the school over the past years, and we hope we can continue to receive much needed funding for future projects.

The school further developed its IT services and supported the training required by our pedagogical staff, in order to ensure a modern, adequate and safe digital environment for all of our students. We have further invested in IT resources and systems and continue to do so in order to stay up-to-date in a fast-paced digital world. We are able to offer hybrid learning forms, where they are sensible to use.

The School continues to recruit high quality pedagogical staff; expand the integrated approach to safeguarding, inclusion, psychological support and social pedagogy (*Beratungsquadrat*); invest in careers counselling, IT education and digitalisation; enhance Ganztag and extracurricular activities and facilitate English for beginners, in order to support the bilingual challenges of a German School abroad. The overall objective is to provide a high-quality, holistic and sustainable education.

#### Head Teacher's Comments, by Oliver Schmitz

##### School development

A new process for school development at the DSL was introduced in the 2023/2024 academic year. We set up a *Schulkonferenz* (school council, consisting of 8 colleagues, 8 pupils and 8 parents, each elected for one year) to determine topics for school development and make related decisions.

The *Schulkonferenz* reviews the project proposals submitted by the school community and then, after intensive discussion, selects the projects to be worked on for the school year. There can be two to three projects per department. From then on, the steering group, headed by the PQM coordinator, takes over the organisation of the work on the development topics. Interested teachers, pupils and parents are invited to participate in the implementation.

The resulting development groups then meet independently with the support and advice of a steering group member and present the results of their work to the relevant committees over the course of the school year, who discuss and vote on them. The steering group has the task of accompanying and supporting the work process.

The selected topics for the 2024/2025 school year were:

- **Individual support in the Kinderhaus**

Outcome: The concept is in place, and it has led to the follow-up project in 25/26 *BildungsRaum Kinderhaus* with the goal of improving the building's layout to create more quiet spaces and allow for more individualisation.

Report of the Management Committee

For the Year ended 31 August 2025

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- **‘Wellbeing’ for the Kinderhaus, Primary School and Secondary School**  
Outcome: The concept contains a large number of suggestions for sub-goals, but these are not binding. The BQ has taken on the task of gradually selecting and implementing these suggestions. Initial implementations for 25/26: Wellbeing postcards, Wellbeing Ambassadors (as an extension of the conflict mediators) and a buddy system.
- **Assessment and feedback culture in the Primary School**  
Outcome: New structure for learning development talks with children will be implemented from 25/26 onwards.
- **Coordinated differentiation concept between the Primary and Secondary School (learning plan/Lernplanzeit)**  
Outcome: All sub-goals were achieved. Learning plan time 5/6 will be implemented for the first time in the 25/26 school year. For a total of 6 hours per week, pupils work independently on differentiated learning plans in the subjects German, mathematics and English, according to their own choice. Additional investment: approximately one full-time teaching position through additional teaching staff in the classroom and joint lessons for concept development.
- **More project-based learning for the Secondary School**  
Outcome: All sub-goals have been implemented. Mandatory implementation of one project per year group in 25/26. SCRUM was introduced as a framework but needs to be promoted further. Final sub-goal for 25/26: Select another mandatory project per year group for 26/27, so that in this school year two compulsory projects must be carried out per year group.

Ongoing school development projects from previous years:

- **Media curriculum from Kindergarten to Abitur**  
The spiral curriculum is available for the skills of *presenting* and *researching* and is implemented in lessons on a mandatory basis. Cooperation with *Lie Detectors* and *Jugend präsentiert* will continue. *Fobizz* has been provided as a digital training platform since the 2023/2024 school year, not only for digital topics. Mini-SchiLF during the long breaks, especially on digital topics, since the 2023/2024 school year. In addition, the skills provided by the curriculum tend to be more practical, and reflection must be clearly demanded by the FK. Task for 25/26: accelerate the process, review commitment.
- **Transforming the Forum into a learning and living space**  
The Forum project has been completed, at least in terms of planning by the project group. In collaboration with pupils the group created a plan for new uses of the Forum, defining certain zones: Chill, Work, Quiet, Food, Recycling and Storage. The aim of the new concept is sustainable use of the Forum for the entire school community, taking into account the mission statement ‘Learning together and living together’. Additional rooms for the FOS, offices and storage rooms have also been created on the ground floor. The Forum has new flooring and some furniture has already been delivered. The music room is being soundproofed.
- **Anti-discrimination project**  
Partially implemented in 24/25: Survey conducted, evaluated, results communicated and measures derived. Policy adopted by the Executive Board in 6/2025. Job advertisement for DEI coordinator created, position to be filled in the first quarter of the 2025/2026 school year. One-off training for employees conducted (October 2024). Search for affordable training for students with new impetus at the beginning of the 2025/2026 school year. Not in the concept, but nevertheless developed: continuous participation in Black History Month, Holocaust Memorial Day and Pride Month.

**Further projects:**

**Bilinguality**

One of the main goals in the school development programme remains academic bilingual competencies. Learning both German and English at native speaker level is one of our principal aims. As post-Brexit developments increasingly show that German is the language that needs to be promoted, bilingual teaching units in German language subjects have been reduced significantly.

Further actions: **DFU**-Training (make learning German part of every lesson) for the entire teaching staff (primary and secondary schools) took place at the beginning of the school year. BarCamp to review implementation measures on the same school development day. Measures: Introduction of the 'vocabulary board' and clearly marked displays for main subjects in each classroom and the 'technical vocabulary table' for pupils. Lesson visits of HT SEK in calendar week 23; result: visitors observed language-sensitive approaches in approximately 80% of lessons. The next goal is to prove to BLI in October 2025 that language sensitivity is also observed by external visitors. Long term: continuous review of DFU in lessons.

**DaF** (Deutsch als Fremdsprache / German Language Support). After a failed cooperation with the Goethe Institute 23/24, the goal was to at least implement a DaF course 8/9/10 with colleagues. This was attempted in cooperation with the Saturday school. No registrations, the course did not take place. New initiative: Together with the German department, analyse the potential for promoting German as a foreign language in German lessons. Implementation in the 25/26 school year: 2 additional hours of German as a foreign language in the new learning plan period 5/6. In 7/8: in addition to the intensive lessons in which half the class works on language, 2 DaF/German lessons per week for newcomers, in class 9 one DaF lesson per week for newcomers, in class 2 two lessons, for 11 and 12 additional offer "Sixth Form Writing" (2 lessons). Goals for 25/26: Integration into the timetable, implementation of the courses, evaluation.

**Realschule**

The creation of the position of RS coordinator was the decisive step towards an educational concept for the secondary school. It was finalised at the end of the school year after a consultation process (pupils, teachers, parents) and is implemented in the timetable for the 25/26 school year. Key points of the concept: At the request of the pupils, extensive preservation of joint lessons with GY pupils; Exception 1: External differentiation in classes 9/10 in German and mathematics; Exception 2: Introduction of RS profile subject (6 D/M support; 7/8 Global Citizenship; 9/10: Economics). Additional support teachers in joint lessons for grades 6-8. A total of 58 extra hours for RS from 6-10 (approx. 2 full-time positions). Development of RS curricula. Differentiated class tests.

**Qualifications and exams**

Pupils graduating as part of our dual qualification programme (German International Abitur and International Baccalaureate) usually achieve good to very good results. Our graduate group consisted of 36 pupils in 2018, 34 in 2019, 51 in 2020, 32 in 2021, 44 in 2022, 39 in 2023, 36 in 2024 and 56 in 2025.

In 2025, all pupils passed the German International Abitur, the German equivalent of A-levels, mastering 10-12 subjects and thus achieving university entrance level. The average mark of the International Abitur Diploma was 2.00 compared to 2.01 in 2024, 2.01 in 2023 and 2.09 in 2022.

Out of these graduates, 16 pupils participated in the International Baccalaureate Diploma Programme (IB) in 2024 showing a decline in the number of full diplomas.

## German School Association Limited

### Report of the Management Committee

#### For the Year ended 31 August 2025

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The average mark of the German International Abitur of all graduates confirms that the introduction of the dual qualification has generally led to better overall performances at the school. Various strategies to improve exam results in the dual qualification itself have proved successful.

#### Cooperation with our host country

Our programme of exchanges with British and international Schools is flourishing. An increasing number of pupils visit the School and gain an insight into German culture; and vice versa, more German pupils develop further perspective on English culture and life through their School visits.

Pupils at the German School London also dedicate their time and commitment to support charitable and civic ventures, for example they successfully organised a Charity Dinner to raise funds for underprivileged local families.

More than 70 students participate currently in the Duke of Edinburgh Award Scheme in order to learn how to be responsible citizens.

#### Accountability

In 07/2025 the DSL was not only rated *Outstanding* in the overall Ofsted inspection but all judgements in all criteria were *Outstanding* as well.

The School is also subject to the “Bund-Länder-Inspektion”, a regular evaluation by the German Government and integral part of the quality management of German Schools Abroad. We were accredited *Exzellente Deutsche Auslandsschule* at their last inspection in 2017, and we are looking forward to the next inspection scheduled for October 2025. In the meantime, a “peer review” took place at the beginning of November 2024. This official interim review from so called “critical friends” who visited us from the German School in Den Haag provides us with useful insights about our path to implement the development plan as agreed with the (ZfA) and the Management Committee of the Association which takes an active interest in educational performance.

The School regularly participates in diagnostic exams in years 3, 5 and 8 that are benchmarked against local German primary and secondary schools. This provides us with valuable data on how well our students are faring in comparison to Germany. Results are continuously ranking above their peers in Thuringia and Baden-Württemberg.

#### Management Committee Report

The Management Committee is pleased to present its report together with the audited financial statements of German School Association Limited for the year ended 31 August 2025 in accordance with the Statement of Recommended Practice-Accounting and Reporting by Charities; SORP applicable to charities preparing their accounts in accordance with FRS 102.

#### Objectives of the Association

The main objectives as set out in the Memorandum of the Association are:

- To establish, maintain and conduct for the benefit of the public a German School;
- To educate children and adults in the language, literature and general culture of Germany;
- To promote the education of German speaking persons of all ages resident in Germany and elsewhere in the language, literature and general culture of England; and
- Generally, to promote the study of German culture in England, and English culture in Germany.

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2025**

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The general goals for the School itself are documented in the School Profile of the German School London (the "School Profile") as developed by the General School Conference and approved by the Management Committee from time to time. The School Profile stipulates that the School strives:

- To support the individual, social and academic development of its pupils by a well-founded broad education;
- To offer a German curriculum as well as a final high school exam (Abitur) for transition back into the German system or into higher education in Germany;
- To teach the English language and British culture and support integration into British society;
- To help create a positive image of Germany through a wide array of cultural programmes, social activities and sporting events; and
- To educate and encourage its pupils to be responsible and tolerant citizens in an intercultural society.

#### **Structure, Governance and Management Overview**

The German School Association Ltd was founded in 1970 and awarded charitable status in 1974. The School became operational in 1971 and provides education for German-speaking pupils from kindergarten to university entry level. The Association is governed by its Articles of the Association which were most recently updated on 6 March 2019.

#### **Role and Composition of the Management Committee**

The Management Committee manages the business and exercises all powers of the Association, of which the core responsibility is the operation of the German School London. In essence, the Management Committee determines the strategy of the School and ensures all prerequisites for the successful operation of the School, including: determining the character and form of the School; adopting the curriculum; appointing the Head Teacher and teaching staff as well as administrative staff; determining School fees and expense budgets; arranging financing and investing the Association's monies; as well as making and amending the regulations for the governance of the School. The Association's goals can only be successfully pursued in close cooperation with the Head Teacher of the School, and any decisions relating to pedagogical matters are discussed with the Head Teacher. In order for the Association to secure the essential support by the Federal Republic of Germany, the Management Committee must demonstrate that the Association and the School adhere to the Guidelines for German Schools Abroad, as issued by the Central Office for German Schools Abroad ("Zentralstelle für Auslandsschulwesen", "ZfA"), a department of the Federal Office of Administration ("Bundesverwaltungsamt", "BVA").

The Management Committee currently consists of at least 6 and up to 12 members and 6 board members at the end of the reporting period, who are exclusively volunteers. No member of the Management Committee received any remuneration in respect of their services to the Association during the financial year 2025 (financial year 2024: £Nil). No members of the Management Committee received reimbursement of travel expenses in the year, (financial year 2024: £ Nil). All Management Committee members are directors of the company under the Companies Act 2006 and at the same time trustees of the charity. They are elected by the members of the Association. Nominations may be made by the Management Committee and any member.

#### **Conduct of Business of the Management Committee**

Management Committee meetings are held on a regular basis during the year. In addition to the members of the Management Committee, the Head Teacher, the Commercial Director/Company Secretary, and a representative of the German Embassy as well as a parents' and a teachers' representative have a statutory right to attend but do not have voting powers. Moreover, the Deputy Head, the Head of the Primary School, the Head of Kindergarten and other staff when appropriate as well as a representative of the "Friends of Douglas House" are regularly invited to attend.

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2025**

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The Management Committee is aware that its voluntary members have to ensure that the Management Committee's responsibilities are performed to a high standard, reliably and on a continuous basis. The possibility of significant change in the composition of the Management Committee constitutes an on-going challenge. A structure has been put into place to ensure the effective performance of the Management Committee through suitable delegation and supervision as well as adequate internal organisation.

#### **Administration**

The School Administration (through the Commercial Director) assumes day-to-day responsibility for the on-going management of the infrastructure and finances of the School and supports the Management Committee and the Head Teacher in their duties. A framework of Financial Regulations ensures effective control and supervision of the School's funds.

#### **Commercial Director**

The Commercial Director reports to the Management Committee. He represents the Management Committee inside and outside the School and is the first point of contact for Management Committee matters. He ensures, in close cooperation with the Chair and the Head Teacher of the School, that the Management Committee deals with all relevant issues at the Management Committee meetings as well as at Sub-Committee level and that adequate information is provided as a basis for the Management Committee's decisions. The Commercial Director is a member of all Sub-Committees and co-ordinates between these. He monitors the implementation of Management Committee decisions, supervises the day-to-day financial management of the Association, and advises the Management Committee on any related risks. He does not have voting powers at Management Committee Meetings. As the representative of the Management Committee, the Commercial Director ensures effective cooperation and coordination between the Management Committee and the Head Teacher and minimises the need for day-to-day operational involvement of Management Committee members.

#### **Sub-Committees**

The Management Committee has currently established 6 Sub-Committees: Finance; Personnel; IT; SEN; and Governance. The Sub-Committees prepare recommendations to the Management Committee and oversee the implementation of Management Committee decisions. They are chaired by a member of the Management Committee. The Head Teacher or the Commercial Director may appoint other pedagogical or non-pedagogical staff to join Sub-Committees, in order to ensure relevant knowledge and up-to-date input from the School is considered as the basis of Management Committee decisions and for their execution.

The Management Committee also invites members of the Association (who are not Management Committee Members) with relevant skills and experience to join the Sub-Committees as external members. Thereby the Management Committee has access to experts to help it fulfil its role effectively.

#### **Recruitment of Committee Members**

In addition to the Management Committee encouraging members of the Association to get involved at a Sub-Committee level before seeking to be elected to the Management Committee, the Management Committee launched a Board recruitment initiative with an external recruitment specialist. We received a large number of strong applications from candidates with educational experience as well as valuable functional expertise. Following a thorough selection process the School has selected 4 new Board Members, who have been co-opted as Management Committee members before they will stand for election in next year's AGM. This does not affect members' rights to nominate and elect persons who have not served on a Sub-Committee of the Management Committee.

## German School Association Limited

### Report of the Management Committee

#### For the Year ended 31 August 2025

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#### Trustee Induction and Training

New trustees are informed and introduced into their roles by the Chair and the Commercial Director and receive materials and training about trustees' responsibilities.

The German School Association has taken out trustee indemnity insurance. This covers claims made against the School in respect of trustees' liability arising from any negligent act, error or omission committed in good faith. The premium for the insurance is included in the School's public liability premium.

#### Fundraising practices review

All fundraising practices are framed within the values and principles of the organisation. Where expenditure is required to generate income, there is an analysis of the return on investment to ensure the organisation is able to make informed decisions regarding activities.

The fundraising and partnership team are internal and the organisation does not use external professional fundraisers. We do not employ the services of any fundraising agencies or third parties, nor have we run a telephone or door to door fundraising campaign. Our relationship with our supporters is very important to us and we do not wish for our supporters to feel under any pressure to donate to the charity. Where we partner with corporates, due diligence is conducted on the organisations and the amount of time and effort we as a charity needed to put in, versus the income we would likely receive. Clear parameters and responsibilities are then agreed between partners.

We have ensured we are in line with the GDPR data protection regulations and all other relevant codes of conduct. No complaints have been received and the charity aims to protect vulnerable people.

#### The Head Teacher of the School

The Head Teacher is responsible for all pedagogical matters. The Head Teacher has to ensure that the School is operated within both the German regulations and standards and the requirements of the Local Education Authority. The Head Teacher is assisted by a Deputy and the Heads of Primary School and Kindergarten and by an extended Leadership Team. All pedagogical employees report to the Head Teacher. The appointment of a Head Teacher who is seconded by the Federal Republic of Germany is one of the prerequisites for the extensive support for the Association provided by the Federal Republic of Germany.

#### Relationship with the Federal Republic of Germany

The Association benefits from significant support from the Federal Republic of Germany, as the work of the Association is viewed as a key instrument of foreign cultural policy in the UK. The strong cooperation with and support provided by the Federal Republic of Germany is of great importance for the Association. The financial support from the Federal Republic of Germany consists of cash and non-cash contributions.

The continuous financial support takes three main forms:

1. Provision of teachers by secondment: this accounts for approximately **62% (2024: 57%)** of the support.
2. Rights to use the School premises and buildings, which are owned by the Federal Republic of Germany, free of rent: this accounts for approximately **22% (2024: 26%)** of the support, based on a rental evaluation carried out in December 2004. (The Association has to bear the cost of maintenance of the premises).
3. Payment of a School subsidy: this accounts for approximately **14% (2024: 16%)** of the support.

The use of land and premises is governed by a usage agreement. In December 2006, the Management Committee reached agreement with the German Foreign Office to amend the usage agreement, which is the main precondition

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2025**

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for future investments of the Association in buildings on the premises that are the property of the Federal Republic of Germany. The principal amendment is the exclusion of the ordinary termination right for the premises for up to 30 years once the Association has started the construction of a new School building.

To ensure compliance with the rules and regulations that are the basis for the support, a member of the Department of Cultural Affairs of the German Embassy, acting as the representative of the German government, is invited to attend all Management Committee meetings. In addition, the Federal Conference of the Education Ministries in Germany ("Bund-Länder-Ausschuss der Kultusministerkonferenz") carries out inspections of the academic examination standards, through a process of evaluation of the exam tasks, performances and results.

#### **Supporting Organisations, Friends of Douglas House**

The German School Association is supported by the Friends of Douglas House (the "Friends"), Charity No. 268743. The charity was founded in 1972 and its members are predominantly parents of the School. The main objective of the Friends is fundraising for the School. They organise most School festivities and the Association grants them the use of the School's premises for this purpose free of charge. The Friends raised and contributed **£10,500 (2024: £80,430)** to the School.

The Friends also play an important role with respect to the social integration of newly arrived families at the German School London, most of whom come from abroad and regard the School as one of their primary points of contact.

#### **Supporting Organisations, Swiss Parents Association**

The Swiss Parents Association at the German School, Charity No. 1002961, was founded in 1991. The main objective of the Swiss Parents Association is to support the Swiss pupils at the School by supporting the employment of a Swiss teacher. The Swiss Government is supporting the Association in the form of a grant and Swiss parents are paying a supplement to the School fees charged by the School.

#### **The German School Association and the Community (Public Benefit)**

The trustees of the German School Association strongly support the view that the School strives to play a full and responsible part in its local community. The Committee Members have regard to the Charity Commission guidance on public benefit. The principal ways in which the School achieves this are as follows:

- At any given time, a number of children are supported by the School with bursaries representing up to 100% of their School fees, providing economic support to families in need. In the period ended 31 August 2025, 16 pupils received bursaries at a total cost to the School representing 0.9% of gross fee income.
- The German School Association directly passes on all grants and reductions it receives to its pupils. Apart from the principal benefits that the German School Association derived from its charitable status, it received grants from the German government in the form of secondment of teachers and provision of the premises free of charge, as well as a cash grant during the financial year ending 31 August 2025.
- The School is in negotiations with the Schroder Foundation to establish a grant scheme which would allow children to enter the DSL who would not have the possibility otherwise.
- The German School London welcomes individuals who wish to undertake practical work in School as part of their teacher or childcare training. The School donates its resources free of charge to help in the training and supervision of these students.
- The School opens its facilities to neighbouring Schools, clubs and summer camps and provides a venue for the German Saturday School Richmond.
- The School supports free-of-charge German language classes at neighbouring Russell School and invites English teachers teaching German and their pupils regularly for exchange visits.

## German School Association Limited

### Report of the Management Committee

#### For the Year ended 31 August 2025

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- The German School works closely with the local German churches (both Catholic and Protestant) and grants them the use of the School facilities for various activities.
- By educating approximately 896 children on average during the year independently, pressure on places in the maintained sector is relieved.

#### Strategic report

##### Review of Activities

At the end of the financial year 2025, which coincides with the academic year, there were 899 pupils at the School, representing more than 35 different nationalities including those with multiple nationality.

In 2025, 58 pupils passed the "Abitur", the German equivalent of A-levels, mastering 10-12 subjects and thus achieving university entrance level. Out of these graduates, 3 students participated in the International Baccalaureate Diploma programme (IB) and graduated with a full diploma and 13 students as course candidate. All students passed their exams successfully.

During the academic year 2024/25, on average 12 teachers were seconded from the Federal Republic of Germany. In addition, a total of 102 (2024: 104) were employed locally by the Association.

##### Income and expenditure account

An operating surplus (income over expenditure) was recorded for the financial year amounting to **£80,148 for DSL only (financial year 2024: £746,154) and £20,922 for the Group including Sudbrook School.**

Incoming resources during the period amounted to **£14,334,101 for DSL only (financial year 2024: £13,658,657) and £14,426,615 for the Group.**

This includes £8,396,809 for educational fee income (financial year 2024: £8,102,469) and £2,674,646 income from other educational activities (financial year 2024: £2,455,372). Other educational activities include a write back of £138,000 (financial year 2024: £104,500) of old unclaimed deposits dating back to 2006 and earlier. This amount is reported as designated funds, ringfenced to contribute towards the school's social obligation from unrestricted funds. Income from Grants and Donations amount to **£3,119,657 (financial year 2024: £2,759,171)**, of which the German government's Central Office for Schools Abroad (ZfA) provided financial support amounting to **£443,000 (financial year 2024: £439,418)** and made available to the Association 12 teaching staff. The German government also made available the rent-free use of land and buildings. The Association is dependent to this extent on the grants receivable and staff provided from the German Government.

Average staff numbers during the year were **178 (2024: 178)**. Staff costs remain a major item of expenditure, at 63% (financial year 2024 : 61%) of total resources expended, including the staff provided by the German government.

##### Balance sheet

The net assets of the Association on 31 August 2025 were **£16,809,980 for DSL only (financial year 2024: £16,729,832) and £16,750,754 for the Group.**

##### Reserves

The assets and liabilities attributable to the various funds by type are shown in note 21a. Note 22a also describes the various funds of the group and summarises the year's movement on each fund. The **unrestricted reserves** of the

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2025**

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Association amount to **£9,654,851 at 31 August 2025 (financial year 2024: £9,144,219)** including total designated funds of £2,254,529 split between capital projects £2,012,129, (financial year 2024 £1,929,063) and school endowment fund £242,500 (financial year 2024 : £104,500).

The Management Committee's policy is to build up reserves by means of annual operating surpluses. Reflecting the current economic circumstances and the necessity to plan ahead for continuous and future capital projects, such as sports hall and main building renovation and extension, it has been determined that the appropriate level of reserves should be at least equivalent to 6 months expenditure, with current general reserves being £7,400,322 (8 months expenditure cover) (financial year 2024: 7,110,656 or 9 months' expenditure).

As far as possible, the trustees endeavour to keep School fee increases as low as reasonably possible whilst ensuring that, in their opinion, the appropriate level of reserves is achieved and the financial resources are available to ensure the continuous operation of the School's day-to-day business in keeping with the School's mission.

#### **Investment policy**

The Management Committee has the power to invest in such assets as it sees fit. In view of the nature of the charitable company's activities and to safeguard the assets of the Charity, any surplus funds are currently invested in short-term fixed deposits only. The Management Committee has an Investment Policy which regulates non-fixed long-term investments.

#### **Remuneration Statement**

We are committed to ensuring that we pay our staff a fair and appropriate salary while always making sure we have the ability to do so. We aim to pay staff a competitive salary that is appropriate for a School of our size and structure and relevant to the job market. We endeavour to provide a total remuneration package to enable us to attract and retain people with the right skills and therefore have the greatest impact in delivering our objectives in providing a first class education for our pupils.

In setting senior leadership pay, the School takes account of the skills and experience required for each of the roles and the remuneration in the sectors from which suitable candidates for such posts would be found.

In accordance with the Statement of Recommended Practice we disclose in note 10 to the accounts:

- All payments to trustees (no trustees are paid) and expenses reimbursed;
- The number of staff with salaries of £60,000 and above;
- Total remuneration cost of the Senior Leadership Team;
- Pensions and other benefits.

#### **Plans for the future**

The German School Association provides the appropriate infrastructure for the German School London to achieve its educational programme and pedagogical goals. With the double qualification of IB (International Baccalaureate) and the German International Abitur, the School has valuable options available for its increasing number of internationally-oriented students. The School has been offering a programme making IB course and certificate offerings available for more Abitur candidates. Since the schoolyear 2023/24, the School also offers the Fachhochschulreife to those who do not wish to study for Abitur. The programme is made available digitally and in cooperation with the international German School in Brussels (iDSB).

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2025**

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The School is committed to delivering the highest level of educational quality and to providing first-class facilities to ensure excellence in all areas across the School. To achieve these objectives, the Management Committee, the Head Teacher and his team have agreed to continue investing in teaching quality at the School in line with the School's vision.

A number of long-term key factors have been identified as high intake of pupils in the Early Years, as well as the number of registrations of pupils and retention throughout the School. The acquisition of Sudbrook School underpins this ambition. Offering a comprehensive educational programme, extension of the School day and increased tuition in specialised groups and the introduction of the IB and other career paths within the school are instrumental to ensure the School's long-term stability. The expansive site of the School with its various buildings from different centuries, some of which are listed buildings, create the need for constant attention to the maintenance of and investment in the School infrastructure. The refurbishment and constant upkeep of the existing School buildings remain a high priority on the trustees' agenda. The German Foreign Office has recognised its responsibility to partially fund the refurbishment of the existing buildings.

#### **Principal Risks and Uncertainties**

The Management Committee acknowledges its responsibility for ensuring that the major risks to which the Association is exposed are identified and systems are designed to manage those risks. In addition to the routine health and safety assessments undertaken by the School's staff, the Management Committee conducts an annual risk inventory and also regularly assesses the risks to which the charity is exposed, agrees how those risks may be best mitigated and takes the appropriate action to manage them. The Management Committee takes the issue of risk management with the utmost seriousness and risk assessment is a routine item on its agenda. Of particular concern to the Management Committee are:

- The German School is committed to safeguarding and promoting the health and welfare of its community members; pupils, staff, volunteers, parents, third party contractors and visitors. Health and safety of our pupils and of our staff are paramount. We have conducted and reviewed thorough risk assessments in all areas of the school in order to minimize risks staff and our pupils face, recognizing that they cannot be eliminated completely.
- The acquisition of Sudbrook School has been a major strategic step for the school. The integration of its operation into the DSL, utilising efficiencies and synergies between the two entities as well as alignment of services in the Kinderhaus for our youngest ones are significant tasks which must be managed carefully.
- The School is not immune to risks of cyber security and acknowledges its responsibility to protect the assets and services of the school from cyber-attacks. The School's IT committee continuously reviews its measures in place.
- The pandemic (the effects of which are still being felt) as well as the increased use of online platforms and social media have increased the risk of mental health issues and cyber bullying. We have a strong safeguarding team in place and provide education and awareness programmes for students and staff.
- The effect of the United Kingdom having left the EU on 31.12.2020 continues to have an impact on our ability to recruit adequate staff and to admit pupils from families who have migrated to the UK from Europe. Appropriate immigration licenses have been required in order to manage staff recruitment, and for the recruitment and retention of pupils marketing activities are being increased.
- German support contribution is also dependent on achievement of performance in Abitur grading and could have a detrimental effect on the value of teaching resource provided by Germany. Continual review of the attractiveness of the Abitur and having a strong basis of secondary School pupil numbers is undertaken.
- Any crisis that has a significant impact on the ability to operate the School, such as a fire or terrorist attack, may impact widely in terms of harm to staff and pupils, operational costs and longer-term damage. Such circumstances are the subject of extensive risk management scrutiny and processes to not only ensure compliance with statutory obligations but to achieve material reduction in the likelihood of such events occurring.

## German School Association Limited

### Report of the Management Committee

#### For the Year ended 31 August 2025

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#### Statement of responsibilities of the Management Committee

The Management Committee (whose members are directors of the German School Association Limited for the purposes of company law) is responsible for preparing the report of the Management Committee including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Management Committee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Management Committee is required to:

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

The Management Committee is responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable it to ensure that the financial statements comply with the Companies Act 2006. It is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Management Committee is aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Management Committee members have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Management Committee is responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 August 2025 was 8 (2024: 8). Members of the Management Committee are members of the charity but this entitles them only to voting rights. Members of the Management Committee have no beneficial interest in the charity. It is noted that in 2025 most members of the Management Committee were parents of pupils at the School.

#### Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor and has expressed its willingness to continue in that capacity.

The Report of the Management Committee, which includes the Strategic Report, has been approved by the Management Committee on 1 December 2025 and is signed on its behalf by

Jan Peter Weiland  
Chair of the Management Committee

## Independent Auditor's Report

To the members of

German School Association Limited

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### Opinion

We have audited the financial statements of German School Association Limited (the 'charitable company') for the year ended 31 August 2025 which comprise the statement of financial activities, balance sheet, 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 FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 August 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

### Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the

## Independent Auditor's Report

To the members of

**German School Association Limited**

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financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- The information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report including the strategic 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 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 statement of trustees' responsibilities set out in the trustees' annual report, 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.

## Independent Auditor's Report

To the members of

**German School Association Limited**

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Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

### Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, and the finance committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## **Independent Auditor's Report**

**To the members of**

**German School Association Limited**

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### **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.

Noelia Serrano (Senior statutory auditor)

12 February 2026

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TLG

German School Association Limited

Consolidated statement of Financial Activities (incorporating an Income and Expenditure Account)

For the year ended 31 August 2025

		Restricted £	Unrestricted £	2025 Total £	Restricted £	Unrestricted £	2024 Total £
	Note						
<b>Income from:</b>							
Income from Grants & Donations	2	26,599	3,093,057	<b>3,119,657</b>	10,000	2,749,171	2,759,171
Charitable activities - <i>Educational fee income</i>	3	-	8,396,809	<b>8,396,809</b>	-	8,102,469	8,102,469
Other educational activities	4	-	2,674,646	<b>2,674,646</b>	-	2,455,372	2,455,372
Investments	5	-	235,503	<b>235,503</b>	-	341,645	341,645
<b>Total income</b>		<u>26,599</u>	<u>14,400,015</u>	<u><b>14,426,615</b></u>	<u>10,000</u>	<u>13,648,657</u>	<u>13,658,657</u>
<b>Expenditure on :</b>							
Charitable activities - <i>Educational costs</i>	7	516,309	14,006,414	<b>14,522,724</b>	499,709	12,577,047	13,076,756
Foreign exchange (Gain) / Loss	6	-	(2,255)	<b>(2,255)</b>	-	3,565	3,565
<b>Total expenditure</b>		<u>516,309</u>	<u>14,004,160</u>	<u><b>14,520,469</b></u>	<u>499,709</u>	<u>12,580,612</u>	<u>13,080,321</u>
Net (expenditure) / income and net movement in funds before other recognised gains and losses		(489,710)	395,855	<b>(93,855)</b>	(489,709)	1,068,045	578,336
Net gains on investments	15	-	114,777	<b>114,777</b>	-	167,818	167,818
<b>Net movement in funds</b>		<u>(489,710)</u>	<u>510,632</u>	<u><b>20,922</b></u>	<u>(489,709)</u>	<u>1,235,863</u>	<u>746,154</u>
<b>Reconciliation of funds</b>							
Funds brought forward		<u>7,585,613</u>	<u>9,144,219</u>	<u><b>16,729,832</b></u>	<u>8,075,322</u>	<u>7,908,356</u>	<u>15,983,678</u>
<b>Total funds carried forward</b>	22	<u><u>7,095,903</u></u>	<u><u>9,654,851</u></u>	<u><u><b>16,750,754</b></u></u>	<u><u>7,585,613</u></u>	<u><u>9,144,219</u></u>	<u><u>16,729,832</u></u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 22 to the financial statements.

**For the year ended 31 August 2025**

	Note	The Group		The Charity	
		2025	2024	2025	2024
		£	£	£	£
<b>Fixed assets</b>					
Tangible fixed assets	14	<b>17,024,052</b>	15,936,613	<b>15,424,053</b>	15,936,613
Managed Longterm Investments	15	<b>1,322,308</b>	1,207,531	<b>1,322,308</b>	1,207,531
Investment in subsidiary	16	-	-	<b>1,583,841</b>	-
		<b>18,346,361</b>	17,144,144	<b>18,330,202</b>	17,144,144
<b>Current assets</b>					
Stock		<b>46,013</b>	59,695	<b>46,013</b>	59,695
Debtors	18	<b>671,804</b>	454,309	<b>682,317</b>	454,309
Cash at bank and in hand		<b>6,212,836</b>	8,281,037	<b>6,150,244</b>	8,281,037
		<b>6,930,652</b>	8,795,041	<b>6,878,574</b>	8,795,041
<b>Liabilities</b>					
Creditors: amounts falling due within one year	19	<b>(8,526,259)</b>	(9,209,354)	<b>(8,398,795)</b>	(9,209,354)
<b>Net current liabilities</b>		<b>(1,595,607)</b>	(414,313)	<b>(1,520,222)</b>	(414,313)
<b>Total assets less current liabilities</b>		<b>16,750,754</b>	16,729,832	<b>16,809,981</b>	16,729,832
<b>Total net assets</b>	21a	<b>16,750,754</b>	16,729,832	<b>16,809,980</b>	16,729,832
<b>The funds of the charity :</b>					
Restricted income funds	22a	<b>7,095,903</b>	7,585,613	<b>7,095,903</b>	7,585,613
Unrestricted funds					
Designated funds		<b>2,254,529</b>	2,033,563	<b>2,254,529</b>	2,033,563
General funds		<b>7,400,322</b>	7,110,656	<b>7,459,549</b>	7,110,656
<b>Total charity funds</b>		<b>16,750,754</b>	16,729,832	<b>16,809,980</b>	16,729,832

Approved by the Management Committee on 1 December 2025 and signed on its behalf by

Jan Peter Weiland  
Chair

The surplus of the Charity for the year ended 31 August 2025 was £80,148 (2024: Surplus of £746,154).

German School Association Limited

Consolidated statement of Cashflows

For the year ended 31 August 2025

	Note	£	2025 £	£	2024 £
<b>Cash flows from operating activities</b>					
Net cash flow provided by operating activities	23		(184,377)		2,387,382
<b>Cash flows from investing activities :</b>					
Investment income		235,503		341,645	
Interest paid		-		(6,828)	
Investment in Subsidiary		(1,583,841)		-	
Purchase of tangible fixed assets		(518,075)		(2,422,656)	
<b>Net cash flow used in investing activities</b>			<b>(1,866,414)</b>		<b>(2,087,839)</b>
Cash flows from financing activities:					
Repayments of borrowing		(17,410)		(368,166)	
<b>Net cash flow used in financing activities</b>			<b>(17,410)</b>		<b>(368,166)</b>
<b>Change in cash and cash equivalents in the year</b>			<b>(2,068,201)</b>		<b>(68,622)</b>
Cash and cash equivalents at the beginning of the year			<b>8,281,037</b>		<b>8,349,660</b>
<b>Cash and cash equivalents at the end of the year</b>			<b>6,212,836</b>		<b>8,281,037</b>

Analysis of cash and cash equivalents and net debt

	At 01 Sept 2024	Cash Flows	Other Non-cash charges	At 31 Aug 2025
<b>Loans falling due</b>				
• Within one year	-	-	-	-
• After more than one year	-	-	-	-
	-	-	-	-
Cash at bank and in hand	8,281,037	(2,068,201)	-	<b>6,212,836</b>
<b>Total</b>	<b>8,281,037</b>	<b>(2,068,201)</b>	<b>-</b>	<b>6,212,836</b>

**1. Accounting policies**

**a) Statutory information**

German School Association Limited is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is Douglas House , Petersham Road, Richmond , Surrey , TW10 7AH.

**b) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

These financial statements consolidate the results of the charity and its wholly-owned subsidiary Sudbrook School Limited on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charity itself is not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006, A summary of the result for the year is disclosed in the notes to the accounts.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

**c) Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

**d) Going concern**

The Management Committee consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The Management Committee do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

**e) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

**f) Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Notes to the financial statements

For the year ended 31 August 2025

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**1. Accounting policies**

**f) Donations of gifts, services and facilities (continued)**

The Association is provided with a number of teachers free of charge by the German Government. An estimate of the cost of such teaching staff is included in expenditure and shown as a corresponding grant in income.

The land and buildings at Petersham are occupied rent free by the School under the terms of an agreement with the German Government which owns the land and buildings. The rental valuation of these premises is shown in expenditure and as a corresponding grant in income.

**g) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**h) Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the Management Committee for particular purposes.

**i) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of delivering core educational services undertaken to further the purposes of the charity and their associated support costs
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.
- Foreign exchange losses are charged based on changes in the value of foreign currency against the functional currency of the financial statements

**j) Allocation of support costs**

Governance and support costs have both been duly allocated to educational costs, as this is the sole charitable activity. These costs are shown in more detail in notes 7 and 8.

**k) Operating leases**

Rental charges are charged on a straight line basis over the term of the lease.

Notes to the financial statements

For the year ended 31 August 2025

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**1. Accounting policies**

**l) Tangible fixed assets**

The land and buildings at Petersham are occupied rent free by the School under the terms of an agreement with the German Government which owns the land and buildings. The German School Association Limited is unable to sell the land and buildings. Significant expenditure on assets held for charitable use, including land and buildings are capitalised, notwithstanding the agreement relating to the School's occupation of the land and buildings is cancellable at six months' notice by either party. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Building improvements costing more than £5,000, furniture and fittings costing more than £1,500 and computer equipment costing more than £1,000 are capitalised and carried in the balance sheet at historical cost.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. The depreciation rates and useful lives are as follows:

● Leasehold Property	
New buildings and related costs	Over the life of the waiver (30 years from 1st September 2013 )
Refurbishment of existing buildings	15 years
Nursery building	Not depreciated - see below
● Furniture and equipment	3-10 years
● Computer equipment	3 years

Assets in progress are in the course of construction and are not depreciated.

In 2025, the school has purchased a building as part of the acquisition of Sudbrook Nursery and this is held on a long leasehold of over 900 years. Depreciation is not provided on the property as any provision (annual or cumulative) would not be material due to the very long expected remaining useful economic life and because their expected residual value is not materially less than their carrying value. The building is maintained in a sound condition by a continual repairs and improvements programme, the cost of which is charged to the income and expenditure account.

**m) Debtors**

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

**n) Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

**o) Creditors and provisions**

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

**p) Pensions**

The German School Association contributes to Employee Personal Pension Plans with the costs recognised in expenditure on a month-by-month basis.

**q) Foreign currencies**

Assets and liabilities denominated in foreign currencies are converted at the rate of exchange ruling at the balance sheet date and the gains or losses on transactions in the year are included in the income and expenditure account. Transactions during the year are converted at the rate of exchange ruling at the dates of the transactions.

Notes to the financial statements

For the year ended 31 August 2025

2. Income from Grants and Donations

	2025		2024	2025		2024
	Restricted	Unrestricted		Restricted	Unrestricted	
	£	£	£	£	£	£
Grants receivable from Central Office for Schools Abroad (ZfA)	-	443,000	443,000	-	439,418	439,418
Provision of premises by German Government*	-	700,000	700,000	-	700,000	700,000
Cost of teachers provided by German Governments	-	1,922,087	1,922,087	-	1,529,157	1,529,157
Donations from Friends of Douglas House	-	10,499	10,499	-	80,430	80,430
Swiss Parents Association	26,599	-	26,599	-	-	-
Other donations	-	17,472	17,472	10,000	166	10,166
<b>Total income from grants and donations</b>	<b>26,599</b>	<b>3,093,057</b>	<b>3,119,657</b>	<b>10,000</b>	<b>2,749,171</b>	<b>2,759,171</b>

\*The provision of premises by German Government is a valuation of estimated annual rental cost of the donated land used by the German School.

3. Income from charitable activities

	2025	2025	2024
	Unrestricted	Total	Total
	£	£	£
Gross school fees	9,177,529	9,177,529	8,880,881
Less: bursaries, scholarships and allowances	(780,719)	(780,719)	(778,412)
<b>Total income from charitable activities</b>	<b>8,396,809</b>	<b>8,396,809</b>	<b>8,102,469</b>

All income from other educational activities in the current and prior year was unrestricted.

4. Income from other educational activities

	2025	2024
	Unrestricted	Total
	£	£
Rental income	77,699	64,584
School Accessibility Fund	138,000	104,500
Membership subscriptions	1,175	950
Registration fees	80,710	88,496
Infrastructure levy (School Development)	178,473	208,750
Provision of school bus	157,953	145,912
Sale of school books	98,178	87,043
School cafeteria	596,615	553,811
School trips and other activities	1,345,843	1,201,326
<b>Total income from other educational activities</b>	<b>2,674,646</b>	<b>2,455,372</b>

All income from other educational activities in the current and prior year was unrestricted.

5. Income from investments

	2025	2024
	Unrestricted	Total
	£	£
Bank interest and deposit income	235,503	341,645
<b>Total income from investments</b>	<b>235,503</b>	<b>341,645</b>

6. Foreign exchange transactions

	2025	2024
	Unrestricted	Total
	£	£
Year end (gain)/loss on € current accounts	(2,255)	3,565
<b>Total Foreign exchange (gain)/loss</b>	<b>(2,255)</b>	<b>3,565</b>

Notes to the financial statements

For the year ended 31 August 2025

7a Analysis of Expenditure (current year)

	Educational costs £	Governance Costs £	Support Costs £	2025 Total £	2024 Total £
Staff costs (See Note 10)	7,043,262	114,583	1,873,441	9,031,287	8,023,188
Direct educational costs	221,080	-	-	221,080	136,147
Governance costs (See Note 8)	-	69,183	-	69,183	31,934
Support costs (See Note 8)	-	-	5,201,174	5,201,174	4,885,486
<b>Total expenditure 2025</b>	<b>7,264,343</b>	<b>183,766</b>	<b>7,074,615</b>	<b>14,522,724</b>	
Total expenditure 2024					<b>13,076,756</b>

7b Analysis of Expenditure (prior year)

	Educational costs £	Governance Costs £	Support Costs £	2024 Total £
Staff costs (See Note 10)	6,307,056	10,628	1,705,504	8,023,188
Direct educational costs	136,147	-	-	136,147
Governance costs (See Note 8)	-	31,934	-	31,934
Support costs (See Note 8)	-	-	4,885,486	4,885,486
<b>Total expenditure 2024</b>	<b>6,443,203</b>	<b>42,562</b>	<b>6,590,990</b>	<b>13,076,755</b>

Notes to the financial statements

For the year ended 31 August 2025

8. Analysis of Support & Governance costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

The basis of apportionment of supports costs to the governance function is activity based.

	Governance costs £	Support costs £	2025 Total £	2024 Total £
Ancillary support	-	1,337,767	<b>1,337,767</b>	1,284,040
Maintenance and utilities	-	2,246,933	<b>2,246,933</b>	2,174,997
Insurances	-	97,229	<b>97,229</b>	117,364
Travel expenses	-	4,615	<b>4,615</b>	9,883
Telephone, postage, print , internet and CI	-	41,390	<b>41,390</b>	59,099
Copier costs	-	54,078	<b>54,078</b>	51,823
Professional and consultancy fees	-	26,674	<b>26,674</b>	15,525
Staff recruitment, training and welfare	-	165,250	<b>165,250</b>	109,996
Bank charges and interest	-	9,446	<b>9,446</b>	15,901
Entertainment costs	-	24,296	<b>24,296</b>	18,157
Audit fees & other services	24,190	11,385	<b>35,575</b>	19,740
Solicitors costs	86,532	-	<b>86,532</b>	6,277
SEN	-	7,210	<b>7,210</b>	10,042
Community service	-	22,967	<b>22,967</b>	26,818
Other general administration	(41,539)	120,047	<b>78,508</b>	120,954
Depreciation	-	1,031,888	<b>1,031,888</b>	876,805
Support costs	-	5,201,174	-	4,917,420
Governance costs	<b>69,183</b>	-	-	-
Total	<b>69,183</b>	<b>5,201,174</b>	<b>5,270,357</b>	<b>4,917,420</b>

9. Net expenditure for the year

This is stated after charging:

	2025 £	2024 £
Depreciation	<b>1,031,888</b>	876,805
Interest payable	-	6,828
Operating lease rentals:		
▪ other	<b>26,004</b>	29,952
Auditor's remuneration:		
▪ audit (group accounts)	<b>17,000</b>	15,000
▪ audit (subsidiary accounts)	<b>8,000</b>	-
▪ other services	<b>3,090</b>	1,740
Management Committee members' expenses	-	-

Notes to the financial statements

For the year ended 31 August 2025

**10. Analysis of staff costs, management committee remuneration and expenses, and the cost of key management personnel**

Staff costs were as follows:

	<b>2025</b>	2024
	£	£
Salaries and wages	<b>5,775,765</b>	5,320,190
Social security costs	<b>635,366</b>	532,658
Employer's contribution to pension schemes	<b>698,069</b>	641,183
Cost of 12 teachers provided by the German Government (2024: 12)	<b>1,922,087</b>	1,529,157
	<b><u>9,031,287</u></b>	<b><u>8,023,188</u></b>

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

£60,000 - £69,999	<b>9</b>	2
£70,000 - £79,999	-	3
£80,000 - £89,999	<b>3</b>	9
£90,000 - £99,999	<b>11</b>	3
£100,000 - £109,999	<b>2</b>	1

The total employee benefits including pension contributions and employer national insurance of key management personnel were £680,337 (2024: £563,224)

The Management Committee members were not paid or received any other benefits from employment with the charity in the year (2024 :£Nil). No Management Committee member received payment for professional or other services supplied to the charity (2024: £Nil).

There were Nil expenses reimbursed for Management Committee members last year (2024: £nil) .

**11. The full-time equivalent number of employees during the year was as follows:**

	<b>2025</b>	2024
	No.	No.
Teaching (including seconded teachers)	<b>90.8</b>	88.5
Administration	<b>19.4</b>	19.4
Support	<b>24.0</b>	19.6
	<b><u>134.2</u></b>	<b><u>127.5</u></b>

The average weekly number of employees including volunteers and interns on a headcount basis was 178 (2024: 178)

**12. Related party transactions**

Some Management Committee members of the school are parents of children attending the school. The places are funded in the same way as all the other places at the school and the children receive the same service and benefits as other children.

Aggregate donations from related parties were Nil (2024: £Nil)

**13. Taxation**

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Notes to the financial statements

For the year ended 31 August 2025

14. Tangible fixed assets

The Group	Leasehold Property £	Assets in Progress £	Furniture and Equipment £	Computer Equipment £	Total £
<b>Cost</b>					
At the start of the year	23,010,344	61,237	595,801	92,870	23,760,252
Addition through business acquisition	1,600,000	-	44,670	-	1,644,670
Additions in year	173,473	263,643	68,769	12,190	518,075
Transfers in / (out) during year	117,953	(117,953)	-	-	-
At the end of the year	<b>24,901,771</b>	<b>206,926</b>	<b>709,240</b>	<b>105,060</b>	<b>25,922,997</b>
<b>Depreciation</b>					
At the start of the year	7,189,295	-	573,574	60,769	7,823,638
Additions through acquisition	-	-	43,419	-	43,419
Charge for the year	1,001,904	-	13,789	16,195	1,031,888
At the end of the year	<b>8,191,199</b>	<b>-</b>	<b>630,782</b>	<b>76,964</b>	<b>8,898,945</b>
<b>Net book value</b>					
At the end of the year	<b>16,710,572</b>	<b>206,927</b>	<b>78,459</b>	<b>28,096</b>	<b>17,024,052</b>
At the start of the year	15,821,049	61,237	22,227	32,101	15,936,613

\* The "Additions through acquisition" line for Accumulated Depreciation on F&F represents the brought-in fully depreciated assets of the subsidiary.

The Charity	Leasehold Property £	Assets in Progress £	Furniture and Equipment £	Computer Equipment £	Total £
<b>Cost</b>					
At the start of the year	23,010,344	61,237	595,801	92,870	23,760,251
Additions in year	173,473	263,643	68,769	12,190	518,075
Transfers in / (out) during year	117,953	(117,953)	-	-	-
At the end of the year	<b>23,301,771</b>	<b>206,926</b>	<b>664,570</b>	<b>105,060</b>	<b>24,278,327</b>
<b>Depreciation</b>					
At the start of the year	7,189,295	-	573,574	60,769	7,823,638
Charge for the year	1,001,904	-	12,537	16,195	1,030,637
At the end of the year	<b>8,191,199</b>	<b>-</b>	<b>586,111</b>	<b>76,964</b>	<b>8,854,275</b>
<b>Net book value</b>					
At the end of the year	<b>15,110,572</b>	<b>206,926</b>	<b>78,459</b>	<b>28,096</b>	<b>15,424,053</b>
At the start of the year	15,821,049	61,237	22,227	32,101	15,936,613

Notes to the financial statements

For the year ended 31 August 2025

15. Managed Longterm Investments

	The Group		The Charity	
	2025	2024	2025	2024
			£	£
Fair value at the start of the year	<b>1,207,531</b>	1,039,713	<b>1,207,531</b>	1,039,713
Additions at cost	-	-	-	-
Disposal proceeds	-	-	-	-
Net gain on change in fair value	<b>114,777</b>	167,818	<b>114,777</b>	167,818
	<b>1,322,308</b>	1,207,531	<b>1,322,308</b>	1,207,531

Investments are made up of units held in a managed fund.

16. Investment in subsidiary

	The Group		The Charity	
	2025	2024	2025	2024
Opening balance	-	-	-	-
Acquisition in the year	-	-	<b>1,583,841</b>	-
Closing balance	-	-	<b>1,583,841</b>	-

Notes to the financial statements

For the year ended 31 August 2025

16a. Subsidiary undertaking

On 31 March 2025, the charity acquired the whole of the issued ordinary share capital of Sudbrook School Limited, a company registered in England. The company number is 05160888. The registered office address is Douglas House, Petersham Road, Richmond, England, TW10 7AH.

The subsidiary is used for providing nursery and education services to 2 -4 year olds. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits will be distributed under Gift Aid to the parent charity.

The German School as a corporate director, and the Commercial Director are the directors of the subsidiary.

A summary of the results of the subsidiary is shown below:

	<b>13 months to 31 August 2025</b>	12 months to 31 July 2024 (unaudited)
	£	£
Turnover	188,428	267,219
Cost of sales	(145,745)	(4,881)
<b>Gross profit</b>	<b>42,683</b>	262,338
Administrative expenses	(123,645)	(202,042)
Management charge payable to parent undertaking	(7,500)	-
Other operating income	28,562	27,806
<b>(Loss)/profit on ordinary activities before interest and taxation</b>	<b>(59,900)</b>	88,102
Interest payable	(40,156)	(60,444)
<b>(Loss)/profit on ordinary activities before</b>	<b>(100,056)</b>	27,658
Taxation on profit on ordinary activities	-	(6,099)
<b>(Loss)/profit for the financial year</b>	<b>(100,056)</b>	21,559
<b>Retained earnings</b>		
Total retained earnings brought forward	291,525	269,966
(Loss)/profit for the financial year	(100,056)	21,559
<b>Total retained earnings carried forward</b>	<b>191,469</b>	291,525
The aggregate of the assets, liabilities and		
Assets	1,114,377	1,066,663
Liabilities and equity	(922,907)	(775,138)
<b>Reserves</b>	<b>191,469</b>	291,525

Amounts owed to the parent undertaking are shown in note 18.

Included within administrative expenses above is a management charge of £7,500 from the parent entity. There were no other charges or income with the parent company in the year.

Notes to the financial statements

For the year ended 31 August 2025

16b. Subsidiary undertaking results since acquisition

A summary of the results of the subsidiary for the period from 1 April - 31 August 2025, which has been included in these consolidated accounts, is as follows.

	1 April - 31 August 2025 £
Turnover	92,513
Cost of sales	(57,854)
Administrative expenses	(97,595)
<b>Loss for the period</b>	<b>(62,936)</b>

17. Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2025 £	2024 £
Gross income	14,334,101	13,658,657
Result for the year	80,148	746,154

18. Debtors

	The Group		The Charity	
	2025 £	2024 £	2025 £	2024 £
Pupils' accounts: fees, extras and recharges	162,180	29,460	152,693	29,460
Prepayments	365,872	227,831	365,872	227,831
Other Debtors - Interest accrued	73,484	125,145	73,484	125,145
Amounts due from group undertakings	-	-	20,000	-
German Government Grant due	70,268	71,873	70,268	71,873
	<b>671,804</b>	<b>454,309</b>	<b>682,317</b>	<b>454,309</b>

Notes to the financial statements

For the year ended 31 August 2025

19. Creditors: amounts falling due within one year

	The Group		The Charity	
	2025	2024	2025	2024
	£	£	£	£
Trade creditors	611,270	699,396	597,520	699,396
Fees received in advance	3,417,772	4,786,899	3,339,529	4,786,899
Security deposits	3,029,475	3,058,958	3,017,975	3,058,958
VAT	647,098	-	647,098	-
Social security and other taxes	302,165	151,605	299,025	151,605
Accruals	267,651	349,640	247,701	349,640
Other creditors	180,557	162,856	179,676	162,856
Sudbrook completion monies	70,272	-	70,272	-
	<b>8,526,259</b>	<b>9,209,354</b>	<b>8,398,795</b>	<b>9,209,354</b>

Deferred income comprises of fees which are received in advance for the next academic year.

	The Group		The Charity	
	2025	2024	2025	2024
	£	£	£	£
Balance at the beginning of the year	<b>4,786,899</b>	3,603,558	<b>4,786,899</b>	3,603,558
Amount released to income in the year	<b>(4,786,899)</b>	(3,603,558)	<b>(4,786,899)</b>	(3,603,558)
Amount deferred in the year	<b>3,417,772</b>	4,786,899	<b>3,339,529</b>	4,786,899
Balance at the end of the year	<b>3,417,772</b>	4,786,899	<b>3,339,529</b>	4,786,899

20. Pension scheme

The German School Association currently contributes to personal pension plans. The assets of the scheme are in a fund independent from those of the charitable company.

21a. Analysis of group net assets between funds (current year)

	Restricted funds	Designated funds	General funds	Total funds
	£	£	£	£
Tangible fixed assets	7,095,903	1,198,174	8,729,975	<b>17,024,052</b>
Managed Longterm Investments	-	-	1,322,308	<b>1,322,308</b>
School Accessibility Fund	-	242,500	-	<b>242,500</b>
Current assets	-	813,855	6,116,798	<b>6,930,653</b>
Current liabilities	-	-	(8,768,759)	<b>(8,768,759)</b>
Net assets at the end of the year	<b>7,095,903</b>	<b>2,254,529</b>	<b>7,400,322</b>	<b>16,750,754</b>

**21b Analysis of group net assets between funds (prior year)**

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	7,585,613	1,293,681	7,057,319	<b>15,936,613</b>
Managed Longterm Investments	-	-	1,207,531	<b>1,207,531</b>
School Accessibility Fund	-	104,500	-	<b>104,500</b>
Current assets	-	635,382	8,159,659	<b>8,795,041</b>
Current liabilities	-	-	(9,313,853)	<b>(9,313,853)</b>
Net assets at the end of the year	<u>7,585,613</u>	<u>2,033,563</u>	<u>7,110,656</u>	<u><b>16,729,832</b></u>

**22a Movements in funds (current year)**

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers	At the end of the year £
<b>Restricted funds</b>					
Swiss Parents Association	-	26,599	(26,599)	-	-
German Government Grant	7,585,613	-	(489,710)	-	<b>7,095,903</b>
<b>Total restricted funds</b>	<u>7,585,613</u>	<u>26,599</u>	<u>(516,309)</u>	<u>-</u>	<u><b>7,095,903</b></u>
<b>Unrestricted funds</b>					
<i>Designated funds:</i>					
Capital Project Fund	635,382	178,473	-	-	<b>813,855</b>
School Accessibility Fund	104,500	-	-	138,000	<b>242,500</b>
Main Building Renovation/Extension	712,824	-	(71,878)	-	<b>640,946</b>
Sports hall asset fund	580,857	-	(23,629)	-	<b>557,228</b>
<i>Total designated funds</i>	<u>2,033,563</u>	<u>178,473</u>	<u>(95,507)</u>	<u>138,000</u>	<u><b>2,254,529</b></u>
<b>General funds</b>	<u>7,110,656</u>	<u>14,336,319</u>	<u>(13,908,653)</u>	<u>(138,000)</u>	<u><b>7,400,323</b></u>
<b>Total unrestricted funds</b>	<u>9,144,219</u>	<u>14,514,792</u>	<u>(14,004,160)</u>	<u>-</u>	<u><b>9,654,851</b></u>
<b>Total funds</b>	<u><u>16,729,832</u></u>	<u><u>14,541,392</u></u>	<u><u>(14,520,469)</u></u>	<u><u>-</u></u>	<u><u><b>16,750,754</b></u></u>

The narrative to explain the purpose of each fund is given at the foot of the note below.

22b Movements in funds (prior year)

	At the start of the year	incoming resources & gains	Outgoing resources & losses	Transfers	At the end of the year
	£	£	£		£
<b>Restricted funds</b>					
Swiss Parents Association	-	-	-	-	-
Other Donations	-	10,000	(10,000)	-	-
German Government Grant	8,075,322	-	(489,709)	-	7,585,613
<b>Total restricted funds</b>	<b>8,075,322</b>	<b>10,000</b>	<b>(499,709)</b>	-	<b>7,585,613</b>
<b>Unrestricted funds</b>					
<i>Designated funds:</i>					
Capital Project Fund	426,632	208,750	-	-	635,382
School Accessibility Fund	-	-	-	104,500	104,500
Main Building Renovation/Extension	784,702	-	(71,878)	-	712,824
Sports hall asset fund	604,486	-	(23,629)	-	580,857
<i>Total designated funds</i>	<b>1,815,820</b>	<b>208,750</b>	<b>(95,507)</b>	<b>104,500</b>	<b>2,033,563</b>
<b>General funds</b>	<b>6,092,536</b>	<b>13,607,724</b>	<b>(12,485,104)</b>	<b>(104,500)</b>	<b>7,110,656</b>
<b>Total unrestricted funds</b>	<b>7,908,356</b>	<b>13,816,474</b>	<b>(12,580,611)</b>	-	<b>9,144,219</b>
<b>Total funds</b>	<b>15,983,678</b>	<b>13,826,474</b>	<b>(13,080,321)</b>	-	<b>16,729,832</b>

**Purposes of restricted funds** - As per the listing above.

**Swiss Parents Association** - This relates to funds contributed towards the employment of a Swiss teacher

**German Government Grant** - This relates to the contribution received towards the building of the sports hall and refurbishment of the main building.

**Purposes of designated funds**

**Capital project fund** - this represents money raised through the development levy which is designated towards future capital projects for upkeep and expansion of the school.

**Sports hall & Main Building asset fund** - represents the contribution towards the construction of these assets from unrestricted funds.

**School Accessibility Fund** - A newly established Fund whose purpose is to maintain accessibility for all students through scholarships and by supporting special abilities of students:

1. Scholarships: The Accessibility Fund's primary objective is to provide financial assistance to children who are unable to afford school fees.
2. Special Abilities: The Accessibility Fund aims to identify and support students who demonstrate exceptional talents, skills or special needs. Dedicated scholarships and tailored support mechanisms can be funded by the Accessibility Fund to foster the development of these unique abilities.

The Accessibility Fund is a capital preservation fund, using capital gains and income generated to support its purpose.

**23. Reconciliation of net incoming resources to net cash flow from operating activities**

	2025 £	2024 £
<b>Net (expenditure) / income for the reporting period (as per the statement of financial activities)</b>	<b>(93,855)</b>	578,335
Investment income	<b>(235,503)</b>	(341,645)
Interest paid	-	6,828
(Increase) in debtors	<b>(217,495)</b>	(163,053)
Decrease / (increase) in stock	<b>13,682</b>	(14,078)
(Decrease) / increase in creditors	<b>(683,095)</b>	1,444,190
Depreciation	<b>1,031,888</b>	876,805
	<hr/>	<hr/>
<b>Net cash (used in) / provided by operating activities</b>	<b>(184,377)</b>	<b>2,387,382</b>
	<hr/> <hr/>	<hr/> <hr/>

**24. Operating lease commitments**

The charity's total future minimum lease payments under non-cancellable operating leases is as follows , for each of the following

	Equipment	
	2025 £	2024 £
Less than one year	<b>11,678</b>	23,815
1 - 5 years	-	11,678
	<hr/>	<hr/>
	<b>11,678</b>	<b>35,493</b>
	<hr/> <hr/>	<hr/> <hr/>

**25. Capital commitments**

As at the balance sheet date the charity had capital £nil (2024: £144,673) relating to Forum/Seminar space project.

**26. Legal status of the charity**

The charity is a company limited by guarantee , incorporated in England and Wales, and has no share capital. The liability of each member in the event of winding up is limited to £1.

**GERMAN SCHOOL ASSOCIATION LIMITED**

England & Wales - Charity number 325073

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# Accounts

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Company number: 00984415  
Charity number: 325073

**German School Association Limited**

**Report and Financial Statements**

**31 August 2024**

**German School Association Limited**

**Reference and administrative details**

**For the Year ended 31 August 2024**

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**Company number** 00984415

**Charity number** 325073

**Registered office and operational address** Douglas House  
Petersham Road  
Richmond  
Surrey, TW10 7AH

**Management Committee** Members of the Management Committee, who are also trustees under charity law, who served during the year and up to the date of this report were as follows:  
J P Weiland Chair  
J Hoffmann  
K U Karl  
Guido Kirschner  
F J von Schubert Treasurer  
P Walter  
C Williams

**Principal staff** O Schmitz Head Teacher  
M Krauss Commercial Director

**Bankers** Landesbank Baden-Württemberg  
Kleiner Schlossplatz 11  
70173 Stuttgart, Germany  
  
HSBC Plc  
Bank House, High Street, Hampton Wick  
Kingston upon Thames KT1 4DA  
  
Coutts & Co.  
440 Strand  
London WC2R 0QS

**Solicitors** Russell-Cooke  
2 Putney Hill  
London, SW15 6AB

**Auditor** Sayer Vincent LLP  
Chartered Accountants and Statutory Auditor  
110 Golden Lane  
LONDON, EC1Y 0TG

## German School Association Limited

### Report of the Management Committee

#### For the Year ended 31 August 2024

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**Chair's statement**, by Jan Peter Weiland

#### **Dear Members of the German School Association Ltd. and School Community,**

on behalf of the governors of the Deutsche Schule London (the "School" or "DSL") and the directors of the German School Association Ltd (the "Association"), I am pleased to introduce this annual report for the financial year of the Association and the school year of the DSL, each ended 31 August 2024. This was the second year of Oliver Schmitz as Head Teacher and has seen several innovations, particularly in the school development processes. Financially, strong student numbers have been helpful financially. The DSL started in September 2023 with 884 students, compared to 872 in the previous year. Our cohort of Abitur graduates was 31 strong with an average Abitur grade of 2.0, the same as last year and again exceeding the German national average of 2.3. For 2025, we expect a record number of nearly 60 students to graduate from the DSL including 2 students with Fachhochschulreife after attending a pioneering digital programme offered in cooperation with the international German School in Brussels (iDSB).

Visible to all will also have been the new public appearance of the DSL, with a new, more contemporary and memorable logo as well as an updated overall design, introduced in January 2024. It is the result of an internal and inclusive process that involved a design agency, members of staff and, most importantly, students. It was thought that after a period of challenges such as Brexit and the COVID pandemic and on the occasion of a change in the head teacher it was a good time for a more vocal positioning of the School which is best expressed by new branding.

As regards positioning, the School stays true to its mission statement expressed around the concepts of togetherness (*Gemeinsamkeit*) and bridge building, as reflected in the School's strategic plan (Agenda 2030). The strategic plan is intended to guide decision making and is regularly reviewed by the board and the leadership.

Whilst student numbers have held up, the effects of Brexit continue to affect the School by impacting the movement and the intake of students from overseas as well as staff. The School has the necessary immigration licenses in place to recruit staff from Germany, but the new immigration rules allow for less flexible hiring, which can be a challenge when unplanned vacancies arise that need to be filled quickly. There continues to be a shortage of teachers in Germany and the UK, which affects the School's ability to recruit flexibly. We seek to actively manage the associated risks by continuing to make investments that ensure an attractive framework for our staff, pupils and the entire school community.

Following the 2024 UK general elections, it was confirmed that new tax legislation will apply to independent schools resulting in the imposition of VAT on school fees; business rates will also be payable by independent schools. A substantial increase in the cost to parents is therefore unavoidable. Whilst this is a matter for the financial year of 2024/25, it should be noted that throughout this reporting period the school leadership has cooperated with the embassy in raising awareness with the Labour Party that the DSL and other similar international schools have a different character from the private schools the policy targets. We are very grateful for the support of the German embassy for tirelessly making the case for the School through diplomatic channels.

It is likely that some parents will find the increased fees difficult to finance, so increased bursary applications are expected. The need for a sustainably financed accessibility fund is therefore apparent, and the Management Committee is taking steps toward realising this.

## Report of the Management Committee

### For the Year ended 31 August 2024

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The student community continues to be as international as in previous years, with approximately half of the parents who responded to the School's annual survey stating that they have no definitive plans to leave the UK in the foreseeable future, making the DSL also a local British school.

The composition of the Management Committee has remained unchanged this year. In response to continually increasing demand, a new sub-committee was instituted to advise the Management Committee on matters relating to special educational needs and related issues (the SEN Committee). It will be chaired by Kai-Uwe Karl. Jan Peter Weiland continues to chair the Management Committee.

### Financial situation

The financial position of the Association has been positive for the reporting period, reporting a surplus in the financial year **2023/24** of **£746,153**. The original budget for the year assumed a deficit of in the same region. The improvement is explained by the decision to capitalise the School's cost of replacing the roof of the main building amounting to £1,353,610. This has been a complex project with various iterations around the technical design, resulting in a new roof with a 30-year guarantee and including new roof lights, green spaces and solar panels. Other positive effects on the financial situation are thanks to higher student numbers than originally budgeted and a strong take-up of extracurricular activities. Tight cost control and recalibration where possible have also contributed to the positive development of the result.

During **2023/24** the School continued to receive assistance in the form of a cash subsidy from Germany of **£439,418** and the secondment of 12 state-employed teachers ("*Auslandsdienstlehrkräfte*" or "ADLK").

We are grateful for the continuous support of the of the German Government's Central Agency for Schools Abroad ("*Zentralstelle für Auslandsschulwesen*", "ZfA") in Bonn and the German Foreign Office ("*Auswärtiges Amt*", "AA") in Berlin, which underlines its commitment to German Schools abroad as a cornerstone of the German educational system.

The School has granted **£74,247** of school fee relief to families in need.

### Achievements in 2023/24 and planned projects

The school has seen significant progress on its £3m investment programme with most of the planned measures completed during the school year. At its heart was the replacement of the roof of the main building and the creation of an additional classroom on the first floor of the East side of the building. Both projects have been worked on simultaneously with disruption to the school kept at a minimum. Despite technical difficulties, which are to be expected when touching a flat roof more than 40 years old, and adverse weather for large parts of the build, the project was delivered within the original budget and time frame. Use of the new class room, which eases pressure on space for our secondary school students, started in January. The roof works were completed during the last days of the summer holidays. Parts of the roof were fitted with a green roof, and a total of 320 sqm solar panels were installed on the roof of the second floor. Together with the existing solar panels on the sports hall, we expect that approximately 20% of the school's average electricity consumption can now be generated from these renewable energy sources. The roof works also included new roof lights, which will not only be much more energy efficient, but also allow more light into the Forum space.

The main school building, which is home to our secondary school students' class rooms and is also used by all other students in respect of cafeteria, Lernzentrum and Forum has been further enhanced by creating additional seminar and agile work spaces on the ground floor. The installation of a lift, which had been a consideration for many years,

**Report of the Management Committee**

**For the Year ended 31 August 2024**

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completed the works in this area and will make the upper floors of the main building more accessible for all of our students. New flooring in the Forum and improvements of the Music facilities, in particular soundproofing, in the adjacent area are the final outstanding measures, and we expect those to be completed by the end of the school year 2024/2025.

Other major achievements during the school year include the development and roll-out of a new corporate design in connection with a new, attractive and easy to navigate school website, which is one of the most important sources of information for prospective parents. Alongside our core external website, our parent portal and the staff website have seen an overhaul and they provide essential and timely information for our parent and staff community alike.

In order to improve data management, the school has looked in detail into the roll-out of a potential integrated software solution. There is no standard off-the shelf software available for a German School in the UK, and following a phase of feasibility studies and fit-gap analyses, it has been decided to develop and enhance existing systems rather than implement a brand-new untested solution. The improvement in our software landscape is one of the most important projects for the next years, with data integrity, increased efficiency and an improved customer journey at its core.

The above investments are funded by the school without support from the German Foreign Office ("Auswärtiges Amt", "AA") in Berlin. However, we are extremely grateful for their significant support over the past 10-15 years, which has been essential to shape the school over the past years, and we hope we can continue to receive much needed funding for future projects.

The school further developed its IT services and supported the training required by our pedagogical staff, in order to ensure a sophisticated remote learning programme for all of our students. We have further invested in IT resources and systems and continue to do so to keep the momentum and work towards hybrid learning forms, but also to be prepared should further lockdowns and school closures be necessary.

The School continues to recruit high quality pedagogical staff; expand the integrated approach to safeguarding, inclusion, psychological support and social pedagogy (*Beratungsquadrat*); invest in careers counselling, IT education and digitalisation; enhance Ganztags and extracurricular activities and facilitate English for beginners in order to support the bilingual challenges of a German School abroad. The overall objective is to provide a high-quality, holistic and sustainable education.

**Head Teacher's Comments, by Oliver Schmitz**

**School development**

A new process for school development at the DSL was introduced in the 2023/2024 academic year.

We set up a *Schulkonferenz* (school council, consisting of 8 colleagues, 8 pupils and 8 parents, each elected for one year) to determine topics for school development and make related decisions.

The *Schulkonferenz* reviews the project proposals submitted by the school community and then, after intensive discussion, selects the projects to be worked on for the school year. There can be two to three projects per department. From then on, the steering group, headed by the PQM coordinator, takes over the organisation of the work on the development topics. Interested teachers, pupils and parents are invited to participate in the implementation.

## Report of the Management Committee

### For the Year ended 31 August 2024

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The resulting development groups then meet independently with the support and advice of a steering group member and present the results of their work to the relevant committees over the course of the school year, who discuss and vote on them. The steering group has the task of accompanying and supporting the work process.

The selected topics for the 2023/2024 school year were:

- Promoting reading in the Primary School  
The concept, which was implemented immediately after the planning phase in the 2023/2024 school year, is based on three pillars: learning to read in German lessons, promoting reading motivation and promoting reading skills.
- Media curriculum from Kindergarten to *Abitur*  
The starting point for this project was the realisation that we are already working on media education for our pupils in the school's individual departments, but not in a formalised or reliable way.  
The competencies now build on each other in a spiral curriculum. This spiral curriculum already exists for the competency 'Presenting', i.e. our pupils receive compulsory and reliable training in this competency in the 2024/2025 school year. The other competencies will follow in the coming school year.  
Further results of the project group include a new site on the staff homepage, which bundles all mandatory teaching plans for the subjects as well as extensive materials. Our teachers now have the opportunity to receive further training in the field of media education via the 'fobizz' platform, projects with external partners have already taken place and will be formalised.
- Transforming the Forum into a learning and living space  
The Forum project has been completed, at least in terms of planning by the project group. In collaboration with pupils the group created a plan for new uses of the Forum, defining certain zones: Chill, Work, Quiet, Food, Recycling and Storage. The aim of the new concept is sustainable use of the Forum for the entire school community, taking into account the mission statement 'Learning together and living together'. Additional rooms for the FOS, offices and storage rooms have also been created on the ground floor. The Forum has new flooring and some furniture has already been delivered. The music room is being soundproofed.
- Anti-discrimination project  
As the topic of this project group was very extensive, four sub-groups were formed with the following objectives: to carry out a survey on the current status; to draw up a policy; to establish liaison roles within the school; and to clarify how the topic can be integrated into the school's learning and educational work.  
The survey on perceived discrimination at the DSL has already been carried out and analysed. It yielded some alarming results, for example that every second Secondary School pupil has felt discriminated against in the last 24 months. The perceived discrimination is almost exclusively of a linguistic nature, is mostly aimed at the areas of appearance and academic performance and the vast majority comes from fellow pupils.  
The proposal for a policy has already been finalised and will be presented to the Board for discussion and approval in this school year.  
The project group is proposing a new responsible role: a DEI (Diversity, Equity, Inclusion) Coordinator. The decision on the implementation of this proposal lies with the Board and the school management.  
The first training course for all DSL staff on the topic of 'Everyday racism' was held on 4 October 2024, the first pedagogical day of the 2024/2025 school year.

The topics for the 2024/2025 school year selected by the *Schulkonferenz* at the end of the 2023/2024 school year are the following:

- Individual support in the Kinderhaus

**Report of the Management Committee**

**For the Year ended 31 August 2024**

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- ‘Wellbeing’ for the Kinderhaus, Primary School and Secondary School
- Assessment and feedback culture in the Primary School
- Coordinated differentiation concept between the Primary and Secondary School (learning plan / learning times)
- More project-based learning for the Secondary School

**Bilinguality**

One of the main goals in the school development programme remains academic bilingual competencies. Learning both German and English at native speaker level is one of our principal aims. As post-Brexit developments increasingly show that German is the language that needs to be promoted, bilingual teaching units in German language subjects have been reduced significantly. Geography, the last bilingual subject, was discontinued in the 2023/2024 school year.

For the first time in years, a ‘German as a foreign language’ course was organised in collaboration with the Goethe Institut London.

At the same time, we are not losing sight of our aim to promote English at native speaker level. In addition to the IB programme, in the 2023/2024 school year our pupils were able to choose the subject ‘English as a first language’ (*Englisch als Landessprache*) for the first time in the qualification phase of the *Oberstufe* and the majority of them did so.

**Qualifications and exams**

Pupils graduating as part of our dual qualification programme (German International Abitur and International Baccalaureate) usually achieve good to very good results. Our graduate group consisted of 36 pupils in 2018, 34 in 2019, 51 in 2020, 32 in 2021, 44 in 2022, 39 in 2023 and 36 in 2024.

In 2024, all but one pupil passed the German International Abitur, the German equivalent of A-levels, mastering 10-12 subjects and thus achieving university entrance level. The average mark of the International Abitur Diploma was 2.00 compared to 2.01 in 2023 and 2.09 in 2022.

Out of these graduates, 17 pupils participated in the International Baccalaureate Diploma Programme (IB) in 2024 showing a decline in the number of full diplomas.

The average mark of the German International Abitur of all graduates confirms that the introduction of the dual qualification has generally led to better overall performances at the school. Various strategies to improve exam results in the dual qualification itself have proved successful.

**Beratungsquadrat**

In the 2023/2024 school year, the BQ department was successfully reorganised by external consultants. The BQ now has a coordinator (SenCo Anna-Lena Klenk), who also represents the BQ in the school leadership team. In addition, a new separate committee of the Executive Board was established for the SEN area. These two measures illustrate, among other things, that the DSL continues to clearly represent the area of inclusion.

**Cooperation with our host country**

Our programme of exchanges with British and international Schools is flourishing. An increasing number of pupils visit the School and gain an insight into German culture; and vice versa, more German pupils develop further perspective on English culture and life through their School visits.

Pupils at the German School London also dedicate their time and commitment to support charitable and civic ventures, for example they successfully organised a Charity Dinner to raise funds for underprivileged local families.

More than 70 students participate currently in the Duke of Edinburgh Award Scheme in order to learn how to be responsible citizens.

## German School Association Limited

### Report of the Management Committee

#### For the Year ended 31 August 2024

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#### Accountability

The School is subject to the “Bund-Länder-Inspektion”, a regular evaluation by the German Government and integral part of the quality management of German Schools Abroad. We were accredited *Exzellente Deutsche Auslandsschule* at their last inspection in 2017, and we are looking forward to the next inspection scheduled for October 2025. In the meantime, a “peer review” took place at the beginning of November 2024. This official interim review from so called “critical friends” who visited us from the German School in Den Haag provides us with useful insights about our path to implement the development plan as agreed with the (ZfA) and the Management Committee of the Association which takes an active interest in educational performance.

The School regularly participates in diagnostic exams in years 3 and 8 that are benchmarked against local German primary and secondary schools. This provides us with valuable data on how well our students are faring in comparison to Germany. Results are continuously ranking above their peers in Thuringia and Baden-Württemberg.

#### Introduction. by Matthias Krauss on behalf of the Management Committee

The Management Committee is pleased to present its report together with the audited financial statements of German School Association Limited for the year ended 31 August 2024 in accordance with the Statement of Recommended Practice-Accounting and Reporting by Charities; SORP applicable to charities preparing their accounts in accordance with FRS 102.

#### Objectives of the Association

The main objectives as set out in the Memorandum of the Association are:

- To establish, maintain and conduct for the benefit of the public a German School;
- To educate children and adults in the language, literature and general culture of Germany;
- To promote the education of German speaking persons of all ages resident in Germany and elsewhere in the language, literature and general culture of England; and
- Generally to promote the study of German culture in England, and English culture in Germany.

The general goals for the School itself are documented in the School Profile of the German School London (the "School Profile") as developed by the General School Conference and approved by the Management Committee from time to time. The School Profile stipulates that the School strives:

- To support the individual, social and academic development of its pupils by a well-founded broad education;
- To offer a German curriculum as well as a final high school exam (Abitur) for transition back into the German system or into higher education in Germany;
- To teach the English language and British culture and support integration into British society;
- To help create a positive image of Germany through a wide array of cultural programmes, social activities and sporting events; and
- To educate and encourage its pupils to be responsible and tolerant citizens in an intercultural society

#### Structure, Governance and Management Overview

The German School Association Ltd was founded in 1970 and awarded charitable status in 1974. The School became operational in 1971 and provides education for German-speaking pupils from kindergarten to university entry level. The Association is governed by its Articles of the Association which were most recently updated on 6 March 2019.

## **German School Association Limited**

### **Report of the Management Committee**

**For the Year ended 31 August 2024**

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#### **Role and Composition of the Management Committee**

The Management Committee manages the business and exercises all powers of the Association, of which the core responsibility is the operation of the German School London. In essence, the Management Committee determines the strategy of the School and ensures all prerequisites for the successful operation of the School, including: determining the character and form of the School; adopting the curriculum; appointing the Head Teacher and teaching staff as well as administrative staff; determining School fees and expense budgets; arranging financing and investing the Association's monies; as well as making and amending the regulations for the governance of the School. The Association's goals can only be successfully pursued in close cooperation with the Head Teacher of the School, and any decisions relating to pedagogical matters are discussed with the Head Teacher. In order for the Association to secure the essential support by the Federal Republic of Germany, the Management Committee must demonstrate that the Association and the School adhere to the Guidelines for German Schools Abroad, as issued by the Central Office for German Schools Abroad ("Zentralstelle für Auslandsschulwesen", "ZfA"), a department of the Federal Office of Administration ("Bundesverwaltungsamt", "BVA").

The Management Committee currently consists of at least 6 and up to 12 members and 7 board members at the end of the reporting period, who are exclusively volunteers. No member of the Management Committee received any remuneration in respect of their services to the Association during the financial year 2024 (financial year 2023: £Nil). No members of the Management Committee received reimbursement of travel expenses in the year, (financial year 2023: £ Nil). All Management Committee members are directors of the company under the Companies Act 2006 and at the same time trustees of the charity. They are elected by the members of the Association. Nominations may be made by the Management Committee and any member.

#### **Conduct of Business of the Management Committee**

Management Committee meetings are held on a regular basis during the year. In addition to the members of the Management Committee, the Head Teacher, the Commercial Director/Company Secretary, and a representative of the German Embassy as well as a parents' and a teachers' representative have a statutory right to attend but do not have voting powers. Moreover, the Deputy Head, the Head of the Primary School, the Head of Kindergarten and other staff when appropriate as well as a representative of the "Friends of Douglas House" are regularly invited to attend.

The Management Committee is aware that its voluntary members have to ensure that the Management Committee's responsibilities are performed to a high standard, reliably and, on a continuous basis. The possibility of significant change in the composition of the Management Committee constitutes an on-going challenge. A structure has been put into place to ensure the effective performance of the Management Committee through suitable delegation and supervision as well as adequate internal organisation.

#### **Administration**

The School Administration (through the Commercial Director) assumes day-to-day responsibility for the on-going management of the infrastructure and finances of the School and supports the Management Committee and the Head Teacher in their duties. A framework of Financial Regulations ensures effective control and supervision of the School's funds.

#### **Commercial Director**

The Commercial Director reports to the Management Committee. He represents the Management Committee inside and outside the School and is the first point of contact for Management Committee matters. He ensures, in close cooperation with the Chair and the Head Teacher of the School, that the Management Committee deals with all relevant

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2024**

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issues at the Management Committee meetings as well as at Sub-Committee level and that adequate information is provided as a basis for the Management Committee's decisions. The Commercial Director is a member of all Sub-Committees and co-ordinates between these. He monitors the implementation of Management Committee decisions, supervises the day-to-day financial management of the Association, and advises the Management Committee on any related risks. He does not have voting powers at Management Committee Meetings. As the representative of the Management Committee, the Commercial Director ensures effective cooperation and coordination between the Management Committee and the Head Teacher and minimises the need for day-to-day operational involvement of Management Committee members.

#### **Sub-Committees**

The Management Committee has currently established 6 Sub-Committees: Finance; Communication; Personnel; IT, Health & Safety and Governance. The Sub-Committees prepare recommendations to the Management Committee and oversee the implementation of Management Committee decisions. They are chaired by a member of the Management Committee. The Head Teacher or the Commercial Director may appoint other pedagogical or non-pedagogical staff to join Sub-Committees, in order to ensure relevant knowledge and up-to-date input from the School is considered as the basis of Management Committee decisions and for their execution.

The Management Committee also invites members of the Association (who are not Management Committee Members) with relevant skills and experience to join the Sub-Committees as external members. Thereby the Management Committee has access to experts to help it fulfil its role effectively.

#### **Recruitment of Committee Members**

In general, the Management Committee encourages members of the Association to get involved at a Sub-Committee level before seeking to be elected to the Management Committee. This ensures a much higher quality of decision-making in the appointment of new Management Committee Members, both from the Association's as well as the individual's point of view. This does not affect members' rights to nominate and elect persons who have not served on a Sub-Committee of the Management Committee.

#### **Trustee Induction and Training**

New trustees are informed and introduced into their roles by the Chair and the Commercial Director and receive materials and training about trustees' responsibilities.

The German School Association has taken out trustee indemnity insurance. This covers claims made against the School in respect of trustees' liability arising from any negligent act, error or omission committed in good faith. The premium for the insurance is included in the School's public liability premium.

#### **Fundraising practices review**

All fundraising practices are framed within the values and principles of the organisation. Where expenditure is required to generate income, there is an analysis of the return on investment to ensure the organisation is able to make informed decisions regarding activities.

The fundraising and partnership team are internal and the organisation does not use external professional fundraisers. We do not employ the services of any fundraising agencies or third parties, nor have we run a telephone or door to door fundraising campaign. Our relationship with our supporters is very important to us and we do not wish for our supporters to feel under any pressure to donate to the charity. Where we partner with corporates, due diligence is

## German School Association Limited

### Report of the Management Committee

#### For the Year ended 31 August 2024

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conducted on the organisations and the amount of time and effort we as a charity needed to put in, versus the income we would likely receive. Clear parameters and responsibilities are then agreed between partners.

We have ensured we are in line with the GDPR data protection regulations and all other relevant codes of conduct. No complaints have been received and the charity aims to protect vulnerable people.

#### The Head Teacher of the School

The Head Teacher is responsible for all pedagogical matters. The Head Teacher has to ensure that the School is operated within both the German regulations and standards and the requirements of the Local Education Authority. The Head Teacher is assisted by a Deputy and the Heads of Primary School and Kindergarten and by an extended Leadership Team. All pedagogical employees report to the Head Teacher. The appointment of a Head Teacher who is seconded by the Federal Republic of Germany is one of the prerequisites for the extensive support for the Association provided by the Federal Republic of Germany.

#### Relationship with the Federal Republic of Germany

The Association benefits from significant support from the Federal Republic of Germany, as the work of the Association is viewed as a key instrument of foreign cultural policy in the UK. The strong cooperation with and support provided by the Federal Republic of Germany is of great importance for the Association. The financial support from the Federal Republic of Germany consists of cash and non-cash contributions.

The continuous financial support takes three main forms:

1. Provision of teachers by secondment: this accounts for approximately **57% (2023: 57%)** of the support.
2. Rights to use the School premises and buildings, which are owned by the Federal Republic of Germany, free of rent: this accounts for approximately **26% (2023: 26%)** of the support, based on a rental evaluation carried out in December 2004. (The Association has to bear the cost of maintenance of the premises).
3. Payment of a School subsidy: this accounts for approximately **16% (2023: 16%)** of the support.

The use of land and premises is governed by a usage agreement. In December 2006, the Management Committee reached agreement with the German Foreign Office to amend the usage agreement, which is the main precondition for future investments of the Association in buildings on the premises that are the property of the Federal Republic of Germany. The principal amendment is the exclusion of the ordinary termination right for the premises for up to 30 years once the Association has started the construction of a new School building.

To ensure compliance with the rules and regulations that are the basis for the support, a member of the Department of Cultural Affairs of the German Embassy, acting as the representative of the German government, is invited to attend all Management Committee Meetings. In addition, the Federal Conference of the Education Ministries in Germany ("Bund-Länder-Ausschuss der Kultusministerkonferenz") carries out inspections of the academic examination standards, through a process of evaluation of the exam tasks, performances and results.

#### Supporting Organisations, Friends of Douglas House

The German School Association is supported by the Friends of Douglas House (the "Friends"), Charity No. 268743. The charity was founded in 1972 and its members are predominantly parents of the School. The main objective of the Friends is fundraising for the School. They organise most School festivities and the Association grants them the use of the School's premises for this purpose free of charge. The Friends raised and contributed **£80,430 (2023: £6,491)** to the School.

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2024**

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The Friends also play an important role with respect to the social integration of newly arrived families at the German School London, most of whom come from abroad and regard the School as one of their primary points of contact.

#### **Supporting Organisations, Swiss Parents Association**

The Swiss Parents Association at the German School, Charity No. 1002961, was founded in 1991. The main objective of the Swiss Parents Association is to support the Swiss pupils at the School by supporting the employment of a Swiss teacher. The Swiss Government is supporting the Association in the form of a grant and Swiss parents are paying a supplement to the School fees charged by the School.

#### **The German School Association and the Community (Public Benefit)**

The trustees of the German School Association strongly support the view that the School strives to play a full and responsible part in its local community. The Committee Members have regard to the Charity Commission guidance on public benefit. The principal ways in which the School achieves this are as follows:

- At any given time, a number of children are supported by the School with bursaries representing up to 100% of their School fees, providing economic support to families in need. In the period ended 31 August 2024, 13 pupils received bursaries at a total cost to the School representing 0.8% of gross fee income.
- The German School Association directly passes on all grants and reductions it receives to its pupils. Apart from the principal benefits that the German School Association derived from its charitable status, it received grants from the German government in the form of secondment of teachers and provision of the premises free of charge, as well as a cash grant during the financial year ending 31 August 2024.
- The German School London welcomes individuals who wish to undertake practical work in School as part of their teacher or childcare training. The School donates its resources free of charge to help in the training and supervision of these students.
- The School opens its facilities to neighbouring Schools, clubs and summer camps and provides a venue for the German Saturday School Richmond.
- The School supports free-of-charge German language classes at neighbouring Russell School and invites English teachers teaching German and their pupils regularly for exchange visits.
- The German School works closely with the local German churches (both Catholic and Protestant) and grants them the use of the School facilities for various activities.
- By educating approximately 866 children on average during the year independently, pressure on places in the maintained sector is relieved.

### **Strategic report**

#### **Review of Activities**

At the end of the financial year, which coincides with the academic year, there were 889 pupils at the School, representing more than 35 different nationalities including those with multiple nationality.

In 2024, 31 pupils passed the "Abitur", the German equivalent of A-levels, mastering 10-12 subjects and thus achieving university entrance level. Out of these graduates, 2 students participated in the International Baccalaureate Diploma Programme (IB) graduating with the Full Diploma and 15 as Course Candidates and all passed their courses successfully.

During the academic year 2023/24, on average 12 teachers were seconded from the Federal Republic of Germany. In addition, a total of 104 (2023: 96) were employed locally by the Association.

## German School Association Limited

### Report of the Management Committee

#### For the Year ended 31 August 2024

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##### Income and expenditure account

An operating surplus (income over expenditure) was recorded for the financial year amounting to **£746,153 (financial year 2023: £587,948)**

Incoming resources during the period amounted to **£13,658,656 (financial year 2023: £12,405,568)**.

This includes £8,102,469 for educational fee income (financial year 2023: £7,422,493) and £2,455,372 income from other educational activities (financial year 2023: £2,088,226). Other educational activities include a write back of £104,500 (financial year 2023: £0, Nil) of old unclaimed deposits dating back to 2006 and earlier. This amount is reported as designated funds, ringfenced to contribute towards the school's social obligation from unrestricted funds. Income from Grants and Donations amount to **£2,759,171 (financial year 2023: £2,718,482)**, of which the German government's Central Office for Schools Abroad (ZfA) provided financial support amounting to **£439,418 (financial year 2023: £443,416)** and made available to the Association 12 teaching staff. The German government also made available the rent-free use of land and buildings. The Association is dependent to this extent on the grants receivable and staff provided from the German Government.

Average staff numbers during the year were 178 (2023: 162). Staff costs remain a major item of expenditure, at 61% (financial year 2023 : 62%) of total resources expended, including the staff provided by the German government.

##### Balance sheet

The net assets of the Association on **31 August 2024 were £16,729,832 (financial year 2023: £15,983,678)**.

##### Reserves

The assets and liabilities attributable to the various funds by type are shown in note 21a. Note 22a also describes the various funds of the charity and summarises the year's movement on each fund. The **unrestricted reserves** of the Association amount to **£9,144,219 at 31 August 2024 (financial year 2023: £7,908,356)** including total designated funds of £2,033,563 split between capital projects £1,929,063, (financial year 2023 £1,815,820) and school accessibility fund £104,500 (financial year 2023 : nil).

The Management Committee's policy is to build up reserves by means of annual operating surpluses. Reflecting the current economic circumstances and the necessity to plan ahead for continuous and future capital projects, such as sports hall and main building renovation and extension, it has been determined that the appropriate level of reserves should be at least equivalent to 6 months expenditure, with current general reserves being £7,110,656 (9 months expenditure cover) (financial year 2023: £6,092,535 or around 8 months' expenditure.)

As far as possible, the trustees endeavour to keep School fee increases as low as reasonably possible whilst ensuring that, in their opinion, the appropriate level of reserves is achieved and the financial resources are available to ensure the continuous operation of the School's day-to-day business in keeping with the School's mission.

##### Investment policy

The Management Committee has the power to invest in such assets as it sees fit. In view of the nature of the charitable company's activities and to safeguard the assets of the Charity, any surplus funds are currently invested in short-term fixed deposits only. The Management Committee has an Investment Policy which regulates non-fixed long-term investments.

##### Remuneration Statement

We are committed to ensuring that we pay our staff a fair and appropriate salary while always making sure we have the ability to do so. We aim to pay staff a competitive salary that is appropriate for a School of our size and structure and relevant to the job market. We endeavour to provide a total remuneration package to enable us to attract and

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2024**

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retain people with the right skills and therefore have the greatest impact in delivering our objectives in providing a first class education for our pupils.

In setting senior leadership pay, the School takes account of the skills and experience required for each of the roles and the remuneration in the sectors from which suitable candidates for such posts would be found.

In accordance with the Statement of Recommended Practice we disclose in note 10 to the accounts:

- All payments to trustees (no trustees are paid) and expenses reimbursed
- The number of staff with salaries of £60,000 and above
- Total remuneration cost of the Senior Leadership Team
- Pensions and other benefits

#### **Plans for the future**

The German School Association provides the appropriate infrastructure for the German School London to achieve its educational programme and pedagogical goals. With the double qualification of IB (International Baccalaureate) and the German International Abitur, the School has valuable options available for its increasing number of internationally-oriented students. The School has been offering a programme making IB course and certificate offerings available for more Abitur candidates. Since the schoolyear 2023/24, the School also offers the Fachhochschulreife to those who do not wish to study for Abitur. The programme is made available digitally and in cooperation with the international German School in Brussels (iDSB).

The School is committed to delivering the highest level of educational quality and to providing first-class facilities to ensure excellence in all areas across the School. To achieve these objectives, the Management Committee, the Head Teacher and his team have agreed to continue investing in teaching quality at the School in line with the School's vision.

A number of long-term key factors have been identified as high intake of pupils in the Early Years, as well as the number of registrations of pupils and retention throughout the School. This will be achieved by offering a comprehensive educational programme, extension of the School day and increased tuition in specialised groups and the introduction of the IB and other career paths within the school. Combined with the expansive site of the School with its various buildings from different centuries, some of which are listed buildings, create the need for constant attention to the maintenance of and investment in the School infrastructure. The refurbishment and constant upkeep of the existing School buildings remain a high priority on the trustees' agenda. The German Foreign Office has recognised its responsibility to partially fund the refurbishment of the existing buildings.

#### **Principal Risks and Uncertainties**

The Management Committee acknowledges its responsibility for ensuring that the major risks to which the Association is exposed are identified and systems are designed to manage those risks. In addition to the routine health and safety assessments undertaken by the School's staff, the Management Committee conducts an annual risk inventory and also regularly assesses the risks to which the charity is exposed, agrees how those risks may be best mitigated and takes the appropriate action to manage them. The Management Committee takes the issue of risk management with the utmost seriousness and risk assessment is a routine item on its agenda. Of particular concern to the Management Committee are:

- The German School is committed to safeguarding and promoting the health and welfare of its community members; pupils, staff, volunteers, parents, third party contractors and visitors. Health and safety of our pupils and of our staff are paramount. We have conducted and reviewed thorough risk assessments in all areas of the school in order to minimize risks staff and our pupils face, recognizing that they cannot be eliminated completely.

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2024**

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We have worked through a system of controls in order to establish essential measures to prevent spreading the Coronavirus and to respond properly to any infection.

- The introduction of VAT on school fees imposes a great risk to the school. Some parents will find the increased fees difficult to finance, so increased bursary applications are expected, and worst case we will see parents having to de-register their children from the school. In some instances this will mean that they have to depart from the UK to find an affordable place where the German education for their children can continue. Unless new students enrol in replacement, this could lead to a fall in student numbers which could have financial implications for the School.
- The pandemic (the effects of which are still being felt) as well as the increased use of online platforms and social media have increased the risk of mental health issues and cyber bullying. We have a strong safeguarding team in place and provide education and awareness programmes for students and staff.
- The effect of the United Kingdom having left the EU on 31.12.2020 continues to have an impact on our ability to recruit adequate staff and to admit pupils from families who have migrated to the UK from Europe. Appropriate immigration licenses have been required in order to manage staff recruitment, and for the recruitment and retention of pupils marketing activities are being increased.
- German support contribution is also dependent on achievement of performance in Abitur grading and could have a detrimental effect on the value of teaching resource provided by Germany. Continual review of the attractiveness of the Abitur and having a strong basis of secondary School pupil numbers is undertaken.
- Any crisis that has a significant impact on the ability to operate the School, such as a fire or terrorist attack, may impact widely in terms of harm to staff and pupils, operational costs and longer term damage. Such circumstances are the subject of extensive risk management scrutiny and processes to not only ensure compliance with statutory obligations but to achieve material reduction in the likelihood of such events occurring.

#### **Statement of responsibilities of the Management Committee**

The Management Committee (whose members are directors of the German School Association Limited for the purposes of company law) is responsible for preparing the report of the Management Committee including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Management Committee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Management Committee is required to:

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

The Management Committee is responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable it to ensure that the financial statements comply with the Companies Act 2006. It is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2024**

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In so far as the Management Committee is aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Management Committee members have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Management Committee is responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 August 2024 was 7 (2023: 11). Members of the Management Committee are members of the charity but this entitles them only to voting rights. Members of the Management Committee have no beneficial interest in the charity. It is noted that in 2024 most members of the Management Committee were parents of pupils at the School.

#### **Auditor**

Sayer Vincent LLP was re-appointed as the charitable company's auditor and has expressed its willingness to continue in that capacity.

The Report of the Management Committee, which includes the Strategic Report, has been approved by the Management Committee on 2 December 2024 and is signed on its behalf by

Jan Peter Weiland

Chair of the Management Committee

## Independent Auditor's Report

To the members of

German School Association Limited

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### Opinion

We have audited the financial statements of German School Association Limited (the 'charitable company') for the year ended 31 August 2024 which comprise the statement of financial activities, balance sheet, 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 FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 August 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

### Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report other than the financial statements and our auditor's report thereon. The

## Independent Auditor's Report

To the members of

German School Association Limited

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trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- The information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements.

### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report including the strategic 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 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 statement of trustees' responsibilities set out in the trustees' annual report, 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

## **Capability of the audit in detecting irregularities**

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, and the finance committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements

## Independent Auditor's Report

To the members of

German School Association Limited

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made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### 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.

Noelia Serrano (Senior statutory auditor)

**Date**

for and on behalf of Sayer Vincent LLP, Statutory Auditor  
110 Golden Lane, LONDON, EC1Y 0TG

German School Association Limited

Statement of Financial Activities (incorporating an Income and Expenditure Account)

For the year ended 31 August 2024

		Restricted £	Unrestricted £	2024 Total £	Restricted £	Unrestricted £	2023 Total £
	Note						
<b>Income from:</b>							
Income from Grants & Donations	2	10,000	2,749,171	<b>2,759,170</b>	21,900	2,696,582	2,718,482
Charitable activities - <i>Educational fee income</i>	3	-	8,102,469	<b>8,102,469</b>	-	7,422,493	7,422,493
Other educational activities	4	-	2,455,372	<b>2,455,372</b>	-	2,088,226	2,088,226
Investments	5	-	341,645	<b>341,645</b>	-	176,367	176,367
<b>Total income</b>		<u>10,000</u>	<u>13,648,656</u>	<u><b>13,658,656</b></u>	<u>21,900</u>	<u>12,383,668</u>	<u>12,405,568</u>
<b>Expenditure on:</b>							
Charitable activities - <i>Educational costs</i>	7	499,709	12,577,047	<b>13,076,756</b>	511,610	11,350,658	11,862,268
Foreign exchange Loss / (Gain)	6		3,565	<b>3,565</b>	-	(4,935)	(4,935)
<b>Total expenditure</b>		<u>499,709</u>	<u>12,580,612</u>	<u><b>13,080,321</b></u>	<u>511,610</u>	<u>11,345,723</u>	<u>11,857,333</u>
Net income / (expenditure) and net movement in		(489,709)	1,068,045	<b>578,336</b>	(489,710)	1,037,945	548,235
Net gains on investments		-	167,818	<b>167,818</b>	-	39,713	39,713
<b>Net movement in funds</b>		<u>(489,709)</u>	<u>1,235,863</u>	<u><b>746,153</b></u>	<u>(489,710)</u>	<u>1,077,658</u>	<u>587,948</u>
<b>Reconciliation of funds</b>							
Funds brought forward		<u>8,075,322</u>	<u>7,908,356</u>	<u><b>15,983,678</b></u>	<u>8,565,032</u>	<u>6,830,698</u>	<u>15,395,730</u>
<b>Total funds carried forward</b>	21	<u><u>7,585,613</u></u>	<u><u>9,144,219</u></u>	<u><u><b>16,729,832</b></u></u>	<u><u>8,075,322</u></u>	<u><u>7,908,356</u></u>	<u><u>15,983,678</u></u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 21 to the financial statements.

**31 August 2024**

	Note	£	2024 £	£	2023 £
<b>Fixed assets</b>					
Tangible fixed assets	14		<b>15,936,613</b>		14,390,762
Managed Longterm Investments	15		<b>1,207,531</b>		<u>1,039,713</u>
			<b>17,144,144</b>		15,430,475
<b>Current assets</b>					
Stock		<b>59,695</b>		45,617	
Debtors	16	<b>454,309</b>		291,256	
Cash at bank and in hand		<b>8,281,037</b>		<u>8,349,660</u>	
		<b>8,795,041</b>		8,686,533	
<b>Liabilities</b>					
Creditors: amounts falling due within one year	17	<b>(9,209,354)</b>		<u>(8,133,330)</u>	
<b>Net current (liabilities)/assets</b>					
			<b>(414,313)</b>		<u>553,203</u>
<b>Total net assets</b>					
	20a		<b>16,729,832</b>		<u>15,983,678</u>
<b>The funds of the charity :</b>					
Restricted income funds	21a		<b>7,585,613</b>		8,075,322
Unrestricted funds					
Designated funds			<b>2,033,563</b>		1,815,820
General funds			<b>7,110,656</b>		<u>6,092,536</u>
<b>Total charity funds</b>					
			<b>16,729,832</b>		<u>15,983,678</u>

Approved by the Management Committee on 2 December 2024 and signed on its behalf by

\_\_\_\_\_  
Jan Peter Weiland  
Chair

German School Association Limited

Statement of Cashflows

For the year ended 31 August 2024

	Note	£	2024 £	£	2023 £
<b>Cash flows from operating activities</b>					
Net cash flow provided by operating activities	23		<b>2,387,382</b>		1,309,407
<b>Cash flows from investing activities :</b>					
Investment income		<b>341,645</b>		176,367	
Interest paid		<b>(6,828)</b>		(22,108)	
Purchase of Investments		-		(1,000,000)	
Purchase of tangible fixed assets		<b>(2,422,656)</b>		<u>(402,127)</u>	
<b>Net cash flow used in investing activities</b>			<b>(2,087,839)</b>		(1,247,868)
Cash flows from financing activities:					
Repayments of borrowing		<b>(368,166)</b>		(358,851)	
<b>Net cash flow used in financing activities</b>			<b>(368,166)</b>		<u>(358,851)</u>
<b>Change in cash and cash equivalents in the year</b>			<b>(68,622)</b>		(297,312)
Cash and cash equivalents at the beginning of the year			<b>8,349,660</b>		<u>8,646,972</u>
<b>Cash and cash equivalents at the end of the year</b>			<b>8,281,037</b>		<u>8,349,660</u>

**Analysis of cash and cash equivalents and net debt**

	At 01 Sept 2023	Cash Flows	Other Non-cash charges	At 31 Aug 2024
<b>Loans falling due</b>				
• Within one year	(410,533)	410,533	-	-
• After more than one year	-	-	-	-
	<u>(410,533)</u>	<u>410,533</u>	<u>-</u>	<u>-</u>
Cash at bank and in hand	<u>8,349,660</u>	<u>(68,622)</u>	<u>-</u>	<b>8,281,037</b>
Total	<u>7,939,127</u>	<u>341,910</u>	<u>-</u>	<b>8,281,038</b>

**1. Accounting policies**

**a) Statutory information**

German School Association Limited is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is Douglas House , Petersham Road, Richmond , Surrey , TW10 7AH.

**b) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

**c) Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

**d) Going concern**

The Management Committee consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The Management Committee do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

**e) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

**f) Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

**1. Accounting policies**

**f) Donations of gifts, services and facilities (continued)**

The Association is provided with a number of teachers free of charge by the German Government. An estimate of the cost of such teaching staff is included in expenditure and shown as a corresponding grant in income.

The land and buildings at Petersham are occupied rent free by the School under the terms of an agreement with the German Government which owns the land and buildings. The rental valuation of these premises is shown in expenditure and as a corresponding grant in income.

**g) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**h) Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the Management Committee for particular purposes.

**i) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of delivering core educational services undertaken to further the purposes of the charity and their associated support costs
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.
- Foreign exchange losses are charged based on changes in the value of foreign currency against the functional currency of the financial statements

**j) Allocation of support costs**

Governance and support costs have both been duly allocated to educational costs, as this is the sole charitable activity. These costs are shown in more detail in notes 7 and 8.

**k) Operating leases**

Rental charges are charged on a straight line basis over the term of the lease.

**1. Accounting policies**

**l) Tangible fixed assets**

The land and buildings at Petersham are occupied rent free by the School under the terms of an agreement with the German Government which owns the land and buildings. The German School Association Limited is unable to sell the land and buildings. Significant expenditure on assets held for charitable use, including land and buildings are capitalised, notwithstanding the agreement relating to the School's occupation of the land and buildings is cancellable at six months' notice by either party. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Building improvements costing more than £5,000, furniture and fittings costing more than £1,500 and computer equipment costing more than £1,000 are capitalised and carried in the balance sheet at historical cost.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. The depreciation rates and useful lives are as follows:

● Leasehold Property	
New buildings and related costs	Over the life of the waiver (30 years from 1st September 2013 )
Refurbishment of existing buildings	15 years
● Furniture and equipment	3-10 years
● Computer equipment	3 years

Assets in progress are in the course of construction and are not depreciated.

**m) Debtors**

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

**n) Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

**o) Creditors and provisions**

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

**p) Pensions**

The German School Association contributes to Employee Personal Pension Plans with the costs recognised in expenditure on a month-by-month basis.

**q) Foreign currencies**

Assets and liabilities denominated in foreign currencies are converted at the rate of exchange ruling at the balance sheet date and the gains or losses on transactions in the year are included in the income and expenditure account. Transactions during the year are converted at the rate of exchange ruling at the dates of the transactions.

## Notes to the financial statements

For the year ended 31 August 2024

## 2. Income from Grants and Donations

	2024			2023		
	Restricted £	Unrestricted £	Total £	Restricted £	Unrestricted £	Total £
Grants receivable from Central Office for Schools Abroad (ZfA)	-	439,418	<b>439,418</b>	-	443,416	443,416
Provision of premises by German Government*	-	700,000	<b>700,000</b>	-	700,000	700,000
Cost of teachers provided by German Governments	-	1,529,157	<b>1,529,157</b>	-	1,539,029	1,539,029
Donations from Friends of Douglas House	-	80,430	<b>80,430</b>	-	6,491	6,491
Swiss Parents Association	-	-	-	21,900	-	21,900
Other donations	10,000	166	<b>10,166</b>	-	7,646	7,646
<b>Total Income from grants and donations</b>	<b>10,000</b>	<b>2,749,171</b>	<b>2,759,171</b>	<b>21,900</b>	<b>2,696,582</b>	<b>2,718,482</b>

\*The provision of premises by German Government is a valuation of estimated annual rental cost of the donated land used by the German School.

## 3. Income from charitable activities

	2024		2023
	Unrestricted £	Total £	Total £
Gross school fees	8,880,881	<b>8,880,881</b>	8,019,962
Less: bursaries, scholarships and allowances	(778,412)	<b>(778,412)</b>	(597,469)
<b>Total Income from charitable activities</b>	<b>8,102,469</b>	<b>8,102,469</b>	<b>7,422,493</b>

All income from other educational activities in the current and prior year was unrestricted.

## 4. Income from other educational activities

	2024		2023
	Unrestricted £	Total £	Total £
Rental income	64,584	<b>64,584</b>	55,123
School Accessibility Fund	104,500	<b>104,500</b>	-
Membership subscriptions	950	<b>950</b>	1,075
Registration fees	88,496	<b>88,496</b>	91,028
Infrastructure levy (School Development)	208,750	<b>208,750</b>	184,375
Provision of school bus	145,912	<b>145,912</b>	150,526
Sale of school books	87,043	<b>87,043</b>	85,657
School cafeteria	553,811	<b>553,811</b>	456,283
School trips and other activities	1,201,326	<b>1,201,326</b>	1,064,160
<b>Total Income from other educational activities</b>	<b>2,455,372</b>	<b>2,455,372</b>	<b>2,088,226</b>

All income from other educational activities in the current and prior year was unrestricted.

## 5. Income from investments

	2024			2023		
	Restricted £	Unrestricted £	Total £	Restricted £	Unrestricted £	Total £
Bank interest and deposit income	-	341,645	<b>341,645</b>	-	176,367	176,367
<b>Total Income from investments</b>	<b>-</b>	<b>341,645</b>	<b>341,645</b>	<b>-</b>	<b>176,367</b>	<b>176,367</b>

## 6. Foreign exchange transactions

	2024			2023		
	Restricted £	Unrestricted £	Total £	Restricted £	Unrestricted £	Total £
Year end Loss (Gain) on € current accounts	-	3,565	<b>3,565</b>	-	(4,935)	(4,935)
<b>Total Foreign exchange Loss (Gain)</b>	<b>-</b>	<b>3,565</b>	<b>3,565</b>	<b>-</b>	<b>(4,935)</b>	<b>(4,935)</b>

Notes to the financial statements

For the year ended 31 August 2024

7a Analysis of Expenditure (current year)

	Educational costs £	Governance Costs £	Support Costs £	2024 Total £	2023 Total £
Staff costs (See Note 10)	6,307,056	10,628	1,705,504	<b>8,023,188</b>	7,315,169
Direct educational costs	136,147	-	-	<b>136,147</b>	117,038
Governance costs (See Note 8)	-	31,934	-	<b>31,934</b>	26,859
Support costs (See Note 8)	-	-	4,885,486	<b>4,885,486</b>	4,403,202
<b>Total expenditure 2024</b>	<b>6,443,203</b>	<b>42,562</b>	<b>6,590,990</b>	<b>13,076,756</b>	
Total expenditure 2023	<u>5,991,057</u>	<u>36,746</u>	<u>5,834,465</u>		<b>11,862,268</b>

7b Analysis of Expenditure (prior year)

	Educational costs £	Governance Costs £	Support Costs £	2023 Total £
Staff costs (See Note 10)	5,874,019	9,887	1,431,263	<b>7,315,169</b>
Direct educational costs	117,038	-	-	<b>117,038</b>
Governance costs (See Note 8)	-	26,859	-	<b>26,859</b>
Support costs (See Note 8)	-	-	4,403,202	<b>4,403,202</b>
<b>Total expenditure 2023</b>	<b>5,991,057</b>	<b>36,746</b>	<b>5,834,465</b>	<b>11,862,268</b>

## Notes to the financial statements

For the year ended 31 August 2024

## 8. Analysis of Support &amp; Governance costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

The basis of apportionment of supports costs to the governance function is activity based.

	Governance costs	Support costs	2024 Total	2023 Total
	£	£	£	£
Ancillary support	-	1,284,040	<b>1,284,040</b>	1,114,923
Maintenance and utilities	-	2,174,997	<b>2,174,997</b>	1,959,221
Insurances	-	117,364	<b>117,364</b>	73,928
Travel expenses	-	9,883	<b>9,883</b>	11,077
Telephone, postage, print , internet and CI	-	59,099	<b>59,099</b>	70,989
Copier costs	-	51,823	<b>51,823</b>	47,967
Professional and consultancy fees	-	15,525	<b>15,525</b>	18,800
Staff recruitment, training and welfare	-	109,996	<b>109,996</b>	129,722
Bank charges and interest	-	15,901	<b>15,901</b>	30,772
Entertainment costs	-	18,157	<b>18,157</b>	15,189
Audit fees & other services	19,740	-	<b>19,740</b>	15,930
Solicitors costs	6,277	-	<b>6,277</b>	5,929
SEN	-	10,042	<b>10,042</b>	8,335
Community service	-	26,818	<b>26,818</b>	23,868
Other general administration	5,917	115,037	<b>120,954</b>	86,614
Depreciation	-	876,805	<b>876,805</b>	816,797
Support costs	-	4,885,486	-	4,403,202
Governance costs	31,934	-	-	26,859
<b>Total</b>	<b>31,934</b>	<b>4,885,486</b>	<b>4,917,420</b>	<b>4,430,061</b>

## 9. Net income for the year

This is stated after charging:

	2024	2023
	£	£
Depreciation	<b>876,805</b>	816,797
Interest payable	<b>6,828</b>	22,108
Operating lease rentals:		
▪ other	<b>29,952</b>	22,073
Auditor's remuneration:		
▪ audit	<b>15,000</b>	14,100
▪ other services	<b>1,740</b>	900
Management Committee members' expenses	-	-
	<b>-</b>	-

Notes to the financial statements

For the year ended 31 August 2024

10. Analysis of staff costs, management committee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:	2024	2023
	£	£
Salaries and wages	5,320,190	4,777,619
Social security costs	532,658	477,237
Employer's contribution to pension schemes	641,183	521,284
Cost of 12 teachers provided by the German Government (2023: 12)	1,529,157	1,539,029
	<u>8,023,188</u>	<u>7,315,169</u>

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

£60,000 - £69,999	2	3
£70,000 - £79,999	3	1
£80,000 - £89,999	9	9
£90,000 - £99,999	3	3
£100,000 - £109,999	<u>1</u>	<u>1</u>

The total employee benefits including pension contributions and employer national insurance of key management personnel were £563,224 (2023: £527,298)

The Management Committee members were not paid or received any other benefits from employment with the charity in the year (2023 :£Nil). No Management Committee member received payment for professional or other services supplied to the charity (2023: £Nil).

There were no expenses reimbursed for management committee members last year (2023: £nil) .

11. The full-time equivalent number of employees during the year was as follows:

	2024	2023
	No.	No.
Teaching (including seconded teachers)	88.5	81.3
Administration	19.4	18.7
Support	19.6	15.2
	<u>127.5</u>	<u>115.2</u>

The average weekly number of employees including volunteers and interns on a headcount basis was 178 (2023: 162)

12. Related party transactions

Some Management Committee members of the school are parents of children attending the school. The places are funded in the same way as all the other places at the school and the children receive the same service and benefits as other children.

Aggregate donations from related parties were £Nil (2023: £Nil)

13. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

## Notes to the financial statements

For the year ended 31 August 2024

## 14. Tangible fixed assets

	Leasehold Property £	Assets in Progress £	Furniture and Equipment £	Computer Equipment £	Total £
Cost					
At the start of the year	20,457,958	254,958	573,082	51,597	21,337,595
Additions in year	1,198,776	1,159,889	22,719	41,273	2,422,657
Transfers in / (out) during year	1,353,610	(1,353,610)	-	-	-
	<b>23,010,344</b>	<b>61,237</b>	<b>595,801</b>	<b>92,870</b>	<b>23,760,251</b>
Depreciation					
At the start of the year	6,325,355	-	569,881	51,597	6,946,833
Charge for the year	863,940	-	3,693	9,172	876,805
	<b>7,189,295</b>	<b>-</b>	<b>573,574</b>	<b>60,769</b>	<b>7,823,638</b>
Net book value					
At the end of the year	<b>15,821,049</b>	<b>61,237</b>	<b>22,227</b>	<b>32,101</b>	<b>15,936,613</b>
At the start of the year	14,132,603	254,958	3,200		14,390,762

## 15. Investments

	2024 £	2023 £
Fair value at the start of the year	1,039,713	-
Additions at cost	-	1,000,000
Disposal proceeds	-	-
Net gain on change in fair value	167,818	39,713
	<b>1,207,531</b>	<b>1,039,713</b>

Investments in made up of units held in a managed fund.

## 16. Debtors

	2024 £	2023 £
Pupils' accounts: fees, extras and recharges	29,460	16,270
Prepayments	227,831	201,229
Other Debtors - Interest accrued	125,145	-
German Government Grant due	71,873	73,307
	<b>454,309</b>	<b>291,256</b>

## 17. Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	699,396	302,704
Fees received in advance	4,786,899	3,603,558
Security deposits	3,058,958	3,102,500
Social security and other taxes	151,605	159,079
Accruals	349,640	343,956
Other creditors	162,856	253,368
Loan due within one year	-	368,166
	<b>9,209,354</b>	<b>8,133,330</b>

## 18. Deferred income

Deferred income comprises of fees which are received in advance for the next academic year.

	2024 £	2023 £
Balance at the beginning of the year	3,603,558	3,469,639
Amount released to income in the year	(3,603,558)	(3,469,639)
Amount deferred in the year	4,786,899	3,603,558
	<b>4,786,899</b>	<b>3,603,558</b>

## Notes to the financial statements

For the year ended 31 August 2024

## 19. Pension scheme

The German School Association currently contributes to personal pension plans. The assets of the scheme are in a fund independent from those of the charitable company.

## 20a. Analysis of net assets between funds (current year)

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	7,585,613	1,293,681	7,057,319	<b>15,936,613</b>
Managed Longterm Investments	-	-	1,207,531	<b>1,207,531</b>
School Endowment Fund	-	104,500	-	<b>104,500</b>
Current assets	-	635,382	8,159,659	<b>8,795,041</b>
Current liabilities	-	-	(9,313,854)	<b>(9,313,854)</b>
Net assets at the end of the year	<u>7,585,613</u>	<u>2,033,563</u>	<u>7,110,656</u>	<u><b>16,729,832</b></u>

## 20b. Analysis of net assets between funds (prior year)

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	8,075,322	1,389,188	4,926,252	<b>14,390,762</b>
Managed Longterm Investments	-	-	1,039,713	<b>1,039,713</b>
School Endowment Fund	-	104,500	-	<b>104,500</b>
Current assets	-	426,632	8,259,901	<b>8,686,533</b>
Current liabilities	-	-	(8,133,330)	<b>(8,133,330)</b>
Net assets at the end of the year	<u>8,075,322</u>	<u>1,920,320</u>	<u>6,092,536</u>	<u><b>16,088,178</b></u>

## Notes to the financial statements

For the year ended 31 August 2024

## 21a. Movements in funds (current year)

	At the start of the year £	Incoming £	Outgoing £	Transfers	At the end of £
<b>Restricted funds</b>					
Swiss Parents Association	-	-	-	-	-
Other Donations	-	10,000	(10,000)	-	-
German Government Grant	8,075,322	-	(489,709)	-	7,585,613
<b>Total restricted funds</b>	<b>8,075,322</b>	<b>10,000</b>	<b>(499,709)</b>	<b>-</b>	<b>7,585,613</b>
<b>Unrestricted funds</b>					
<i>Designated funds:</i>					
Capital Project Fund	426,632	208,750	-	-	635,382
School Accessibility Fund	-	-	-	104,500	104,500
Main Building Renovation/Extension	784,702	-	(71,878)	-	712,824
Sports hall asset fund	604,486	-	(23,629)	-	580,857
<i>Total designated funds</i>	<i>1,815,820</i>	<i>208,750</i>	<i>(95,507)</i>	<i>104,500</i>	<i>2,033,563</i>
<b>General funds</b>	<b>6,092,536</b>	<b>13,607,724</b>	<b>(12,485,104)</b>	<b>(104,500)</b>	<b>7,110,656</b>
<b>Total unrestricted funds</b>	<b>7,908,356</b>	<b>13,816,474</b>	<b>(12,580,611)</b>	<b>-</b>	<b>9,144,219</b>
<b>Total funds</b>	<b>15,983,678</b>	<b>13,826,474</b>	<b>(13,080,321)</b>	<b>-</b>	<b>16,729,832</b>

The narrative to explain the purpose of each fund is given at the foot of the note below.

## 21b. Movements in funds (prior year)

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers	At the end of the year £
<b>Restricted funds</b>					
Swiss Parents Association	-	21,900	(21,900)	-	-
Other Donations	-	10,000	(10,000)	-	-
German Government Grant	8,565,032	-	(489,710)	-	8,075,322
<b>Total restricted funds</b>	<b>8,565,032</b>	<b>31,900</b>	<b>(521,610)</b>	<b>-</b>	<b>8,075,322</b>
<b>Unrestricted funds</b>					
<i>Designated funds:</i>					
Capital Project Fund	242,257	184,375	-	-	426,632
School Accessibility Fund	-	-	-	104,500	104,500
Main Building Renovation/Extension	856,580	-	(71,878)	-	784,702
Sports hall asset fund	628,115	-	(23,629)	-	604,486
<i>Total designated funds</i>	<i>1,726,952</i>	<i>184,375</i>	<i>(95,507)</i>	<i>104,500</i>	<i>1,920,320</i>
<b>General funds</b>	<b>5,103,746</b>	<b>12,239,006</b>	<b>(11,250,216)</b>	<b>-</b>	<b>6,092,536</b>
<b>Total unrestricted funds</b>	<b>6,830,698</b>	<b>12,423,381</b>	<b>(11,345,723)</b>	<b>104,500</b>	<b>8,012,856</b>
<b>Total funds</b>	<b>15,395,730</b>	<b>12,455,281</b>	<b>(11,867,333)</b>	<b>104,500</b>	<b>16,088,178</b>

**Purposes of restricted funds** - As per the listing above.

**Swiss Parents Association** - This relates to funds contributed towards the employment of a Swiss teacher

**German Government Grant** - This relates to the contribution received towards the building of the sports hall and refurbishment of the main building.

**Purposes of designated funds**

**Capital project fund** - this represents money raised through the development levy which it designated towards future capital projects for upkeep and expansion of the school.

**Sports hall & Main Building asset fund** - represents the contribution towards the construction of these assets from unrestricted funds.

**Endowment Fund** - A newly established Fund whose purpose is to maintain accessibility for all students through scholarships and by supporting special abilities of students:

1. Scholarships: The Endowment Fund's primary objective is to provide financial assistance to children who are unable to afford school fees.
  2. Special Abilities: The Endowment Fund aims to identify and support students who demonstrate exceptional talents, skills or special needs. Dedicated scholarships and tailored support mechanisms can be funded by the Endowment Fund to foster the development of these unique abilities.
- The Endowment Fund is a capital preservation fund, using capital gains and income generated to support its purpose.

## Notes to the financial statements

For the year ended 31 August 2024

## 22. Reconciliation of net incoming resources to net cash flow from operating activities

	2024 £	2023 £
<b>Net income for the reporting period (as per the statement of financial activities)</b>	<b>578,335</b>	548,235
Investment income	<b>(341,645)</b>	(176,367)
Interest paid	<b>6,828</b>	22,108
(Increase) in debtors	<b>(163,053)</b>	(31,022)
(Increase) in stock	<b>(14,078)</b>	(11,679)
Increase in creditors	<b>1,444,190</b>	141,335
Depreciation	<b>876,805</b>	816,797
<b>Net cash provided by operating activities</b>	<b><u>2,387,382</u></b>	<u>1,309,407</u>

## 23. Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows , for each of the following periods

	Equipment 2024 £	2023 £
Less than one year	<b>23,815</b>	23,755
1 - 5 years	<b>11,678</b>	41,572
	<b><u>35,493</u></b>	<u>65,327</u>

## 24. Capital commitments

As at the balance sheet date the charity had capital £144,673 (2023: £2,168,229) relating to Forum/Seminar space project.

## 25. Legal status of the charity

The charity is a company limited by guarantee , incorporated in England and Wales, and has no share capital. The liability of each member in the event of winding up is limited to £1.

**GERMAN SCHOOL ASSOCIATION LIMITED**

England & Wales - Charity number 325073

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# Accounts

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Company number: 00984415  
Charity number: 325073

# German School Association Limited

## Report and Financial Statements

### 31 August 2023



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**German School Association Limited**

**Reference and administrative details**

**For the Year ended 31 August 2023**

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**Company number** 00984415

**Charity number** 325073

**Registered office and operational address**  
Douglas House  
Petersham Road  
Richmond  
Surrey, TW10 7AH

**Management Committee** Members of the Management Committee, who are also trustees under charity law, who served during the year and up to the date of this report were as follows:  
J P Weiland Chair  
T Greenwell (retired 15 June 2023)  
J Hoffmann  
K U Karl  
Guido Kirschner  
F J von Schubert Treasurer  
P Walter  
C Williams

**Principal staff**  
O Schmitz Head Teacher  
M Krauss Commercial Director

**Bankers**  
Landesbank Baden-Württemberg  
Kleiner Schlossplatz 11  
70173 Stuttgart, Germany  
  
HSBC Plc  
Bank House, High Street, Hampton Wick  
Kingston upon Thames KT1 4DA  
  
Coutts & Co.  
440 Strand  
London WC2R 0QS

**Solicitors**  
Russell-Cooke  
2 Putney Hill  
London, SW15 6AB

**Auditor**  
Sayer Vincent LLP  
Chartered Accountants and Statutory Auditor  
Invicta House, 108-114 Golden Lane  
LONDON, EC1Y 0TL

## **German School Association Limited**

### **Report of the Management Committee**

**For the Year ended 31 August 2023**

**Chair's statement, by Jan Peter Weiland**

**Dear Members of the German School Association Ltd. and School Community,**

The financial and school year 2022/23 has been positive for the Deutsche Schule London (the "School" or "DSL") and the German School Association Ltd (the "Association"). It has seen the arrival of our new Head Teacher, Oliver Schmitz, and a return to growth in student numbers. The DSL started in September 2022 with 872 students, 50 more than the previous year. In June 2023, 39 of them graduated successfully, with a record average Abitur grade of 2.0, outstripping the German national average of 2.4.

With Oliver Schmitz, who took over the helm from the interim Leadership Team Claudia Wolff-Lieser as Acting Head, Viola Martin-Nastos as Acting Deputy Head and Matthias Krauss as Commercial Director, the DSL has a very experienced leader with a long-term vision for the school. With a strong Senior Leadership Team in place, consisting of the Head Teacher, the Commercial Director, the Deputy Head and the Heads of Kindergarten and Primary School, we are convinced he will continue to drive the very positive development the school has made in recent years.

The School has also seen a return to increased numbers of applications. This follows years of disruption and uncertainty due to the UK's departure from the European Union and the COVID-19 pandemic. In addition, there has been a reduction in the numbers of students leaving the school early. This development is a reflection of the continued change in our student portfolio. Less families are expats who expect to spend limited time at the DSL and more families live locally and expect to stay in the UK indefinitely. This results in more stability which is conducive to a good school. With a very motivated and highly qualified team of pedagogical and non-pedagogical staff and a clear strategy, we are convinced we are well placed to be a sought-after school in years to come.

Whilst the exit of the UK from the European Union remains one of the main risks for the school because it impacts not only the movement and the intake of students from overseas but also the recruiting of staff, we are reasonably confident we have left the immediate downward impact behind us. With the necessary immigration licenses in place we are able to recruit staff from Germany. However, this has added significantly to the costs and the administrative burden of recruitment and at the same time has severely reduced our flexibility and agility in filling vacant positions. Moreover, there continues to be a shortage of teachers in Germany and the UK, and this affects our ability to recruit flexibly. We seek to actively manage these risks by continuing to make investments that ensure an attractive framework for our staff, pupils and the entire school community.

A substantial new risk has emerged with the announcement of the Labour Party intending to apply new tax legislation to independent schools should they come into Government after the next election. Imposition of VAT and business rates could potentially result in an additional liability of almost £ 2m annually, which would mean a school fee increase by c. 24% per child. Whilst school leadership believes that there is a case for the DSL and other schools of a similar nature to be exempt from the proposed status change, because international schools have a different character from the private schools the policy targets, it is likely that these arguments will not be heard. We will however work with the embassy and other international schools to attempt to raise awareness of this argument.

The School is committed to overcoming the difficulties outlined above, in order to deliver the highest level of educational quality and to provide first-class facilities that ensure excellence in all areas across the School. To achieve these objectives, the Management Committee and the Senior Leadership Team have agreed to continue investing in teaching quality in line with the School's vision.

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2023**

During this year, we have seen a change in the Management Committee with Timothy Greenwell retiring. Jan Peter Weiland continues to chair the Management Committee.

#### **Financial situation**

The financial position of the Association has been positive, reporting a surplus in the financial year 2022/23 of £587,948. Other positive effects on the financial situation are thanks to higher student numbers than originally budgeted and an increased offer and take up of extracurricular activities which were not impacted by COVID-19 restrictions as much as it had been expected. Tight cost control and recalibration where possible have also contributed to the positive development of the result.

During 2022/23 the School continued to receive assistance in the form of a cash subsidy from Germany of £443,416 and the secondment of 12 state-employed teachers ("*Auslandsdienstlehrkräfte*" or "ADLK").

We are grateful for the continuous support of the of the German Government's Central Agency for Schools Abroad ("*Zentralstelle für Auslandsschulwesen*", "ZfA") in Bonn and the German Foreign Office ("*Auswärtiges Amt*", "AA") in Berlin, which underlines its commitment to German Schools abroad as a cornerstone of the German educational system.

The School has granted £63,523 of school fee relief to families in need.

#### **Achievements in 2022/23 and planned projects**

Following investments in a fourth fully fledged Kindergarten classroom, the overhaul of our Computer Room and replacement of 400 Forum chairs in the previous year, the school continues with the upkeep and maintenance of its facilities. Given the dimensions of our site and the many buildings, some of them historic and listed by English Heritage, upkeep will remain a major task for the School over the years and sufficient financial resources will have to be made available.

2022/23 has seen the creation of 2 additional class rooms by making smarter and more effective use of existing space. As a result all Primary School students are now hosted together within the Primary School Building and the adjacent Sports Hall building complex. The Beratungsquadrat has moved into a designated area of Douglas House, which was previously used as a spare apartment, where they can now work together as one team. Significant investments have been made within this pedagogical support team by employing an additional school counsellor and a second Special Educational Needs Coordinator.

The outdoor spaces of the school have been improved and the playground for the school's Primary School and Ganztags students has been renewed; moreover the installation of a new Multi Games Area (MuGA) to replace the former outdoor Basketball Court is still work in progress. These investments are supported by the Friends of Douglas House and for the MuGA the school has recently initiated a fundraising activity. The school is extremely grateful to all the support it has received.

Those two investments are part of a significant investment programme amounting to approximately £3m in total over a period of 2-3 years. At its heart is the building of an additional classroom and a lift in the Secondary School Building. The class room will ease pressure on space for our secondary school students, and the installation of a lift, which had been a consideration for many years, will make this part of the school more accessible for all of our students. We expect the class room and the lift to be operational from the beginning of the next calendar year. Further investments for this building are planned to take place for the area of Music and to improve usage of the Forum space.

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2023**

Following an extensive tender process repair works to the main building roof commenced towards the end of the last school year. This is a substantial project; it will use up to 50% of the entire investment programme and continue until summer 2024. The project will also include the installation of a green roof as well as solar panels. Together with the existing solar panels on the sports hall, we expect that approximately 20% of the school's average electricity consumption will be generated from these renewable energy sources.

The above investments are funded by the school without support from the German Foreign Office ("Auswärtiges Amt", "AA") in Berlin. However, we are extremely grateful for their significant support over the past 10-15 years, which has been essential to shape the school over the past years, and we hope we can continue to receive much needed funding for future projects.

The school further developed its IT services and supported the training required by our pedagogical staff, in order to ensure a sophisticated remote learning programme for all of our students. We have further invested in IT resources and systems and continue to do so to keep the momentum and work towards hybrid learning forms, but also to be prepared should further lockdowns and school closures be necessary.

The School continues to recruit high quality pedagogical staff; expand the integrated approach to safeguarding, inclusion, psychological support and social pedagogy (*Beratungsquadrat*); invest in careers counselling, IT education and digitalisation; enhance Ganztag and extracurricular activities and facilitate English for beginners in order to support the bilingual challenges of a German School abroad. The overall objective is to provide a holistic and sustainable education.

Following the pandemic, the last school year has seen a gradual return to a year full of unrestricted activities and social interaction and to further enhance and showcase the bridges between the UK and Germany that our school endeavours to build. The school was able to celebrate its traditional events, such as the Summer and Christmas Fair; we have opened our doors to prospective parents at our second open day; and with Emma Thompson, Axel Scheffler, Jason Kamp and Takis Würger as guests at our school, we could showcase some high profile events. For the school year 2023/24, the school is looking forward to be working with its new Head Teacher, Oliver Schmitz, and to continue innovative and high quality education for the children across all areas of our school.

#### **Head Teacher's Comments, by Oliver Schmitz**

The good results of the June 2022 inspections by the UK Office for Standards in Education, Children's Services and Skills ("Ofsted") - "outstanding" in four out of six categories, with an overall rating of "good provider" in 2022 have reassured the School and defined the developmental areas within its programme. Development opportunities were defined in the areas of sustainable learning and building sustainable knowledge. The establishment and consolidation of appropriate structures complements the above-mentioned development goals as a further development objective. These have been complemented by the German Inspectoral Agency re-awarding the status "Excellent German School Abroad" in September 2017.

The main goals in the School's development programme resulting from the inspections and subsequently refined for the School for 2022/23 were:

1. Learning for an international future: securing academic bilingual competences
2. Anchoring structures of a student-activating and project-oriented teaching programme

## German School Association Limited

### Report of the Management Committee

#### For the Year ended 31 August 2023

3. Enhancing Collaboration: Utilising and developing experiences and insights of the Pandemic
4. Introduction of school development based on co-operation and sustainability: introduction of a steering group and a school conference made up of pupils, parents and teachers, new procedure and new criteria for project applications

Learning both German and English on a native speaker level is one of our prominent aims. The bilingual programme comprises teaching units in English in the subjects of the Humanities, the Sciences, Art and Music for Year 5 to 10, as well as for Sports in Year 1 to 10. Geography and Economics are taught as bilingual subjects in Year 11 and 12 for Abitur and IB students. Furthermore, the programme for "Individual Support in German" has been consolidated from Primary School into years 5-8 in the Secondary. In order to adequately reflect the native mastery of English in the Abitur, it will be possible in the future to take the German International Abitur with an exam for English as a Native Language (C2). The option is to be offered for the first time with the 2025 Abitur and has begun in 2023/24.

Strengthening, consolidating and reinventing curricular and extra-curricular school structures after two years of Pandemic have been an important focus areas in the school year. The use of the digital infrastructure and knowledge acquired during the pandemic was strongly supported and enforced. Challenges that arise from two very demanding Covid years in the area of inclusion and diversity are being met by multi-professional staff.

Students graduating as part of our dual qualification programme (German International Abitur and International Baccalaureate) usually achieve good to very good results. Our graduate group consisted of 36 pupils in 2018 and 34 in 2019, 51 in 2020, 32 in 2021, 44 in 2022 and 39 in 2023.

In 2023, all of our 39 students passed the German International Abitur, the German equivalent of A-levels, mastering 10-12 subjects and thus achieving university entrance level. The result of the International Abitur Diploma was 2.01 in 2023 compared to 2.09 in 2022.

Out of these graduates, 15 students participated the International Baccalaureate-Diploma Programme (IB) in 2023. 9 students as Course Candidates that passed their courses successfully and 6 students with full diploma. In 2022, the first post-pandemic IB examination session, there were no full diploma students in that year group.

The results of the German International Abitur of all graduates confirm that the introduction of the dual qualification has generally led to better overall performances at the School. Various strategies to improve exam results in the dual qualification itself have shown successes.

The graduates in the period from 2016 to 2023 have been accepted by universities such as University of Cambridge, University of Oxford, University College London, Imperial College London, Kings College, University of the Arts London, St. Andrews in the UK; Freie Universität Berlin, Technische Universität München, Georg-August Universität Göttingen, RWTH Aachen und Universität Heidelberg in Germany; Ann Arbour LSA Honors College University of Michigan USA, McGill University Montreal, University of Toronto in Canada; University of Amsterdam, University of Maastricht, Leiden University Den Haag in the Netherlands and Bocconi University Milano/Italy reflecting their varied subject and geographical interests.

#### Teacher collaboration:

A School development programme has been implemented giving teachers two 90-minute slots per month for developmental projects in small workgroups that collaborate as so called SMART groups. In addition, teachers collaborate in a lateral professional developments structure bi-annually in so-called Triangle Groups.

As a result of the Pandemic the School engaged in the creation of a virtual school programme and provided different scenarios between a complete lockdown to full-scale on-site teaching and trained its staff accordingly. The IT structures have seen a considerable advancement and have now become of a new programme elements, such as a project-

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2023**

oriented pilot programme for years 9 and 10. All students in years 9-12 are equipped with their individual tablets by the school.

#### **Independent learning:**

In order to intensify independent learning, a cross-subject curriculum to promote learning skills has been introduced. Curricula in specific subjects have been revised, in order to integrate the skills as part of the learning process.

#### **BERATUNGSQUADRAT: Inclusion/Safeguarding/Social Pedagogy and School Psychology:**

Led by a team of experts, we have continued a project connecting the four support areas Inclusion, Safeguarding, Social Pedagogy and School Psychology in their work for our student body. With this pluri-professional team in the SEN area, new responsibilities and processes have been established. The area of IEPs is being re-implemented with a newly-designed software programme that was created for the school in a collaborative project with the University of Regensburg/Germany. In addition, an external supervisor accompanies all professionals through individual sessions, workshops and training sessions.

#### **Accountability:**

After two recent external evaluations, the School was subject to the "Bund-Länder-Inspektion" in September 2017, an evaluation by the German Government and an integral part of the quality management of the German Schools Abroad that takes the form of a week-long inspection. Main development areas identified are achieving independent learning for all pupils and differentiation and individualisation in teaching. The School passed the inspection and has been re-awarded with the title "Excellent German School Abroad" by the inspection team. The School continues to implement the development plan instituted as a result of the inspection and reports to the (ZfA) regularly on pupil attainment and other matters, as required of German Schools Abroad, as well as to the Management Committee of the Association which takes an active interest in educational performance. The School regularly participates in two diagnostic exams in years 3 and 8 that are benchmarked against local German primary and secondary schools. This provides us with valuable data on how well our students are faring in comparison to Germany. All results during the time of the Pandemic were specifically encouraging, with DSL students generally ranking above and well above their peers in Thuringia and Baden-Württemberg in 2021, 2022 and 2023.

#### **Cooperation with our host country:**

Our programme of exchanges with British and international Schools is flourishing. An increasing number of pupils visit the School and gain an insight into German culture; and vice versa, more German pupils develop further perspective on English culture and life through their School visits. Teaching German at the neighbouring Russell School is one of the many ongoing efforts to support language learning in the UK.

Pupils at the German School London also dedicate their time and commitment to support charitable and civic ventures. DSLaktiv members successfully organised a sponsored walk to raise funds for underprivileged children. More than 70 students participate currently in the Duke of Edinburgh Award Scheme in order to learn how to be responsible citizens.

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2023**

##### **Introduction**

The Management Committee is pleased to present its report together with the audited financial statements of German School Association Limited for the year ended 31 August 2023 in accordance with the Statement of Recommended Practice-Accounting and Reporting by Charities; SORP applicable to charities preparing their accounts in accordance with FRS 102.

##### **Objectives of the Association**

The main objectives as set out in the Memorandum of the Association are:

- To establish, maintain and conduct for the benefit of the public a German School;
- To educate children and adults in the language, literature and general culture of Germany;
- To promote the education of German speaking persons of all ages resident in Germany and elsewhere in the language, literature and general culture of England; and
- Generally to promote the study of German culture in England, and English culture in Germany.

The general goals for the School itself are documented in the School Profile of the German School London (the "School Profile") as developed by the General School Conference and approved by the Management Committee from time to time. The School Profile stipulates that the School strives:

- To support the individual, social and academic development of its pupils by a well-founded broad education;
- To offer a German curriculum as well as a final high school exam (Abitur) for transition back into the German system or into higher education in Germany;
- To teach the English language and British culture and support integration into British society;
- To help create a positive image of Germany through a wide array of cultural programmes, social activities and sporting events; and
- To educate and encourage its pupils to be responsible and tolerant citizens in an intercultural society

##### **Structure, Governance and Management Overview**

The German School Association Ltd was founded in 1970 and awarded charitable status in 1974. The School became operational in 1971 and provides education for German-speaking pupils from kindergarten to university entry level. The Association is governed by its Articles of the Association which were most recently updated on 6 March 2019.

##### **Role and Composition of the Management Committee**

The Management Committee manages the business and exercises all powers of the Association, of which the core responsibility is the operation of the German School London. In essence, the Management Committee determines the strategy of the School and ensures all prerequisites for the successful operation of the School, including: determining the character and form of the School; adopting the curriculum; appointing the Head Teacher and teaching staff as well as administrative staff; determining School fees and expense budgets; arranging financing and investing the Association's monies; as well as making and amending the regulations for the governance of the School. The Association's goals can only be successfully pursued in close cooperation with the Head Teacher of the School, and any decisions relating to pedagogical matters are discussed with the Head Teacher. In order for the Association to secure the essential support by the Federal Republic of Germany, the Management Committee must demonstrate that the Association and the School adhere to the Guidelines for German Schools Abroad, as issued by the Central Office for German Schools Abroad ("Zentralstelle für Auslandsschulwesen", "ZfA"), a department of the Federal Office of Administration ("Bundesverwaltungsamt", "BVA").

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2023**

The Management Committee currently consists of at least 6 and up to 12 members and 7 board members at the end of the reporting period, who are exclusively volunteers. No member of the Management Committee received any remuneration in respect of their services to the Association during the financial year 2023 (financial year 2022: £nil). No members of the Management Committee received reimbursement of travel expenses in the year, (financial year 2022: £ Nil). All Management Committee members are directors of the company under the Companies Act 2006 and at the same time trustees of the charity. They are nominated and elected by the members of the Association.

#### **Conduct of Business of the Management Committee**

Management Committee meetings are held on a regular basis during the year. In addition to the members of the Management Committee, the Head Teacher, the Commercial Director/Company Secretary, and a representative of the German Embassy as well as a parents' and a teachers' representative have a statutory right to attend but do not have voting powers. Moreover, the Deputy Head, the Head of the Primary School, the Head of Kindergarten and other staff when appropriate as well as a representative of the "Friends of Douglas House" are regularly invited to attend.

The Management Committee is aware that its voluntary members have to ensure that the Management Committee's responsibilities are performed to a high standard, reliably and, on a continuous basis. The possibility of significant change in the composition of the Management Committee constitutes an on-going challenge. A structure has been put into place to ensure the effective performance of the Management Committee through suitable delegation and supervision as well as adequate internal organisation.

#### **Administration**

The School Administration (through the Commercial Director) assumes day-to-day responsibility for the on-going management of the infrastructure and finances of the School and supports the Management Committee and the Head Teacher in their duties. A framework of Financial Regulations ensures effective control and supervision of the School's funds.

#### **Commercial Director**

The Commercial Director reports to the Management Committee. He represents the Management Committee inside and outside the School and is the first point of contact for Management Committee matters. He ensures, in close cooperation with the Chair and the Head Teacher of the School, that the Management Committee deals with all relevant issues at the Management Committee meetings as well as at Sub-Committee level and that adequate information is provided as a basis for the Management Committee's decisions. The Commercial Director is a member of all Sub-Committees and co-ordinates between these. He monitors the implementation of Management Committee decisions, supervises the day-to-day financial management of the Association, and advises the Management Committee on any related risks. He does not have voting powers at Management Committee Meetings. As the representative of the Management Committee, the Commercial Director ensures effective cooperation and coordination between the Management Committee and the Head Teacher and minimises the need for day-to-day operational involvement of Management Committee members.

#### **Sub-Committees**

The Management Committee has currently established 6 Sub-Committees: Finance; Communication; Personnel; IT, Health & Safety and Governance. The Sub-Committees prepare recommendations to the Management Committee and oversee the implementation of Management Committee decisions. They are chaired by a member of the Management Committee. The Head Teacher or the Commercial Director may appoint other pedagogical or non-pedagogical staff to join Sub-Committees, in order to ensure relevant knowledge and up-to-date input from the School is considered as the basis of Management Committee decisions and for their execution.

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2023**

The Management Committee also invites members of the Association (who are not Management Committee Members) with relevant skills and experience to join the Sub-Committees as external members. Thereby the Management Committee has access to experts to help it fulfil its role effectively.

#### **Recruitment of Committee Members**

In general, the Management Committee encourages members of the Association to get involved at a Sub-Committee level before seeking to be elected to the Management Committee. This ensures a much higher quality of decision-making in the appointment of new Management Committee Members, both from the Association's as well as the individual's point of view. This does not affect members' rights to nominate and elect persons who have not served on a Sub-Committee of the Management Committee.

#### **Trustee Induction and Training**

New trustees are informed and introduced into their roles by the Chair and the Commercial Director and receive materials and training about trustees' responsibilities.

The German School Association has taken out trustee indemnity insurance. This covers claims made against the School in respect of trustees' liability arising from any negligent act, error or omission committed in good faith. The premium for the insurance is included in the School's public liability premium.

#### **Fundraising practices review**

All fundraising practices are framed within the values and principles of the organisation. Where expenditure is required to generate income, there is an analysis of the return on investment to ensure the organisation is able to make informed decisions regarding activities.

The fundraising and partnership team are internal and the organisation does not use external professional fundraisers. We do not employ the services of any fundraising agencies or third parties, nor have we run a telephone or door to door fundraising campaign. Our relationship with our supporters is very important to us and we do not wish for our supporters to feel under any pressure to donate to the charity. Where we partner with corporates, due diligence is conducted on the organisations and the amount of time and effort we as a charity needed to put in, versus the income we would likely receive. Clear parameters and responsibilities are then agreed between partners.

We have ensured we are in line with the GDPR data protection regulations and all other relevant codes of conduct. No complaints have been received and the charity aims to protect vulnerable people.

#### **The Head Teacher of the School**

The Head Teacher is responsible for all pedagogical matters. The Head Teacher has to ensure that the School is operated within both the German regulations and standards and the requirements of the Local Education Authority. The Head Teacher is assisted by a Deputy and the Heads of Primary School and Kindergarten and by an extended Leadership Team. All pedagogical employees report to the Head Teacher. The appointment of a Head Teacher who is seconded by the Federal Republic of Germany is one of the prerequisites for the extensive support for the Association provided by the Federal Republic of Germany.

#### **Relationship with the Federal Republic of Germany**

The Association benefits from significant support from the Federal Republic of Germany, as the work of the Association is viewed as a key instrument of foreign cultural policy in the UK. The strong cooperation with and support provided by

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2023**

the Federal Republic of Germany is of great importance for the Association. The financial support from the Federal Republic of Germany consists of cash and non-cash contributions.

The continuous financial support takes three main forms:

1. Provision of teachers by secondment: this accounts for approximately 57% (2022: 53%) of the support.
2. Rights to use the School premises and buildings, which are owned by the Federal Republic of Germany, free of rent: this accounts for approximately 26% (2022: 24%) of the support, based on a rental evaluation carried out in December 2004. (The Association has to bear the cost of maintenance of the premises).
3. Payment of a School subsidy: this accounts for approximately 16% (2022: 15%) of the support.

The use of land and premises is governed by a usage agreement. In December 2006, the Management Committee reached agreement with the German Foreign Office to amend the usage agreement, which is the main precondition for future investments of the Association in buildings on the premises that are the property of the Federal Republic of Germany. The principal amendment is the exclusion of the ordinary termination right for the premises for up to 30 years once the Association has started the construction of a new School building.

To ensure compliance with the rules and regulations that are the basis for the support, a member of the Department of Cultural Affairs of the German Embassy, acting as the representative of the German government, is invited to attend all Management Committee Meetings. In addition, the Federal Conference of the Education Ministries in Germany ("Bund-Länder-Ausschuss der Kultusministerkonferenz") carries out inspections of the academic examination standards, through a process of evaluation of the exam tasks, performances and results.

#### **Supporting Organisations, Friends of Douglas House**

The German School Association is supported by the Friends of Douglas House (the "Friends"), Charity No. 268743. The charity was founded in 1972 and its members are predominantly parents of the School. The main objective of the Friends is fundraising for the School. They organise most School festivities and the Association grants them the use of the School's premises for this purpose free of charge. The Friends raised and contributed £6,491 (2022 : £42,957) to the School.

The Friends also play an important role with respect to the social integration of newly arrived families at the German School London, most of whom come from abroad and regard the School as one of their primary points of contact.

#### **Supporting Organisations, Swiss Parents Association**

The Swiss Parents Association at the German School, Charity No. 1002961, was founded in 1991. The main objective of the Swiss Parents Association is to support the Swiss pupils at the School by supporting the employment of a Swiss teacher. The Swiss Government is supporting the Association in the form of a grant and Swiss parents are paying a supplement to the School fees charged by the School.

#### **The German School Association and the Community (Public Benefit)**

The trustees of the German School Association strongly support the view that the School strives to play a full and responsible part in its local community. The Committee Members have regard to the Charity Commission guidance on public benefit. The principal ways in which the School achieves this are as follows:

- At any given time, a number of children are supported by the School with bursaries representing up to 100% of their School fees, providing economic support to families in need. In the period ended 31 August 2023, 13 pupils received bursaries at a total cost to the School representing 0.8% of gross fee income.

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2023**

- The German School Association directly passes on all grants and reductions it receives to its pupils. Apart from the principal benefits that the German School Association derived from its charitable status, it received grants from the German government in the form of secondment of teachers and provision of the premises free of charge, as well as a cash grant during the financial year ending 31 August 2023.
- The German School London welcomes individuals who wish to undertake practical work in School as part of their teacher or childcare training. The School donates its resources free of charge to help in the training and supervision of these students.
- The School opens its facilities to neighbouring Schools, clubs and summer camps and provides a venue for the German Saturday School Richmond.
- The School supports free-of-charge German language classes at neighbouring Russell School and invites English teachers teaching German and their pupils regularly for exchange visits.
- The German School works closely with the local German churches (both Catholic and Protestant) and grants them the use of the School facilities for various activities.
- By educating approximately 866 children on average during the year independently, pressure on places in the maintained sector is relieved.

#### **Strategic report**

##### **Review of Activities**

At the end of the financial year, which coincides with the academic year, there were 869 pupils at the School, representing more than 35 different nationalities including those with multiple nationality.

In 2023, 39 pupils passed the "Abitur", the German equivalent of A-levels, mastering 10-12 subjects and thus achieving university entrance level. Out of these graduates, 17 students participated the International Baccalaureate Diploma Programme (IB) as Course Candidates and passed their courses successfully.

During the academic year 2022/23, on average 12 teachers were seconded from the Federal Republic of Germany. In addition, a total of 96 (2022: 95) were employed locally by the Association.

##### **Income and expenditure account**

An operating surplus (income over expenditure) was recorded for the financial year amounting to £587,948 (Financial year 2022: £502,525)

Incoming resources during the period amounted to £12,405,568 (financial year 2022: £11,276,689).

This includes £7,422,493 for educational fee income (financial year 2022: £6,651,924) and £2,088,226 income from other educational activities (financial year 2022: £1,631,879).

Income from Grants and Donations amount to £2,718,482 (financial year 2022: £2,979,439), of which the German government's Central Office for Schools Abroad (ZfA) provided financial support amounting to £443,416 (financial year 2022: £433,696) and made available to the Association 12 teaching staff. The German government also made available the rent-free use of land and buildings. The Association is dependent to this extent on the grants receivable and staff provided from the German Government.

Average staff numbers during the year were 162 (2022: 155). Staff costs remain a major item of expenditure, remaining at 62% (financial year 2022 : 62%) of total resources expended, including the staff provided by the German government.

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2023**

#### **Balance sheet**

The net assets of the Association on 31 August 2023 were £15,983,678 (financial year 2022: £15,395,730).

#### **Reserves**

The assets and liabilities attributable to the various funds by type are shown in note 21a. Note 22a also describes the various funds of the charity and summarises the year's movement on each fund. The unrestricted reserves of the Association amount to £7,908,356 at 31 August 2023 (financial year 2022: £6,784,181) including designated funds of £1,815,820 for capital projects (financial year 2022: £1,726,952).

The Management Committee's policy is to build up reserves by means of annual operating surpluses. Reflecting the current economic circumstances and the necessity to plan ahead for continuous and future capital projects, such as sports hall and main building renovation and extension, it has been determined that the appropriate level of reserves should be at least equivalent to 6 months expenditure, with current general reserves being £6,092,535 (8 months expenditure cover) (financial year 2022: £5,057,229 or around 7 months' expenditure.)

As far as possible, the trustees endeavour to keep School fee increases as low as reasonably possible whilst ensuring that, in their opinion, the appropriate level of reserves is achieved and the financial resources are available to ensure the continuous operation of the School's day-to-day business in keeping with the School's mission.

#### **Investment policy**

The Management Committee has the power to invest in such assets as it sees fit. In view of the nature of the charitable company's activities and to safeguard the assets of the Charity, any surplus funds are currently invested in short-term fixed deposits only. The Management Committee has an Investment Policy which regulates non-fixed long-term investments.

#### **Remuneration Statement**

We are committed to ensuring that we pay our staff a fair and appropriate salary while always making sure we have the ability to do so. We aim to pay staff a competitive salary that is appropriate for a School of our size and structure and relevant to the job market. We endeavour to provide a total remuneration package to enable us to attract and retain people with the right skills and therefore have the greatest impact in delivering our objectives in providing a first class education for our pupils.

In setting senior leadership pay, the School takes account of the skills and experience required for each of the roles and the remuneration in the sectors from which suitable candidates for such posts would be found.

In accordance with the Statement of Recommended Practice we disclose in note 10 to the accounts:

- All payments to trustees (no trustees are paid) and expenses reimbursed
- The number of staff with salaries of £60,000 and above
- Total remuneration cost of the Senior Leadership Team
- Pensions and other benefits

#### **Plans for the future**

The German School Association provides the appropriate infrastructure for the German School London to achieve its educational programme and pedagogical goals. With the double qualification of IB (International Baccalaureate) and the German International Abitur, the School has expanded the options available for its increasing number of

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2023**

internationally-oriented students. The School has been offering a programme making IB course and certificate offerings available for more Abitur candidates.

The School is committed to delivering the highest level of educational quality and to providing first-class facilities to ensure excellence in all areas across the School. To achieve these objectives, the Management Committee, the Head Teacher and his team have agreed to continue investing in teaching quality at the School in line with the School's vision.

A number of long-term key factors have been identified as high intake of pupils in the Early Years, as well as the number of registrations of pupils and retention throughout the School. This will be achieved by offering a comprehensive educational programme, extension of the School day and increased tuition in specialised groups and the introduction of the IB and other career paths within the school. Combined with the expansive site of the School with its various buildings from different centuries, some of which are listed buildings, create the need for constant attention to the maintenance of and investment in the School infrastructure. The refurbishment and constant upkeep of the existing School buildings remain a high priority on the trustees' agenda. The German Foreign Office has recognised its responsibility to partially fund the refurbishment of the existing buildings.

#### **Principal Risks and Uncertainties**

The Management Committee acknowledges its responsibility for ensuring that the major risks to which the Association is exposed are identified and systems are designed to manage those risks. In addition to the routine health and safety assessments undertaken by the School's staff, the Management Committee conducts an annual risk inventory and also regularly assesses the risks to which the charity is exposed, agrees how those risks may be best mitigated and takes the appropriate action to manage them. The Management Committee takes the issue of risk management with the utmost seriousness and risk assessment is a routine item on its agenda. Of particular concern to the Management Committee are:

- The German School is committed to safeguarding and promoting the health and welfare of its community members; pupils, staff, volunteers, parents, third party contractors and visitors. Health and safety of our pupils and of our staff are paramount. We have conducted and reviewed thorough risk assessments in all areas of the school in order to minimize risks staff and our pupils face, recognizing that they cannot be eliminated completely. We have worked through a system of controls in order to establish essential measures to prevent spreading the Coronavirus and to respond properly to any infection.
- The pandemic as well as the increased use of online platforms and social media have increased the risk of mental health issues and cyber bullying. We have a strong safeguarding team in place and provide education and awareness programmes for students and staff.
- The effect of the United Kingdom having left the EU on 31.12.2020 has an impact on our ability to recruit adequate staff and to admit pupils from families who have migrated to the UK from Europe. Appropriate immigration licenses have been required in order to manage staff recruitment, and for the recruitment and retention of pupils marketing activities are being increased.
- German support contribution is also dependent on achievement of performance in Abitur grading and could have a detrimental effect on the value of teaching resource provided by Germany. Continual review of the attractiveness of the Abitur and having a strong basis of secondary School pupil numbers is undertaken.
- Any crisis that has a significant impact on the ability to operate the School, such as a fire or terrorist attack, may impact widely in terms of harm to staff and pupils, operational costs and longer term damage. Such circumstances are the subject of extensive risk management scrutiny and processes to not only ensure compliance with statutory obligations but to achieve material reduction in the likelihood of such events occurring.

## **German School Association Limited**

### **Report of the Management Committee**

**For the Year ended 31 August 2023**

#### **Statement of responsibilities of the Management Committee**

The Management Committee (whose members are directors of the German School Association Limited for the purposes of company law) is responsible for preparing the report of the Management Committee including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Management Committee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Management Committee is required to:

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

The Management Committee is responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable it to ensure that the financial statements comply with the Companies Act 2006. It is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Management Committee is aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Management Committee members have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Management Committee is responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 August 2023 was 8 (2022: 11). Members of the Management Committee are members of the charity but this entitles them only to voting rights. Members of the Management Committee have no beneficial interest in the charity. It is noted that in 2023 most members of the Management Committee were parents of pupils at the School.

#### **Auditor**

Sayer Vincent LLP was re-appointed as the charitable company's auditor and has expressed its willingness to continue in that capacity.

The Report of the Management Committee, which includes the Strategic Report, has been approved by the Management Committee on 4 December 2023 and is signed on its behalf by



Jan Peter Welland

Chair of the Management Committee

## Independent Auditor's Report

To the members of

German School Association Limited

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### Opinion

We have audited the financial statements of German School Association Limited (the 'charitable company') for the year ended 31 August 2023 which comprise the statement of financial activities, balance sheet, 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 FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 August 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

### Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the

## **Independent Auditor's Report**

**To the members of**

**German School Association Limited**

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financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- The information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements.

## **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report including the strategic 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 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 statement of trustees' responsibilities set out in the trustees' annual report, 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.

## Independent Auditor's Report

### To the members of

#### German School Association Limited

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Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

#### Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, and the finance committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## **Independent Auditor's Report**

**To the members of**

**German School Association Limited**

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### **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.

Noelia Serrano (Senior statutory auditor)

Date 25 January 2024

for and on behalf of Sayer Vincent LLP, Statutory Auditor  
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

German School Association Limited

Statement of Financial Activities (incorporating an Income and Expenditure Account)

For the year ended 31 August 2023

	Note	Restricted £	Unrestricted £	2023 Total £	Restricted £	Unrestricted £	2022 Total £
<b>Income from:</b>							
Income from Grants & Donations	2	21,900	2,696,582	2,718,482	22,980	2,956,459	2,979,439
Charitable activities - <i>Educational fee income</i>	3	-	7,422,493	7,422,493	-	6,651,924	6,651,924
Other educational activities	4	-	2,088,226	2,088,226	-	1,631,879	1,631,879
Investments	5	-	176,367	176,367	-	13,447	13,447
<b>Total income</b>		<u>21,900</u>	<u>12,383,668</u>	<u>12,405,568</u>	<u>22,980</u>	<u>11,253,709</u>	<u>11,276,689</u>
<b>Expenditure on:</b>							
Charitable activities - <i>Educational costs</i>	7	511,610	11,350,658	11,862,268	512,689	10,253,567	10,766,256
Foreign exchange (Gain) / loss	6	-	(4,935)	(4,935)	-	7,908	7,908
<b>Total expenditure</b>		<u>511,610</u>	<u>11,345,723</u>	<u>11,857,333</u>	<u>512,689</u>	<u>10,261,475</u>	<u>10,774,164</u>
Net income before net gains on investments		(489,710)	1,037,945	548,235	(489,709)	992,234	502,524
Net gains on investments		-	39,713	39,713	-	-	-
Net income for the year		(489,710)	1,077,658	587,948	(489,709)	992,234	502,524
Transfer between funds		-	-	-	(46,517)	46,517	-
<b>Net movement in funds</b>		<u>(489,710)</u>	<u>1,077,658</u>	<u>587,948</u>	<u>(536,226)</u>	<u>1,038,751</u>	<u>502,524</u>
<b>Reconciliation of funds</b>							
Funds brought forward		<u>8,565,032</u>	<u>6,830,698</u>	<u>15,395,730</u>	<u>9,101,258</u>	<u>5,791,947</u>	<u>14,893,205</u>
<b>Total funds carried forward</b>		<u>8,075,322</u>	<u>7,908,356</u>	<u>15,983,678</u>	<u>8,565,032</u>	<u>6,830,698</u>	<u>15,395,730</u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 22 to the financial statements.

31 August 2023

	Note	£	2023 £	£	2022 £
<b>Fixed assets</b>					
Tangible fixed assets	14		14,390,762		14,805,431
Managed Longterm Investments	15		1,039,713		-
			<b>15,430,475</b>		<b>14,805,431</b>
<b>Current assets</b>					
Stock		45,617		33,938	
Debtors	16	291,256		260,234	
Cash at bank and in hand		8,349,660		8,646,972	
		<b>8,686,533</b>		<b>8,941,144</b>	
<b>Liabilities</b>					
Creditors: amounts falling due within one year	17	(8,133,330)		(7,982,680)	
<b>Net current assets</b>			<b>553,203</b>		<b>958,464</b>
<b>Total assets less current liabilities</b>			<b>15,983,678</b>		<b>15,763,895</b>
<b>Liabilities</b>					
Creditors: amounts falling due after one year	17		-		(368,166)
<b>Total net assets</b>	21a		<b>15,983,678</b>		<b>15,395,730</b>
<b>The funds of the charity :</b>	22a				
Restricted income funds			8,075,322		8,565,032
Unrestricted funds					
Designated funds			1,815,820		1,726,952
General funds			6,092,536		5,103,746
<b>Total charity funds</b>			<b>15,983,678</b>		<b>15,395,730</b>

Approved by the Management Committee on 4 December 2023 and signed on its behalf by



Jay Peter Weiland  
Chair

German School Association Limited

Statement of Cashflows

For the year ended 31 August 2023

	Note	£	2023 £	£	2022 £
<b>Cash flows from operating activities</b>					
Net cash flow provided by operating activities	23.		<b>1,309,407</b>		1,669,277
<b>Cash flows from investing activities :</b>					
Investment income		<b>176,367</b>		13,447	
Interest paid		<b>(22,108)</b>		(36,457)	
Purchase of investments		<b>(1,000,000)</b>		-	
Purchase of tangible fixed assets		<b>(402,127)</b>		(25,711)	
<b>Net cash flow used in investing activities</b>			<b>(1,247,868)</b>		(48,721)
<b>Cash flows from financing activities:</b>					
Repayments of borrowing		<b>(358,851)</b>		(372,861)	
<b>Net cash flow used in financing activities</b>			<b>(358,851)</b>		(372,861)
<b>Change in cash and cash equivalents in the year</b>			<b>(297,312)</b>		1,247,695
Cash and cash equivalents at the beginning of the year			<b>8,646,972</b>		<b>7,399,277</b>
<b>Cash and cash equivalents at the end of the year</b>			<b>8,349,660</b>		<b>8,646,972</b>

**Analysis of cash and cash equivalents and net debt**

	At 01 Sept 2022	Cash Flows	Other Non-cash charges	At 31 Aug 2023
<b>Loans falling due</b>				
• Within one year	(401,218)	358,851	(368,166)	<b>(410,533)</b>
• After more than one year	(368,166)	-	368,166	-
	<b>(769,384)</b>	<b>358,851</b>	-	<b>(410,533)</b>
Cash at bank and in hand	<b>8,646,972</b>	<b>(297,312)</b>	-	<b>8,349,660</b>
<b>Total</b>	<b>7,877,588</b>	<b>61,539</b>	-	<b>7,939,127</b>

## German School Association Limited

### Notes to the financial statements

#### For the year ended 31 August 2023

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#### 1. Accounting policies

##### a) Statutory information

German School Association Limited is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is Douglas House, Petersham Road, Richmond, Surrey, TW10 7AH.

##### b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

##### c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

##### d) Going concern

The Management Committee consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The Management Committee do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

##### e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

##### f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

The Association is provided with a number of teachers free of charge by the German Government. An estimate of the cost of such teaching staff is included in expenditure and shown as a corresponding grant in income.

The land and buildings at Petersham are occupied rent free by the School under the terms of an agreement with the German Government which owns the land and buildings. The rental valuation of these premises is shown in expenditure and as a corresponding grant in income.

##### g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**1. Accounting policies**

**h) Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the Management Committee for particular purposes.

**i) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of delivering core educational services undertaken to further the purposes of the charity and their associated support costs
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.
- Foreign exchange losses are charged based on changes in the value of foreign currency against the functional currency of the financial statements

**j) Allocation of support costs**

Governance and support costs have both been duly allocated to educational costs , as this is the sole charitable activity. These costs are shown in more detail in notes 7 and 8.

**k) Operating leases**

Rental charges are charged on a straight line basis over the term of the lease.

**l) Tangible fixed assets**

The land and buildings at Petersham are occupied rent free by the School under the terms of an agreement with the German Government which owns the land and buildings. The German School Association Limited is unable to sell the land and buildings. Significant expenditure on assets held for charitable use, including land and buildings are capitalised, notwithstanding the agreement relating to the School's occupation of the land and buildings is cancellable at six months' notice by either party. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Building improvements costing more than £5,000, furniture and fittings costing more than £1,500 and computer equipment costing more than £1,000 are capitalised and carried in the balance sheet at historical cost.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities . The depreciation rates and useful lives are as follows:

- |                                     |   |
|-------------------------------------|---|
| ● Leasehold Property                |   |
| New buildings and related costs     | Over the life of the waiver (30 years from 1st September 2013 ) |
| Refurbishment of existing buildings | 15 years  |
| ● Furniture and equipment           | 3-10 years  |
| ● Computer equipment                | 3 years   |

Assets in progress are in the course of construction and are not depreciated.

**1. Accounting policies**

**m) Debtors**

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

**n) Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

**o) Creditors and provisions**

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

**p) Pensions**

The German School Association contributes to Employee Personal Pension Plans with the costs recognised in expenditure on a month-by-month basis.

**q) Foreign currencies**

Assets and liabilities denominated in foreign currencies are converted at the rate of exchange ruling at the balance sheet date and the gains or losses on transactions in the year are included in the income and expenditure account. Transactions during the year are converted at the rate of exchange ruling at the dates of the transactions.

Notes to the financial statements

For the year ended 31 August 2023

2. Income from Grants and Donations

	2023			2022		
	Restricted £	Unrestricted £	Total £	Restricted £	Unrestricted £	Total £
Grants receivable from Central Office for Schools Abroad (ZfA)	-	443,416	443,416	-	433,696	433,696
Provision of premises by German Government*	-	700,000	700,000	-	700,000	700,000
Cost of teachers provided by German Governments	-	1,539,029	1,539,029	-	1,531,713	1,531,713
Reversal of repayment provision of Government Covid monies	-	-	-	-	244,736	244,736
Donations from Friends of Douglas House	-	6,491	6,491	-	42,957	42,957
Swiss Parents Association	21,900	-	21,900	22,980	-	22,980
Other donations	-	7,646	7,646	-	3,358	3,358
<b>Total Income from grants and donations</b>	<b>21,900</b>	<b>2,696,582</b>	<b>2,718,482</b>	<b>22,980</b>	<b>2,956,459</b>	<b>2,979,439</b>

\*The provision of premises by German Government is a valuation of estimated annual rental cost of the donated land used by the German School.

3. Income from charitable activities

	2023			2022	
	Restricted £	Unrestricted £	Total £	Total £	Total £
Gross school fees	-	8,019,962	8,019,962	7,254,981	7,254,981
Less: bursaries, scholarships and allowances	-	(597,469)	(597,469)	(603,057)	(603,057)
<b>Total Income from charitable activities</b>	<b>-</b>	<b>7,422,493</b>	<b>7,422,493</b>	<b>6,651,924</b>	<b>6,651,924</b>

All income from charitable activities in the prior year was unrestricted.

4. Income from other educational activities

	2023			2022	
	Restricted £	Unrestricted £	Total £	Total £	Total £
Rental income	-	55,123	55,123	53,526	53,526
School magazine and year book	-	130	130	2,620	2,620
Membership subscriptions	-	1,075	1,075	1,225	1,225
Registration fees	-	91,028	91,028	121,155	121,155
Infrastructure levy (School Development)	-	184,375	184,375	242,257	242,257
Provision of school bus	-	150,526	150,526	121,002	121,002
Sale of school books	-	85,657	85,657	40,130	40,130
School cafeteria	-	456,283	456,283	323,622	323,622
School trips and other activities	-	1,064,029	1,064,029	726,342	726,342
<b>Total Income from other educational activities</b>	<b>-</b>	<b>2,088,226</b>	<b>2,088,226</b>	<b>1,631,879</b>	<b>1,631,879</b>

All income from other educational activities in the prior year was unrestricted.

5. Income from investments

	2023			2022		
	Restricted £	Unrestricted £	Total £	Restricted £	Unrestricted £	Total £
Money Market & Overnight deposit income	-	176,367	176,367	-	13,447	13,447
<b>Total Income from investments</b>	<b>-</b>	<b>176,367</b>	<b>176,367</b>	<b>-</b>	<b>13,447</b>	<b>13,447</b>

6. Foreign exchange transactions

	2023			2022		
	Restricted £	Unrestricted £	Total £	Restricted £	Unrestricted £	Total £
Year end (gain) / loss on € current accounts	-	(4,935)	(4,935)	-	7,908	7,908
Transfer of year-end gain to deferred income.	-	-	-	-	-	-
<b>Total Foreign exchange (gain) / loss</b>	<b>-</b>	<b>(4,935)</b>	<b>(4,935)</b>	<b>-</b>	<b>7,908</b>	<b>7,908</b>

German School Association Limited

Notes to the financial statements

For the year ended 31 August 2023

7a Analysis of Expenditure (current year)

	Educational costs £	Governance Costs £	Support Costs £	2023 Total £	2022 Total £
Staff costs (See Note 10)	5,874,019	9,887	1,431,263	7,315,169	6,759,538
Direct educational costs	117,038	-	-	117,038	86,974
Governance costs (See Note 8)	-	26,859	-	26,859	25,242
Support costs (See Note 8)	-	-	4,403,202	4,403,202	3,894,502
<b>Total expenditure 2023</b>	<b>5,991,057</b>	<b>36,746</b>	<b>5,834,465</b>	<b>11,862,268</b>	
Total expenditure 2022	5,568,638	34,456	5,163,162		10,766,256

7b Analysis of Expenditure (prior year)

	Educational costs £	Governance Costs £	Support Costs £	2022 Total £
Staff costs (See Note 10)	5,481,664	9,214	1,268,660	6,759,538
Direct educational costs	86,974	-	-	86,974
Governance costs (See Note 8)	-	25,242	-	25,242
Support costs (See Note 8)	-	-	3,894,502	3,894,502
<b>Total expenditure 2022</b>	<b>5,568,638</b>	<b>34,456</b>	<b>5,163,162</b>	<b>10,766,256</b>

**8. Analysis of Support & Governance costs**

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

The basis of apportionment of supports costs to the governance function is activity based.

	Governance costs	Support costs	2023 Total	2022 Total
	£	£	£	£
Ancillary support	-	1,114,923	1,114,923	845,342
Maintenance and utilities	-	1,959,221	1,959,221	1,754,988
Insurances	-	73,928	73,928	79,923
Travel expenses	-	11,077	11,077	4,545
Telephone, postage, print , internet and CI	-	70,989	70,989	38,040
Copier costs	-	47,967	47,967	48,378
Professional and consultancy fees	-	18,800	18,800	11,062
Staff recruitment, training and welfare	-	129,722	129,722	89,431
Bank charges and interest	-	30,772	30,772	48,285
Entertainment costs	-	15,189	15,189	12,840
Audit fees & other services	15,930	-	15,930	16,587
Solicitors costs	5,929	-	5,929	-
SEN	-	8,335	8,335	4,342
Community service	-	23,868	23,868	17,321
Other general administration	5,000	81,614	86,614	109,949
Depreciation	-	816,797	816,797	838,712
Support costs	-	4,403,202	-	-
Governance costs	26,859	-	-	-
<b>Total</b>	<b>26,859</b>	<b>4,403,202</b>	<b>4,430,061</b>	<b>3,919,744</b>

**9. Net income for the year**

This is stated after charging:

	2023	2022
	£	£
Depreciation	816,797	838,712
Interest payable	22,108	36,457
Operating lease rentals:		
▪ other	22,073	25,259
Auditor's remuneration:		
▪ audit	14,100	12,300
▪ other services	900	1,764
Management Committee members' expenses	-	-

Notes to the financial statements

For the year ended 31 August 2023

**10. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

Staff costs were as follows:

	2023	2022
	£	£
Salaries and wages	4,777,619	4,299,228
Social security costs	477,237	452,907
Employer's contribution to pension schemes	521,284	475,691
Cost of 12 teachers provided by the German Government (2022: 12)	<u>1,539,029</u>	<u>1,531,713</u>
	<u><u>7,315,169</u></u>	<u><u>6,759,538</u></u>

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

£60,000 - £69,999	3	1
£70,000 - £79,999	1	1
£80,000 - £89,999	9	10
£90,000 - £99,999	3	2
£100,000 - £109,999	1	1

The total employee benefits including pension contributions and employer national insurance of key management personnel were £ 527,298 (2022: £542,200)

The Management Committee members were not paid or received any other benefits from employment with the charity in the year (2022 :£nil). No Management Committee member received payment for professional or other services supplied to the charity (2022: £nil).

There were no expenses reimbursed for management committee members last year (2022: £nil) .

**11. The full-time equivalent number of employees during the year was as follows:**

	2023	2022
	No.	No.
Teaching (including seconded teachers)	81.3	78.4
Administration	18.7	17.5
Support	<u>15.2</u>	<u>13.7</u>
	<u><u>115.2</u></u>	<u><u>109.6</u></u>

The average weekly number of employees including volunteers and interns on a headcount basis was 162 (2022: 155)

**12. Related party transactions**

Some Management Committee members of the school are parents of children attending the school. The places are funded in the same way as all the other places at the school and the children receive the same service and benefits as other children.

Aggregate donations from related parties were £Nil (2022: £Nil)

**13. Taxation**

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

## Notes to the financial statements

For the year ended 31 August 2023

## 14. Tangible fixed assets

	Leasehold Property £	Assets in Progress £	Furniture and Equipment £	Computer Equipment £	Total £
Cost					
At the start of the year	20,310,789	-	573,082	51,597	20,935,468
Additions in year	147,169	254,958	-	-	402,127
At the end of the year	<b>20,457,958</b>	<b>254,958</b>	<b>573,082</b>	<b>51,597</b>	<b>21,337,595</b>
Depreciation					
At the start of the year	5,515,182	-	564,278	50,576	6,130,036
Charge for the year	810,173	-	5,603	1,021	816,797
At the end of the year	<b>6,325,355</b>	<b>-</b>	<b>569,881</b>	<b>51,597</b>	<b>6,946,833</b>
Net book value					
At the end of the year	<b>14,132,603</b>	<b>254,958</b>	<b>3,200</b>	<b>-</b>	<b>14,390,762</b>
At the start of the year	14,795,607	-	8,803	1,021	14,805,431

## 15. Investments

	2023 £	2022 £
Fair value at the start of the year	-	-
Additions at cost	1,000,000	-
Disposal proceeds	-	-
Net gain on change in fair value	39,713	-
	<b>1,039,713</b>	<b>-</b>

Investment comprise deposits in a managed unit portfolio.

## 16. Debtors

	2023 £	2022 £
Pupils' accounts: fees, extras and recharges	16,720	37,057
Prepayments	201,229	150,518
German Government Grant due	73,307	72,659
	<b>291,256</b>	<b>260,234</b>

## 17. Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	302,704	180,615
Fees received in advance	3,603,558	3,469,639
Security deposits	3,102,500	3,263,500
Social security and other taxes	159,079	134,297
Accruals	343,956	312,487
Other creditors	253,368	234,932
Loan due within one year	368,166	387,210
	<b>8,133,330</b>	<b>7,982,680</b>

## 18. Deferred income

Deferred income comprises of fees which are received in advance for the next academic year.

	2023 £	2022 £
Balance at the beginning of the year	3,469,639	3,146,233
Amount released to income in the year	(3,469,639)	(3,146,233)
Amount deferred in the year	3,603,558	3,469,639
Balance at the end of the year	<b>3,603,558</b>	<b>3,469,639</b>

**19. Creditors: amounts falling due after one year**

	2023 £	2022 £
Bank Loan	-	368,166
	<u>-</u>	<u>368,166</u>
The loan		

**20. Pension scheme**

The German School Association currently contributes to personal pension plans. The assets of the scheme are in a fund independent from those of the charitable company.

**21a. Analysis of net assets between funds (current year)**

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	8,075,322	1,389,188	4,926,252	14,390,762
Managed Longterm Investments	-	-	1,039,713	1,039,713
Current assets	-	426,632	8,259,901	8,686,533
Current liabilities	-	-	(8,133,330)	(8,133,330)
Net assets at the end of the year	<u>8,075,322</u>	<u>1,815,820</u>	<u>6,092,536</u>	<u>15,983,678</u>

**21b. Analysis of net assets between funds (prior year)**

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	8,565,032	1,484,695	4,755,704	14,805,431
Current assets	-	242,257	8,698,887	8,941,144
Current liabilities	-	-	(7,982,680)	(7,982,680)
Long term liabilities	-	-	(368,166)	(368,166)
Net assets at the end of the year	<u>8,565,032</u>	<u>1,726,952</u>	<u>5,103,746</u>	<u>15,395,730</u>

## Notes to the financial statements

For the year ended 31 August 2023

## 22a. Movements in funds (current year)

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers	At the end of the year £
<b>Restricted funds</b>					
Swiss Parents Association	-	21,900	(21,900)	-	-
German Government Grant	8,565,032	-	(489,710)	-	8,075,322
<b>Total restricted funds</b>	<b>8,565,032</b>	<b>21,900</b>	<b>(511,610)</b>	<b>-</b>	<b>8,075,322</b>
<b>Unrestricted funds</b>					
<i>Designated funds:</i>					
Capital Project Fund	242,257	184,375	-	-	426,632
Main Building Renovation/Extension	856,580	-	(71,878)	-	784,702
Sports hall asset fund	628,115	-	(23,629)	-	604,486
<i>Total designated funds</i>	<i>1,726,952</i>	<i>184,375</i>	<i>(95,507)</i>	<i>-</i>	<i>1,815,820</i>
<b>General funds</b>	<b>5,103,746</b>	<b>12,239,006</b>	<b>(11,250,216)</b>	<b>-</b>	<b>6,092,536</b>
<b>Total unrestricted funds</b>	<b>6,830,698</b>	<b>12,423,381</b>	<b>(11,345,723)</b>	<b>-</b>	<b>7,908,356</b>
<b>Total funds</b>	<b>15,395,730</b>	<b>12,445,281</b>	<b>(11,857,333)</b>	<b>-</b>	<b>15,983,678</b>

The narrative to explain the purpose of each fund is given at the foot of the note below.

## 22b. Movements in funds (prior year)

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers	At the end of the year £
<b>Restricted funds</b>					
Swiss Parents Association	-	22,980	(22,980)	-	-
German Government Grant	9,054,741	-	(489,709)	-	8,565,032
Net foreign exchange gains / (losses)	46,517	-	-	(46,517)	-
<b>Total restricted funds</b>	<b>9,101,258</b>	<b>22,980</b>	<b>(512,689)</b>	<b>(46,517)</b>	<b>8,565,032</b>
<b>Unrestricted funds</b>					
<i>Designated funds:</i>					
Capital Project Fund	-	242,257	-	-	242,257
Main Building Renovation/Extension	928,458	-	(71,878)	-	856,580
Sports hall asset fund	651,744	-	(23,629)	-	628,115
<i>Total designated funds</i>	<i>1,580,202</i>	<i>242,257</i>	<i>(95,507)</i>	<i>-</i>	<i>1,726,952</i>
<b>General funds</b>	<b>4,211,744</b>	<b>11,011,452</b>	<b>(10,165,968)</b>	<b>46,517</b>	<b>5,103,746</b>
<b>Total unrestricted funds</b>	<b>5,791,946</b>	<b>11,253,709</b>	<b>(10,261,475)</b>	<b>46,517</b>	<b>6,830,698</b>
<b>Total funds</b>	<b>14,893,204</b>	<b>11,276,689</b>	<b>(10,774,164)</b>	<b>-</b>	<b>15,395,730</b>

**Purposes of restricted funds** - As per the listing above.

**Swiss Parents Association** - This relates to funds contributed towards the employment of a Swiss teacher

**German Government Grant** - This relates to the contribution received towards the building of the sports hall and refurbishment of the main building.

**Purposes of designated funds**

**Capital project fund** - this represents money raised through the development levy which it designated towards future capital projects for upkeep and expansion of the school, i.e. the building of the sports hall and the refurbishment of the main building.

**Sports hall asset fund** - this represents the contribution towards the construction of the sports hall from the school's unrestricted funds.

**23. Reconciliation of net incoming resources to net cash flow from operating activities**

	2023 £	2022 £
<b>Net income for the reporting period (as per the statement of financial activities)</b>	<b>548,235</b>	<b>502,524</b>
Investment income	(176,367)	(13,447)
Interest paid	22,108	36,457
Increase in debtors	(31,022)	(34,997)
Increase in stock	(11,679)	(28,162)
Increase in creditors	141,335	368,189
Depreciation	816,797	838,712
<b>Net cash provided by operating activities</b>	<b>1,309,407</b>	<b>1,669,277</b>

**24. Operating lease commitments**

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods.

	Equipment 2023 £	2022 £
Less than one year	23,755	19,406
1 - 5 years	41,572	2,123
	<b>65,327</b>	<b>21,529</b>

**25. Capital commitments**

As at the balance sheet date the charity had capital commitments of £2,168,229 (2022: £Nil) relating to the school expansion project.

**26. Legal status of the charity**

The charity is a company limited by guarantee, incorporated in England and Wales, and has no share capital. The liability of each member in the event of winding up is limited to £1.

**GERMAN SCHOOL ASSOCIATION LIMITED**

England & Wales - Charity number 325073

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# Accounts

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Company number: 00984415  
Charity number: 325073

**German School Association Limited**

**Report and Financial Statements**

**31 August 2022**

## German School Association Limited

### Reference and administrative details

For the Year ended 31 August 2022

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<b>Company number</b>	00984415
<b>Charity number</b>	325073
<b>Registered office and operational address</b>	Douglas House Petersham Road Richmond Surrey, TW10 7AH
<b>Management Committee</b>	Members of the Management Committee, who are also trustees under charity law, who served during the year and up to the date of this report were as follows: J P Weiland                      Chair M Nitsche                         (retired 09 March 2022) T Greenwell                     (appointed 09 March 2022) Jan Hoffmann K U Karl Guido Kirschner                (appointed 09 March 2022) F J von Schubert                Treasurer C Thomann                        (retired 09 March 2022) Paula Walter Cara Williams
<b>Principal staff</b>	C Nitschke                         Head Teacher (retired 30 November 2021) C Wolff-Lieser                    Acting Head Teacher (01 December 2021 - 31 July 2022) O Schmitz                         Head Teacher (appointed 01 August 2022) M Krauss                         Commercial Director
<b>Bankers</b>	Landesbank Baden-Württemberg Kleiner Schlossplatz 11 70173 Stuttgart, Germany  HSBC Plc Bank House, High Street, Hampton Wick Kingston upon Thames KT1 4DA  Coutts & Co. 440 Strand London WC2R 0QS
<b>Solicitors</b>	Russell-Cooke 2 Putney Hill London, SW15 6AB
<b>Auditor</b>	Sayer Vincent LLP Chartered Accountants and Statutory Auditor Invicta House, 108-114 Golden Lane LONDON, EC1Y 0TL

## German School Association Limited

### Report of the Management Committee

For the Year ended 31 August 2022

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**Chair's statement**, by Jan Peter Weiland

**Dear Members of the German School Association Ltd. and School Community,**

The financial and school year 2021/22 has been a special year for the Deutsche Schule London (the "School" or "DSL") and the German School Association Ltd (the "Association"). It has marked the 50<sup>th</sup> anniversary since the school first opened its doors to students in September 1971. 2021/22 has also seen the departure of our former Head Teacher, Christian Nitschke, who left the school at the end of November 2021 for family reasons after five eventful years which have seen the UK's departure from the European Union and the COVID-19 pandemic.

With much enthusiasm and experience Claudia Wolff-Lieser as Acting Head, Viola Martin-Nastos as Acting Deputy Head and Matthias Krauss as Commercial Director, took over the helm in the interim until our new Head Teacher, Oliver Schmitz was appointed on 1<sup>st</sup> August 2022. His appointment followed a thorough selection process in co-ordination with the German government's Central Agency for Schools Abroad ("*Zentralstelle für Auslandsschulwesen*", "ZfA") and with many stakeholders at the school involved. We are very pleased to have a very experienced new Head Teacher on board. As part of the newly formed Senior Leadership Team of the school consisting of the Head Teacher, the Commercial Director, the Deputy Head and the Heads of Kindergarten and Primary School, we are convinced he will continue and drive the very positive development the school has made for many years to come.

The last academic year was still impacted by the COVID-19 pandemic. It started with on-site COVID-19 testing for our Primary and Secondary School students. Many of our festive plans for the anniversary at the beginning of the year unfortunately had to be cancelled. However, thanks to the continuously improving scientific and organisational countermeasures across the world another lockdown could be avoided, and we were able to transition back into a more normal school year. It gradually allowed unrestricted lessons taking place and more face to face meetings and events. By the beginning of the second semester the school fell back into its usual rhythm with almost all activities taking place as normal.

Manoeuvring through this unprecedented crisis has brought the entire school community closer together and we have continued to develop our tools and approach to hybrid learning. Our Abitur candidates were able to take their full exams and the overall exam results across the year came in above those achieved in 2021.

During the reporting period, student numbers decreased by c.2% versus the prior year to an average number of 831. In addition to COVID-19, Brexit has continued to play a factor in decisions our parents have had to take. However we have seen a moderate but steady increase in interest and in number of students on roll towards the end of the school year. This has been confirmed by a continued increase of student numbers in the current school year 2022/23 and we are reasonably confident that we have left the downward impacts of Brexit and COVID-19 behind us. With a very motivated and highly qualified team of pedagogical and non-pedagogical staff and a clear strategy, we are convinced we are well placed to be a sought-after school in the next 50 years to come.

The exit of the UK from the European Union remains one of the main risks for the school because it impacts not only the movement and the intake of students from overseas but also the recruiting of staff. We have acquired the necessary immigration licenses, so that we are able to recruit staff from Germany, but this has added significantly to the costs and the administrative burden of recruitment and at the same time has severely reduced the flexibility and agility in filling vacant positions. At the same time there continues to be a shortage of teachers in Germany and the UK. We seek

## German School Association Limited

### Report of the Management Committee

#### For the Year ended 31 August 2022

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to actively manage these risks by continuing to make investments that ensure an attractive framework for our pupils and the entire school community.

The School is committed to overcoming the difficulties outlined above, in order to deliver the highest level of educational quality and to provide first-class facilities that ensure excellence in all areas across the School. To achieve these objectives, the Management Committee and the Senior Leadership Team have agreed to continue investing in teaching quality in line with the School's vision.

During this year, we have seen changes in the Management Committee with Colin Thomann and Markus Nitsche retiring and two new Board members being appointed, namely Timothy Greenwell and Guido Kirschner. Jan Peter Weiland continues to chair the Management Committee.

#### Financial situation

The financial position of the Association has been positive, reporting a surplus in the financial year 2021/22 of £502,525. This result includes the reversal of a provision against the COVID-19 funding made available by the German Government since it has now confirmed that the full extra support we had received in the prior year is non-repayable. This one-off impact counts for £244,736 of the school's surplus. Other positive effects on the financial situation are thanks to higher student numbers than originally budgeted and an increased offer and take up of extracurricular activities which were not impacted by COVID-19 restrictions as much as it had been expected. Tight cost control and recalibration where possible have also contributed to the positive development of the result.

During 2021/22 the School continued to receive assistance in the form of a cash subsidy from Germany of £433,696 and the secondment of 12 state-employed teachers ("*Auslandsdienstlehrkräfte*" or "ADLK").

We are grateful for the continuous support of the of the German Government's Central Agency for Schools Abroad ("*Zentralstelle für Auslandsschulwesen*", "ZfA") in Bonn and the German Foreign Office ("*Auswärtiges Amt*", "AA") in Berlin, which underlines its commitment to German Schools abroad as a cornerstone of the German educational system.

The School has granted £73,370 of school fee relief to families in need.

#### Achievements in 2021/22 and planned projects

Following the completion of phase 1 of the renovation and extension of the main building, there haven't been any significant project works during the school year 2021/22. Main non-pedagogical activities were the conversion of the afternoon group rooms into a fourth fully fledged Kindergarten classroom and the overhaul of our Computer Room, where a new carpet and sound improvements were fitted in addition to the replacement of all computer equipment. With financial support from the Friends of Douglas House the school has also replaced 400 Forum chairs. The old chairs were 40 years old and at the very end of their life span. Various smaller repairs and maintenance tasks to keep our vast site safe and fit for purpose have been undertaken. Given the dimensions of our site and the many buildings, some of them historic, upkeep will remain a major task for the school over the years and sufficient financial resources will have to be made available.

For the coming years we see the repair of the main building roof plus the addition of a secondary school class room for a bulge class, potentially as part of Phase 2 of our main building project, as the most important infrastructure projects. The significant investments into our buildings made over the past 10-15 years were only possible with the generous support of the German Foreign Office ("*Auswärtiges Amt*", "AA") in Berlin. We are extremely grateful for the ongoing

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support which has been essential to shape the school over the past years, and we hope we can continue to receive much needed funding for future projects.

When the pandemic forced the School to close its premises twice over the past 2.5 years, the school further developed its IT services and supported the training required by our pedagogical staff, in order to ensure a sophisticated remote learning programme for all of our students. We have further invested in IT resources and systems and continue to do so to keep the momentum and work towards hybrid learning forms, but also to be prepared should further lockdowns and school closures be necessary.

The School continues to recruit high quality pedagogical staff, expand the integrated approach to safeguarding, inclusion, psychological support and social pedagogy (*Beratungsquadrat*), invest in IT education and digitalisation, enhance Ganztags and extracurricular activities and facilitate English for beginners in order to support the bilingual challenges of a German School abroad. The overall objective is to provide a holistic and sustainable education.

For the school year 2022/23, the school is looking forward to be working with its new Head Teacher, Oliver Schmitz, and to enter a new phase of innovative and high quality education for the children across all areas of our school. Following the pandemic we are also looking forward to a year full of unrestricted activities and social interaction and to further enhance and showcase the bridges between the UK and Germany that our school endeavours to build.

#### Head Teacher's Comments, by Claudia Wolff-Lieser

The good results of the April 2018 inspections by the UK Office for Standards in Education, Children's Services and Skills ("Ofsted") - "outstanding" or "good provider" in all four, respectively five categories, with an overall rating of "good provider" in 2018 have reassured the School and defined the developmental areas within its programme. These have been complemented by the German Inspectoral Agency re-awarding the status "Excellent German School Abroad" in September 2017.

The main goals in the School's development programme resulting from the inspections and subsequently refined for the School for 2021/22 were:

1. Learning for an international future: securing academic bilingual competences
2. Anchoring structures of a student-activating and project-oriented teaching programme
3. Enhancing Collaboration: Utilising and developing experiences and insights of the Pandemic:
  - Using a digital platform for the communication and organisation of teaching
  - Adapting spatial structures to project-oriented learner settings
  - Optimising communication formats with parents

In line with the usual 4-year cycle, an Ofsted inspection of the school took place in May 2022. The results certify that Deutsche Schule London is a "good provider" of education. In four out of six sub-categories, the DSL achieved the highest possible rating of "outstanding". Development opportunities were defined in the areas of sustainable learning and building sustainable knowledge. The establishment and consolidation of appropriate structures complements the above-mentioned development goals as a further development objective.

Learning both German and English on a native speaker level is one of our prominent aims. The bilingual programme comprises teaching units in English in the subjects of the Humanities, the Sciences, Art and Music for Year 5 to 10, as well as for Sports in Year 1 to 10. Geography and Economics are taught as bilingual subjects in Year 11 and 12 for Abitur and IB students. Furthermore, the programme for "Individual Support in German" has been consolidated from Primary

**Report of the Management Committee**

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School into years 5-8 in the Secondary. In order to adequately reflect the native mastery of English in the Abitur, it will be possible in the future to take the German International Abitur with an exam for English as a Native Language (C2). The option is to be offered for the first time with the 2025 Abitur and will thus begin in 2022/23.

Strengthening, consolidating and reinventing curricular and extra-curricular school structures after two years of Pandemic have been an important focus areas in the school year. The use of the digital infrastructure and knowledge acquired during the pandemic was strongly supported and enforced. Challenges that arise from two very demanding Covid years in the area of inclusion and diversity are being met by multi-professional staff.

Students graduating as part of our dual qualification programme (German International Abitur and International Baccalaureate) usually achieve good to very good results. Our graduate group consisted of 36 pupils in 2018 and 34 in 2019, 51 in 2020, 32 in 2021 and 44 in 2022.

In 2022, all of our 44 students passed the German International Abitur, the German equivalent of A-levels, mastering 10-12 subjects and thus achieving university entrance level. The result of the International Abitur Diploma was 2.08 in 2022 compared to 2.17 in 2021.

Out of these graduates, 17 students participated the International Baccalaureate Diploma Programme (IB) as Course Candidates and passed their courses successfully. In 2022, the first post-pandemic IB examination session, there were no full diploma students in that year group.

For 2023, we are expecting 39 students to graduate from the German School London, 6 of which with a full IB diploma and 9 students with IB course certificates in addition to the "Abitur". The results of the German International Abitur of all graduates confirm that the introduction of the dual qualification has generally led to better overall performances at the School. Various strategies to improve exam results in the dual qualification itself have shown successes.

The graduates in the period from 2016 to 2022 have been accepted by universities such as University of Cambridge, University of Oxford, University College London, Imperial College London, Kings College, University of the Arts London, St. Andrews in the UK; Freie Universität Berlin, Technische Universität München, Georg-August Universität Göttingen, RWTH Aachen und Universität Heidelberg in Germany; Ann Arbor LSA Honors College University of Michigan USA, McGill University Montreal, University of Toronto in Canada; University of Amsterdam, University of Maastricht, Leiden University Den Haag in the Netherlands and Bocconi University Milano/Italy reflecting their varied subject and geographical interests.

**Teacher collaboration:**

A School development programme has been implemented giving teachers two 90-minute slots per month for developmental projects in small workgroups that collaborate as so called SMART groups. In addition, teachers collaborate in a lateral professional developments structure bi-annually in so-called Triangle Groups.

As a result of the Pandemic the School engaged in the creation of a virtual school programme and provided different scenarios between a complete lockdown to full-scale on-site teaching and trained its staff accordingly. The IT structures have seen a considerable advancement and have now become of a new programme elements, such as a project-oriented pilot programme for years 9 and 10. All students in years 9-12 are equipped with their individual tablets by the school.

**Independent learning:**

In order to intensify independent learning, a cross-subject curriculum to promote learning skills has been introduced. Curricula in specific subjects have been revised, in order to integrate the skills as part of the learning process.

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##### **Culture of feedback and evaluation:**

To improve the quality of teaching, feedback has been introduced between teachers and pupils in Years 9 and 10 and will now be extended to all year groups from 5-12. Furthermore, teachers regularly observe lessons as critical friends and share their views. A tri-monthly performance feedback to pupils is considered a helpful tool to proactively make them aware of opportunities and challenges.

##### **BERATUNGSQUADRAT: Inclusion/Safeguarding/Social Pedagogy and School Psychology:**

Led by a team of experts, we have continued a project connecting the four support areas Inclusion, Safeguarding, Social Pedagogy and School Psychology in their work for our student body. With this pluri-professional team in the SEN area, new responsibilities and processes have been established. The area of IEPs is being re-implemented with a newly-designed software programme that was created for the school in a collaborative project with the University of Regensburg/Germany. In addition, an external supervisor accompanies all professionals through individual sessions, workshops and training sessions.

##### **Accountability:**

After two recent external evaluations, the School was subject to the “Bund-Länder-Inspektion” in September 2017, an evaluation by the German Government and an integral part of the quality management of the German Schools Abroad that takes the form of a week-long inspection. Main development areas identified are achieving independent learning for all pupils and differentiation and individualisation in teaching. The School passed the inspection and has been re-awarded with the title “Excellent German School Abroad” by the inspection team. The School continues to implement the development plan instituted as a result of the inspection and reports to the (ZfA) regularly on pupil attainment and other matters, as required of German Schools Abroad, as well as to the Management Committee of the Association which takes an active interest in educational performance. The School regularly participates in four diagnostic exams in years 3, 5, 6 and 8 that are benchmarked against local German primary and secondary schools. This provides us with valuable data on how well our students are faring in comparison to Germany. All results during the time of the Pandemic were specifically encouraging, with DSL students generally ranking above and well above their peers in Thuringia and Baden-Württemberg in 2021 and 2022.

##### **Cooperation with our host country:**

Our programme of exchanges with British and international Schools is flourishing. An increasing number of pupils visit the School and gain an insight into German culture; and vice versa, more German pupils develop further perspective on English culture and life through their School visits. Teaching German at the neighbouring Russell School is one of the many ongoing efforts to support language learning in the UK.

Pupils at the German School London also dedicate their time and commitment to support charitable and civic ventures. DSLaktiv members successfully organised a sponsored walk to raise funds for underprivileged children. More than 70 students participate currently in the Duke of Edinburgh Award Scheme in order to learn how to be responsible citizens.

## **Introduction**

The Management Committee is pleased to present its report together with the audited financial statements of German School Association Limited for the year ended 31 August 2022 in accordance with the Statement of Recommended Practice-Accounting and Reporting by Charities; SORP applicable to charities preparing their accounts in accordance with FRS 102.

## **Objectives of the Association**

The main objectives as set out in the Memorandum of the Association are:

- To establish, maintain and conduct for the benefit of the public a German School;

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2022**

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- To educate children and adults in the language, literature and general culture of Germany;
- To promote the education of German speaking persons of all ages resident in Germany and elsewhere in the language, literature and general culture of England; and
- Generally to promote the study of German culture in England, and English culture in Germany.

The general goals for the School itself are documented in the School Profile of the German School London (the "School Profile") as developed by the General School Conference and approved by the Management Committee from time to time. The School Profile stipulates that the School strives:

- To support the individual, social and academic development of its pupils by a well-founded broad education;
- To offer a German curriculum as well as a final high school exam (Abitur) for transition back into the German system or into higher education in Germany;
- To teach the English language and British culture and support integration into British society;
- To help create a positive image of Germany through a wide array of cultural programmes, social activities and sporting events; and
- To educate and encourage its pupils to be responsible and tolerant citizens in an intercultural society

#### **Structure, Governance and Management Overview**

The German School Association Ltd was founded in 1970 and awarded charitable status in 1974. The School became operational in 1971 and provides education for German-speaking pupils from kindergarten to university entry level. The Association is governed by its Articles of the Association which were most recently updated on 6 March 2019.

#### **Role and Composition of the Management Committee**

The Management Committee manages the business and exercises all powers of the Association, of which the core responsibility is the operation of the German School London. In essence, the Management Committee determines the strategy of the School and ensures all prerequisites for the successful operation of the School, including: determining the character and form of the School; adopting the curriculum; appointing the Head Teacher and teaching staff as well as administrative staff; determining School fees and expense budgets; arranging financing and investing the Association's monies; as well as making and amending the regulations for the governance of the School. The Association's goals can only be successfully pursued in close cooperation with the Head Teacher of the School, and any decisions relating to pedagogical matters are discussed with the Head Teacher. In order for the Association to secure the essential support by the Federal Republic of Germany, the Management Committee must demonstrate that the Association and the School adhere to the Guidelines for German Schools Abroad, as issued by the Central Office for German Schools Abroad ("Zentralstelle für Auslandsschulwesen", "ZfA"), a department of the Federal Office of Administration ("Bundesverwaltungsamt", "BVA").

The Management Committee currently consists of at least 6 and up to 12 members and 8 board members at the end of the reporting period, who are exclusively volunteers. No member of the Management Committee received any remuneration in respect of their services to the Association during the financial year 2022 (financial year 2021: £nil). No members of the Management Committee received reimbursement of travel expenses in the year, (financial year 2021: £ Nil). All Management Committee members are directors of the company under the Companies Act 2006 and at the same time trustees of the charity. They are nominated and elected by the members of the Association.

**Report of the Management Committee**

**For the Year ended 31 August 2022**

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**Conduct of Business of the Management Committee**

Management Committee meetings are held on a regular basis during the year. In addition to the members of the Management Committee, the Head Teacher, the Commercial Director/Company Secretary, and a representative of the German Embassy as well as a parents' and a teachers' representative have a statutory right to attend but do not have voting powers. Moreover, the Deputy Head, the Head of the Primary School, the Head of Kindergarten and other staff when appropriate as well as a representative of the "Friends of Douglas House" are regularly invited to attend.

The Management Committee is aware that its voluntary members have to ensure that the Management Committee's responsibilities are performed to a high standard, reliably and, on a continuous basis. The possibility of significant change in the composition of the Management Committee constitutes an on-going challenge. A structure has been put into place to ensure the effective performance of the Management Committee through suitable delegation and supervision as well as adequate internal organisation.

**Administration**

The School Administration (through the Commercial Director) assumes day-to-day responsibility for the on-going management of the infrastructure and finances of the School and supports the Management Committee and the Head Teacher in their duties. A framework of Financial Regulations ensures effective control and supervision of the School's funds.

**Commercial Director**

The Commercial Director reports to the Management Committee. He represents the Management Committee inside and outside the School and is the first point of contact for Management Committee matters. He ensures, in close cooperation with the Chair and the Head Teacher of the School, that the Management Committee deals with all relevant issues at the Management Committee meetings as well as at Sub-Committee level and that adequate information is provided as a basis for the Management Committee's decisions. The Commercial Director is a member of all Sub-Committees and co-ordinates between these. He monitors the implementation of Management Committee decisions, supervises the day-to-day financial management of the Association, and advises the Management Committee on any related risks. He does not have voting powers at Management Committee Meetings. As the representative of the Management Committee, the Commercial Director ensures effective cooperation and coordination between the Management Committee and the Head Teacher and minimises the need for day-to-day operational involvement of Management Committee members.

**Sub-Committees**

The Management Committee has currently established 6 Sub-Committees: Finance; Communication; Personnel; IT, Health & Safety and Governance. The Sub-Committees prepare recommendations to the Management Committee and oversee the implementation of Management Committee decisions. They are chaired by a member of the Management Committee. The Head Teacher or the Commercial Director may appoint other pedagogical or non-pedagogical staff to join Sub-Committees, in order to ensure relevant knowledge and up-to-date input from the School is considered as the basis of Management Committee decisions and for their execution.

The Management Committee also invites members of the Association (who are not Management Committee Members) with relevant skills and experience to join the Sub-Committees as external members. Thereby the Management Committee has access to experts to help it fulfil its role effectively.

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2022**

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#### **Recruitment of Committee Members**

In general, the Management Committee encourages members of the Association to get involved at a Sub-Committee level before seeking to be elected to the Management Committee. This ensures a much higher quality of decision-making in the appointment of new Management Committee Members, both from the Association's as well as the individual's point of view. This does not affect members' rights to nominate and elect persons who have not served on a Sub-Committee of the Management Committee.

#### **Trustee Induction and Training**

New trustees are informed and introduced into their roles by the Chair and the Commercial Director and receive materials and training about trustees' responsibilities.

The German School Association has taken out trustee indemnity insurance. This covers claims made against the School in respect of trustees' liability arising from any negligent act, error or omission committed in good faith. The premium for the insurance is included in the School's public liability premium.

#### **Fundraising practices review**

All fundraising practices are framed within the values and principles of the organisation. Where expenditure is required to generate income, there is an analysis of the return on investment to ensure the organisation is able to make informed decisions regarding activities.

The fundraising and partnership team are internal and the organisation does not use external professional fundraisers. We do not employ the services of any fundraising agencies or third parties, nor have we run a telephone or door to door fundraising campaign. Our relationship with our supporters is very important to us and we do not wish for our supporters to feel under any pressure to donate to the charity. Where we partner with corporates, due diligence is conducted on the organisations and the amount of time and effort we as a charity needed to put in, versus the income we would likely receive. Clear parameters and responsibilities are then agreed between partners.

We have ensured we are in line with the GDPR data protection regulations and all other relevant codes of conduct. No complaints have been received and the charity aims to protect vulnerable people.

#### **The Head Teacher of the School**

The Head Teacher is responsible for all pedagogical matters. The Head Teacher has to ensure that the School is operated within both the German regulations and standards and the requirements of the Local Education Authority. The Head Teacher is assisted by a Deputy and the Heads of Primary School and Kindergarten and by an extended Leadership Team. All pedagogical employees report to the Head Teacher. The appointment of a Head Teacher who is seconded by the Federal Republic of Germany is one of the prerequisites for the extensive support for the Association provided by the Federal Republic of Germany.

#### **Relationship with the Federal Republic of Germany**

The Association benefits from significant support from the Federal Republic of Germany, as the work of the Association is viewed as a key instrument of foreign cultural policy in the UK. The strong cooperation with and support provided by the Federal Republic of Germany is of great importance for the Association. The financial support from the Federal Republic of Germany consists of cash and non-cash contributions.

The continuous financial support takes three main forms:

1. Provision of teachers by secondment: this accounts for approximately 53% (2021 : 47%) of the support.

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2022**

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2. Rights to use the School premises and buildings, which are owned by the Federal Republic of Germany, free of rent: this accounts for approximately 24% (2021 : 22%) of the support, based on a rental evaluation carried out in December 2004. (The Association has to bear the cost of maintenance of the premises).
3. Payment of a School subsidy: this accounts for approximately 15% (2021 : 13%) of the support.

The use of land and premises is governed by a usage agreement. In December 2006, the Management Committee reached agreement with the German Foreign Office to amend the usage agreement, which is the main precondition for future investments of the Association in buildings on the premises that are the property of the Federal Republic of Germany. The principal amendment is the exclusion of the ordinary termination right for the premises for up to 30 years once the Association has started the construction of a new School building.

To ensure compliance with the rules and regulations that are the basis for the support, a member of the Department of Cultural Affairs of the German Embassy, acting as the representative of the German government, is invited to attend all Management Committee Meetings. In addition, the Federal Conference of the Education Ministries in Germany ("Bund-Länder-Ausschuss der Kultusministerkonferenz") carries out inspections of the academic examination standards, through a process of evaluation of the exam tasks, performances and results.

#### **Supporting Organisations, Friends of Douglas House**

The German School Association is supported by the Friends of Douglas House (the "Friends"), Charity No. 268743. The charity was founded in 1972 and its members are predominantly parents of the School. The main objective of the Friends is fundraising for the School. They organise most School festivities and the Association grants them the use of the School's premises for this purpose free of charge. The Friends raised and contributed £42,957 (2021 : £39,042) to the School.

The Friends also play an important role with respect to the social integration of newly arrived families at the German School London, most of whom come from abroad and regard the School as one of their primary points of contact.

#### **Supporting Organisations, Swiss Parents Association**

The Swiss Parents Association at the German School, Charity No. 1002961, was founded in 1991. The main objective of the Swiss Parents Association is to support the Swiss pupils at the School by supporting the employment of a Swiss teacher. The Swiss Government is supporting the Association in the form of a grant and Swiss parents are paying a supplement to the School fees charged by the School.

#### **The German School Association and the Community (Public Benefit)**

The trustees of the German School Association strongly support the view that the School strives to play a full and responsible part in its local community. The Committee Members have regard to the Charity Commission guidance on public benefit. The principal ways in which the School achieves this are as follows:

- At any given time, a number of children are supported by the School with bursaries representing up to 100% of their School fees, providing economic support to families in need. In the period ended 31 August 2022, 13 pupils received bursaries at a total cost to the School representing just over 1% of gross fee income (0.6% in 2021).
- The German School Association directly passes on all grants and reductions it receives to its pupils. Apart from the principal benefits that the German School Association derived from its charitable status, it received grants from the German government in the form of secondment of teachers and provision of the premises free of charge, as well as a cash grant during the financial year ending 31 August 2022.

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- The German School London welcomes individuals who wish to undertake practical work in School as part of their teacher or childcare training. The School donates its resources free of charge to help in the training and supervision of these students.
- The School opens its facilities to neighbouring Schools, clubs and summer camps and provides a venue for the German Saturday School Richmond.
- The School supports free-of-charge German language classes at neighbouring Russell School and invites English teachers teaching German and their pupils regularly for exchange visits.
- The German School works closely with the local German churches (both Catholic and Protestant) and grants them the use of the School facilities for various activities.
- By educating approximately 831 children on average during the year independently, pressure on places in the maintained sector is relieved.

#### Strategic report

##### Review of Activities

At the end of the financial year, which coincides with the academic year, there were 831 pupils at the School, representing more than 35 different nationalities including those with multiple nationality.

In 2022, 44 pupils passed the “Abitur”, the German equivalent of A-levels, mastering 10-12 subjects and thus achieving university entrance level. Out of these graduates, 17 students participated the International Baccalaureate Diploma Programme (IB) as Course Candidates and passed their courses successfully.

During the academic year 2021/22, on average 12 teachers were seconded from the Federal Republic of Germany. In addition, a total of 95 (2021 : 98) were employed locally by the Association.

##### Income and expenditure account

An operating surplus (income over expenditure) was recorded for the financial year amounting to -£502,525 (Financial year 2021 : -£40,170)

Incoming resources during the period amounted to £11,276,689 (financial year 2021: £10,465,642).

This includes £6,651,924 for educational fee income (financial year 2021 :£6,477,330) and £1,631,879 income from other educational activities (financial year 2021: £1,014,612).

Income from Grants and Donations amount to £2,979,439 (financial year 2021: £2,970,973), of which the German government’s Central Office for Schools Abroad (ZfA) provided financial support amounting to £433,696 (financial year 2021: £418,468) and made available to the Association 12 teaching staff. The German government also made available to the Association additional COVID-19 funding plus the rent-free use of land and buildings. The Association is dependent to this extent on the grants receivable and staff provided from the German Government.

Average staff numbers during the year were 155 (2021: 158). Staff costs remain a major item of expenditure, remaining at 62% of total resources expended, including the staff provided by the German government.

##### Balance sheet

The net assets of the Association on 31 August 2022 were £15,395,730 (financial year 2021: £14,893,205)

##### Reserves

The assets and liabilities attributable to the various funds by type are shown in note 20a. Note 21a also describes the various funds of the charity and summarises the year's movement on each fund. The unrestricted reserves of the

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2022**

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Association amount to £6,784,181 at 31 August 2022 (financial year 2021: £5,791,947) including designated funds of £1,726,952 for capital projects.

The Management Committee's policy is to build up reserves by means of annual operating surpluses. Reflecting the current economic circumstances and the necessity to plan ahead for continuous and future capital projects, such as sports hall and main building renovation and extension, it has been determined that the appropriate level of reserves should be at least equivalent to 6 months expenditure, with current general reserves being £5,057,229 or around 7 months' expenditure.

As far as possible, the trustees endeavour to keep School fee increases as low as reasonably possible whilst ensuring that, in their opinion, the appropriate level of reserves is achieved and the financial resources are available to ensure the continuous operation of the School's day-to-day business in keeping with the School's mission.

#### **Investment policy**

The Management Committee has the power to invest in such assets as it sees fit. In view of the nature of the charitable company's activities and to safeguard the assets of the Charity, any surplus funds are currently invested in short-term fixed deposits only. Since the end of the reporting period the Management Committee has approved an Investment Policy which regulates non-fixed long-term investments.

#### **Remuneration Statement**

We are committed to ensuring that we pay our staff a fair and appropriate salary while always making sure we have the ability to do so. We aim to pay staff a competitive salary that is appropriate for a School of our size and structure and relevant to the job market. We endeavour to provide a total remuneration package to enable us to attract and retain people with the right skills and therefore have the greatest impact in delivering our objectives in providing a first class education for our pupils.

In setting senior leadership pay, the School takes account of the skills and experience required for each of the roles and the remuneration in the sectors from which suitable candidates for such posts would be found.

In accordance with the Statement of Recommended Practice we disclose in note 10 to the accounts:

- All payments to trustees (no trustees are paid) and expenses reimbursed
- The number of staff with salaries of £60,000 and above
- Total remuneration cost of the Senior Leadership Team
- Pensions and other benefits

#### **Plans for the future**

The German School Association provides the appropriate infrastructure for the German School London to achieve its educational programme and pedagogical goals. With the double qualification of IB (International Baccalaureate) and the German International Abitur, the School has expanded the options available for its increasing number of internationally-oriented students. The School has been offering a programme making IB course and certificate offerings available for more Abitur candidates.

The School is committed to delivering the highest level of educational quality and to providing first-class facilities to ensure excellence in all areas across the School. To achieve these objectives, the Management Committee, the Head Teacher and his team have agreed to continue investing in teaching quality at the School in line with the School's vision.

A number of long-term key factors have been identified as high intake of pupils in the Early Years, as well as the number of registrations of pupils and retention throughout the School. This will be achieved by offering a comprehensive

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2022**

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educational programme, extension of the School day and increased tuition in specialised groups and the introduction of the IB and other career paths within the school. Combined with the expansive site of the School with its various buildings from different centuries, some of which are listed buildings, create the need for constant attention to the maintenance of and investment in the School infrastructure. The refurbishment and constant upkeep of the existing School buildings remain a high priority on the trustees' agenda. The German Foreign Office has recognised its responsibility to partially fund the refurbishment of the existing buildings.

#### **Principal Risks and Uncertainties**

The Management Committee acknowledges its responsibility for ensuring that the major risks to which the Association is exposed are identified and systems are designed to manage those risks. In addition to the routine health and safety assessments undertaken by the School's staff, the Management Committee conducts an annual risk inventory and also regularly assesses the risks to which the charity is exposed, agrees how those risks may be best mitigated and takes the appropriate action to manage them. The Management Committee takes the issue of risk management with the utmost seriousness and risk assessment is a routine item on its agenda. Of particular concern to the Management Committee are:

- The German School is committed to safeguarding and promoting the health and welfare of its community members; pupils, staff, volunteers, parents, third party contractors and visitors. Health and safety of our pupils and of our staff are paramount. We have conducted and reviewed thorough risk assessments in all areas of the school in order to minimize risks staff and our pupils face, recognizing that they cannot be eliminated completely. We have worked through a system of controls in order to establish essential measures to prevent spreading the Coronavirus and to respond properly to any infection.
- The pandemic as well as the increased use of online platforms and social media have increased the risk of mental health issues and cyber bullying. We have a strong safeguarding team in place and provide education and awareness programmes for students and staff.
- The effect of the United Kingdom having left the EU on 31.12.2020 has an impact on our ability to recruit adequate staff and to admit pupils from families who have migrated to the UK from Europe. Appropriate immigration licenses have been required in order to manage staff recruitment, and for the recruitment and retention of pupils marketing activities are being increased.
- German support contribution is also dependent on achievement of performance in Abitur grading and could have a detrimental effect on the value of teaching resource provided by Germany. Continual review of the attractiveness of the Abitur and having a strong basis of secondary School pupil numbers is undertaken.
- Any crisis that has a significant impact on the ability to operate the School, such as a fire or terrorist attack, may impact widely in terms of harm to staff and pupils, operational costs and longer term damage. Such circumstances are the subject of extensive risk management scrutiny and processes to not only ensure compliance with statutory obligations but to achieve material reduction in the likelihood of such events occurring.

#### **Statement of responsibilities of the Management Committee**

The Management Committee (whose members are directors of the German School Association Limited for the purposes of company law) is responsible for preparing the report of the Management Committee including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Management Committee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Management Committee is required to:

## German School Association Limited

### Report of the Management Committee

#### For the Year ended 31 August 2022

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

The Management Committee is responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable it to ensure that the financial statements comply with the Companies Act 2006. It is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Management Committee is aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Management Committee members have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Management Committee is responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 August 2022 was 11 (2021: 8). Members of the Management Committee are members of the charity but this entitles them only to voting rights. Members of the Management Committee have no beneficial interest in the charity. It is noted that in 2022 most members of the Management Committee were parents of pupils at the School.

#### **Auditor**

Sayer Vincent LLP was re-appointed as the charitable company's auditor and has expressed its willingness to continue in that capacity.

The Report of the Management Committee, which includes the Strategic Report, has been approved by the Management Committee on 5 December 2022 and is signed on its behalf by

Jan Peter Weiland  
Chair of the Management Committee

## Independent Auditor's Report

To the members of

German School Association Limited

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### Opinion

We have audited the financial statements of German School Association Limited (the 'charitable company') for the year ended 31 August 2022 which comprise the statement of financial activities, balance sheet, 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 FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 August 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- 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 members of the Management Committee'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 German School Association Limited'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 members of the Management Committee with respect to going concern are described in the relevant sections of this report.

### Other Information

The other information comprises the information included in the annual report of the Management Committee, including the strategic report, other than the financial statements and our auditor's report thereon. The members of the Management Committee are responsible for the other information contained

## Independent Auditor's Report

To the members of

German School Association Limited

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within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- The information given in the annual report of the Management Committee, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The annual report of the Management Committee, including the strategic report, has been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the annual report of the Management Committee including the strategic 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 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 members of the Management Committee's remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit

## Responsibilities of members of the Management Committee

As explained more fully in the statement of members of the Management Committee's responsibilities set out in the annual report of the Management Committee, the members of the Management Committee (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 members of the Management Committee 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 members of the Management Committee 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 members of the Management Committee 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

### **Capability of the audit in detecting irregularities**

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, and the finance committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements

## Independent Auditor's Report

To the members of

German School Association Limited

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made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## 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.

Noelia Serrano (Senior statutory auditor)  
3 February 2023  
for and on behalf of Sayer Vincent LLP, Statutory Auditor  
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

## Statement of Financial Activities (incorporating an Income and Expenditure Account)

For the year ended 31 August 2022

		Restricted £	Unrestricted £	2022 Total £	Restricted £	Unrestricted £	2021 Total £
	Note						
<b>Income from:</b>							
Income from Grants & Donations	2.	22,980	2,956,459	<b>2,979,439</b>	30,717	2,940,256	2,970,973
Charitable activities - <i>Educational fee income</i>	3.	-	6,651,924	<b>6,651,924</b>	-	6,477,330	6,477,330
Other educational activities	4.	-	1,631,879	<b>1,631,879</b>	-	1,014,612	1,014,612
Investments	5.	-	13,447	<b>13,447</b>	-	2,728	2,728
<b>Total income</b>		<u>22,980</u>	<u>11,253,709</u>	<u><b>11,276,689</b></u>	<u>30,717</u>	<u>10,434,926</u>	<u>10,465,643</u>
<b>Expenditure on :</b>							
Charitable activities - <i>Educational costs</i>	7.	512,689	10,253,567	<b>10,766,256</b>	460,662	10,033,236	10,493,898
Foreign exchange losses	6.	-	7,908	<b>7,908</b>	-	11,915	11,915
<b>Total expenditure</b>		<u>512,689</u>	<u>10,261,475</u>	<u><b>10,774,164</b></u>	<u>460,662</u>	<u>10,045,151</u>	<u>10,505,813</u>
<b>Net income / (expenditure) for the year</b>		(489,709)	992,234	<b>502,525</b>	(429,945)	389,775	(40,170)
Transfers between funds		(46,517)	46,517	-	-	-	-
<b>Net movement in funds</b>		<u>(536,226)</u>	<u>1,038,751</u>	<u><b>502,525</b></u>	<u>(429,945)</u>	<u>389,775</u>	<u>(40,170)</u>
<b>Reconciliation of funds</b>							
Funds brought forward		<u>9,101,258</u>	<u>5,791,947</u>	<u><b>14,893,205</b></u>	<u>9,531,203</u>	<u>5,402,172</u>	<u>14,933,375</u>
<b>Total funds carried forward</b>		<u><u>8,565,032</u></u>	<u><u>6,830,698</u></u>	<u><u><b>15,395,730</b></u></u>	<u><u>9,101,258</u></u>	<u><u>5,791,947</u></u>	<u><u>14,893,205</u></u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 21 to the financial statements.

**31 August 2022**

	Note	£	2022 £	£	2021 £
<b>Fixed assets</b>					
Tangible fixed assets	14.		<u>14,805,431</u>		<u>15,618,433</u>
<b>Current assets</b>					
Stock		33,938		5,776	
Debtors	15.	260,234		225,237	
Cash at bank and in hand		<u>8,646,972</u>		<u>7,399,277</u>	
		8,941,144		7,630,290	
<b>Liabilities</b>					
Creditors: amounts falling due within one year	16.	<u>(7,982,680)</u>		<u>(7,600,075)</u>	
<b>Net current assets</b>			<u>958,464</u>		<u>30,215</u>
<b>Total assets less current liabilities</b>			<u>15,763,895</u>		<u>15,648,648</u>
<b>Liabilities</b>					
Creditors: amounts falling due after one year	18.		<u>(368,166)</u>		<u>(755,443)</u>
<b>Total net assets</b>	20a.		<u>15,395,730</u>		<u>14,893,205</u>
<b>The funds of the charity :</b>					
Restricted income funds	21a.		8,565,032		9,101,258
Unrestricted funds					
Designated funds			1,726,952		1,580,203
General funds			<u>5,103,746</u>		<u>4,211,744</u>
<b>Total charity funds</b>			<u>15,395,730</u>		<u>14,893,205</u>

Approved by the Management Committee on 5 December 2022 and signed on its behalf by

Jan Peter Weiland  
Chair

German School Association Limited

Statement of Cashflows

For the year ended 31 August 2022

	Note	£	2022 £	£	2021 £
<b>Cash flows from operating activities</b>					
Net cash flow provided by / (used in) operating activities	22.		<b>923,556</b>		1,391,983
<b>Cash flows from investing activities :</b>					
Investment income		<b>13,447</b>		2,728	
Interest paid		<b>(36,457)</b>		(50,328)	
Purchase of tangible fixed assets		<b>(25,711)</b>		<u>(1,634,507)</u>	
<b>Net cash flow provided by / (used in) investing activities</b>			<b>(48,721)</b>		(1,682,107)
Cash flows from financing activities:					
Repayments of borrowing		<u><b>372,861</b></u>		(358,850)	
<b>Net cash flow provided by / (used in) financing activities</b>			<u><b>372,861</b></u>		<u>(358,850)</u>
<b>Change in cash and cash equivalents in the year</b>			<b>1,247,695</b>		(648,974)
Cash and cash equivalents at the beginning of the year			<u><b>7,399,277</b></u>		<u>8,048,251</u>
<b>Cash and cash equivalents at the end of the year</b>			<u><u><b>8,646,972</b></u></u>		<u><u>7,399,277</u></u>

Analysis of cash and cash equivalents and net debt

	At 01 Sept 2021	Cash Flows	Other Non-cash charges	At 31 Aug 2022
<b>Loans falling due</b>				
• Within one year	(372,749)	409,213	(423,674)	<b>(387,210)</b>
• After more than one year	<u>(755,443)</u>	-	<u>387,277</u>	<u><b>(368,166)</b></u>
	(1,128,192)	409,213	(36,397)	<b>(755,376)</b>
Cash at bank and in hand	<u>7,399,277</u>	<u>1,247,695</u>	-	<u><b>8,646,972</b></u>
Total	<u><u>6,271,085</u></u>	<u><u>1,656,908</u></u>	<u><u>(36,397)</u></u>	<u><u><b>7,891,596</b></u></u>

**1. Accounting policies**

**a) Statutory information**

German School Association Limited is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is Douglas House , Petersham Road, Richmond , Surrey , TW10 7AH.

**b) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

**c) Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

**d) Going concern**

The Management Committee consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The Management Committee do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

**e) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

**f) Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

**1. Accounting policies**

**f) Donations of gifts, services and facilities (continued)**

The Association is provided with a number of teachers free of charge by the German Government. An estimate of the cost of such teaching staff is included in expenditure and shown as a corresponding grant in income.

The land and buildings at Petersham are occupied rent free by the School under the terms of an agreement with the German Government which owns the land and buildings. The rental valuation of these premises is shown in expenditure and as a corresponding grant in income.

**g) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**h) Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the Management Committee for particular purposes.

**i) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of delivering core educational services undertaken to further the purposes of the charity and their associated support costs
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.
- Foreign exchange losses are charged based on changes in the value of foreign currency against the functional currency of the financial statements

**j) Allocation of support costs**

Governance and support costs have both been duly allocated to educational costs, as this is the sole charitable activity. These costs are shown in more detail in notes 7 and 8.

**k) Operating leases**

Rental charges are charged on a straight line basis over the term of the lease.

**1. Accounting policies**

**l) Tangible fixed assets**

The land and buildings at Petersham are occupied rent free by the School under the terms of an agreement with the German Government which owns the land and buildings. The German School Association Limited is unable to sell the land and buildings. Significant expenditure on assets held for charitable use, including land and buildings are capitalised, notwithstanding the agreement relating to the School's occupation of the land and buildings is cancellable at six months' notice by either party. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Building improvements costing more than £5,000, furniture and fittings costing more than £1,500 and computer equipment costing more than £1,000 are capitalised and carried in the balance sheet at historical cost.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. The depreciation rates and useful lives are as follows:

● Leasehold Property	
New buildings and related costs	Over the life of the waiver (30 years from 1st September 2013 )
Refurbishment of existing buildings	15 years
● Furniture and equipment	3-10 years
● Computer equipment	3 years

Assets in progress are in the course of construction and are not depreciated.

**m) Debtors**

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

**n) Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

**o) Creditors and provisions**

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

**p) Pensions**

The German School Association contributes to Employee Personal Pension Plans with the costs recognised in expenditure on a month-by-month basis.

**q) Foreign currencies**

Assets and liabilities denominated in foreign currencies are converted at the rate of exchange ruling at the balance sheet date and the gains or losses on transactions in the year are included in the income and expenditure account. Transactions during the year are converted at the rate of exchange ruling at the dates of the transactions.

## Notes to the financial statements

For the year ended 31 August 2022

## 2. Income from Grants and Donations

	2022			2021		
	Restricted £	Unrestricted £	Total £	Restricted £	Unrestricted £	Total £
Grants receivable from Central Office for Schools Abroad (ZfA)	-	433,696	<b>433,696</b>	-	418,468	418,468
Provision of premises by German Government*	-	700,000	<b>700,000</b>	-	700,000	700,000
Cost of teachers provided by German Governments	-	1,531,713	<b>1,531,713</b>	-	1,473,567	1,473,567
German Government Covid monies	-	-	-	-	537,187	537,187
Reversal of repayment provision of Government Covid monies	-	244,736	<b>244,736</b>	-	(244,736)	(244,736)
Donations from Friends of Douglas House	-	42,957	<b>42,957</b>	-	39,042	39,042
Swiss Parents Association	22,980	-	<b>22,980</b>	30,717	-	30,717
Other donations	-	3,358	<b>3,358</b>	-	16,728	16,728
<b>Total Income from grants and donations</b>	<b>22,980</b>	<b>2,956,459</b>	<b>2,979,440</b>	<b>30,717</b>	<b>2,940,256</b>	<b>2,970,973</b>

\*The provision of premises by German Government is a valuation of estimated annual rental cost of the donated land used by the German School.

## 3. Income from charitable activities

	2022			2021	
	Restricted £	Unrestricted £	Total £	Total £	Total £
Gross school fees	-	7,254,981	<b>7,254,981</b>		6,996,950
Less: bursaries, scholarships and allowances	-	(603,057)	<b>(603,057)</b>		(519,620)
<b>Total Income from charitable activities</b>	<b>-</b>	<b>6,651,924</b>	<b>6,651,924</b>		<b>6,477,330</b>

All income from charitable activities in the prior year was unrestricted.

## 4. Income from other educational activities

	2022			2021	
	Restricted £	Unrestricted £	Total £	Total £	Total £
Rental income	-	53,526	<b>53,526</b>		12,416
School magazine and year book	-	2,620	<b>2,620</b>		3,020
Membership subscriptions	-	1,225	<b>1,225</b>		1,475
Registration fees	-	121,155	<b>121,155</b>		72,547
Infrastructure levy (School Development)	-	242,257	<b>242,257</b>		145,500
Provision of school bus	-	121,002	<b>121,002</b>		74,520
Sale of school books	-	40,130	<b>40,130</b>		103,577
School cafeteria	-	323,622	<b>323,622</b>		155,304
School trips and other activities	-	726,342	<b>726,342</b>		446,252
<b>Total Income from other educational activities</b>	<b>-</b>	<b>1,631,879</b>	<b>1,631,879</b>		<b>1,014,612</b>

All income from other educational activities in the prior year was unrestricted.

## 5. Income from investments

	2022			2021		
	Restricted £	Unrestricted £	Total £	Restricted £	Unrestricted £	Total £
Overnight deposit income	-	13,447	<b>13,447</b>	-	2,728	2,728
<b>Total Income from investments</b>	<b>-</b>	<b>13,447</b>	<b>13,447</b>	<b>-</b>	<b>2,728</b>	<b>2,728</b>

## 6. Foreign exchange transactions

	2022			2021		
	Restricted £	Unrestricted £	Total £	Restricted £	Unrestricted £	Total £
Year end loss on € current accounts	-	7,908	<b>7,908</b>	-	11,915	11,915
<b>Total Foreign exchange loss</b>	<b>-</b>	<b>7,908</b>	<b>7,908</b>	<b>-</b>	<b>11,915</b>	<b>11,915</b>

Notes to the financial statements

For the year ended 31 August 2022

7a Analysis of Expenditure (current year)

	Educational costs £	Governance Costs £	Support Costs £	2022 Total £	2021 Total £
Staff costs (See Note 10)	5,481,664	9,214	1,268,660	<b>6,759,538</b>	6,475,604
Direct educational costs	86,974	-	-	<b>86,974</b>	128,552
Governance costs (See Note 8)	-	25,242	-	<b>25,242</b>	31,327
Support costs (See Note 8)	-	-	3,894,502	<b>3,894,502</b>	3,858,415
<b>Total expenditure 2022</b>	<b><u>5,568,638</u></b>	<b><u>34,456</u></b>	<b><u>5,163,162</u></b>	<b><u>10,766,256</u></b>	
Total expenditure 2021	<u>5,354,140</u>	<u>40,018</u>	<u>5,099,740</u>		<u>10,493,898</u>

7b Analysis of Expenditure (prior year)

	Educational costs £	Governance Costs £	Support Costs £	2021 Total £
Staff costs (See Note 10)	5,225,588	8,691	1,241,325	<b>6,475,604</b>
Direct educational costs	128,552	-	-	<b>128,552</b>
Governance costs (See Note 8)	-	31,327	-	<b>31,327</b>
Support costs (See Note 8)	-	-	3,858,415	<b>3,858,415</b>
<b>Total expenditure 2021</b>	<b><u>5,354,140</u></b>	<b><u>40,018</u></b>	<b><u>5,099,740</u></b>	<b><u>10,493,898</u></b>

## Notes to the financial statements

For the year ended 31 August 2022

## 8. Analysis of Support &amp; Governance costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

The basis of apportionment of supports costs to the governance function is activity based.

	Governance costs	Support costs	2022 Total	2021 Total
	£	£	£	£
Ancillary support	-	845,342	<b>845,342</b>	621,490
Maintenance and utilities	-	1,754,988	<b>1,754,988</b>	2,015,885
Insurances	-	79,923	<b>79,923</b>	59,207
Motor and travelling expenses	-	4,545	<b>4,545</b>	-
Telephone, postage, print and internet	-	38,040	<b>38,040</b>	47,872
Copier costs	-	48,378	<b>48,378</b>	46,445
Professional and consultancy fees	5,482	5,580	<b>11,062</b>	13,101
Staff recruitment, training and welfare	-	89,431	<b>89,431</b>	66,752
Bank charges and interest	-	48,285	<b>48,285</b>	59,710
Entertainment costs	-	12,840	<b>12,840</b>	5,040
Audit fees & other services	14,760	1,827	<b>16,587</b>	19,460
Solicitors costs	-	-	-	4,634
SEN / Psychologist	-	4,342	<b>4,342</b>	10,767
Community service	-	17,321	<b>17,321</b>	14,941
Other general administration	5,000	104,949	<b>109,949</b>	107,009
Depreciation	-	838,712	<b>838,712</b>	797,428
Support costs	-	3,894,502	-	-
Governance costs	25,242	-	-	-
Total	<b>25,242</b>	<b>3,894,502</b>	<b>3,919,744</b>	<b>3,889,742</b>

## 9. Net income / (expenditure) for the year

This is stated after charging:

	2022	2021
	£	£
Depreciation	<b>838,712</b>	797,428
Interest payable	<b>36,457</b>	50,328
Operating lease rentals:		
▪ other	<b>25,259</b>	27,531
Auditor's remuneration:		
▪ audit	<b>12,300</b>	11,700
▪ other services	<b>1,764</b>	3,360
Management Committee members' expenses	-	-

Notes to the financial statements

For the year ended 31 August 2022

10. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2022	2021
	£	£
Salaries and wages	4,299,228	4,178,912
Social security costs	452,907	401,568
Employer's contribution to pension schemes	475,691	421,558
Cost of 12 teachers provided by the German Government (2021: 12)	1,531,713	1,473,567
	<u>6,759,538</u>	<u>6,475,604</u>

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

£60,000 - £69,999	1	2
£70,000 - £79,999	1	1
£80,000 - £89,999	10	10
£90,000 - £99,999	2	2
£100,000 - £109,999	<u>1</u>	<u>1</u>

The total employee benefits including pension contributions and employer national insurance of key management personnel were £542,200 (2021: £475,174)

The Prior year 2021 figure has been adjusted (for equivalent 5 key management personnel ) from £845,489 , because of the establishment of a new management structure forming the school's senior leadership team.

The Management Committee members were not paid or received any other benefits from employment with the charity in the year (2021 :£nil). No Management Committee member received payment for professional or other services supplied to the charity (2021: £nil).

There were no expenses reimbursed for management committee members last year (2021: £nil) .

11. The full-time equivalent number of employees during the year was as follows:

	2022	2021
	No.	No.
Teaching (including seconded teachers)	78.4	78.3
Administration	15.5	15.4
Support	13.7	14.5
Caretakers and gardeners	2.0	2.0
	<u>109.6</u>	<u>110.2</u>

The average weekly number of employees including volunteers and interns on a headcount basis was 155 (2021: 158)

12. Related party transactions

Some Management Committee members of the school are parents of children attending the school. The places are funded in the same way as all the other places at the school and the children receive the same service and benefits as other children.

Aggregate donations from related parties were £Nil (2021: £Nil)

13. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

## Notes to the financial statements

For the year ended 31 August 2022

## 14. Tangible fixed assets

	Leasehold Property £	Assets in Progress £	Furniture and Equipment £	Computer Equipment £	Total £
Cost					
At the start of the year	20,076,039	209,039	573,082	51,597	20,909,757
Additions in year	25,711	-	-	-	25,711
Transfers in / (out) during year	209,039	(209,039)	-	-	-
At the end of the year	<b>20,310,789</b>	-	<b>573,082</b>	<b>51,597</b>	<b>20,935,468</b>
Depreciation					
At the start of the year	4,700,691	-	541,284	49,350	5,291,324
Charge for the year	814,492	-	22,995	1,225	838,712
At the end of the year	<b>5,515,182</b>	-	<b>564,278</b>	<b>50,576</b>	<b>6,130,036</b>
Net book value					
At the end of the year	<b>14,795,607</b>	-	<b>8,803</b>	<b>1,021</b>	<b>14,805,431</b>
At the start of the year	15,375,348	209,039	31,798	2,247	15,618,433

## 15. Debtors

	2022 £	2021 £
Pupils' accounts: fees, extras and recharges	37,057	12,375
Prepayments	150,518	144,792
German Government Grant due	72,659	68,070
	<b>260,234</b>	<b>225,237</b>

## 16. Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	180,615	171,036
Fees received in advance	3,469,639	3,146,233
Security deposits	3,263,500	2,904,500
Social security and other taxes	134,297	98,675
Accruals	312,487	705,938
Other creditors	234,932	200,900
Loan due within one year	387,210	372,794
	<b>7,982,680</b>	<b>7,600,075</b>

## 17. Deferred income

Deferred income comprises of fees which are received in advance for the next academic year.

	2022 £	2021 £
Balance at the beginning of the year	3,146,233	2,847,969
Amount released to income in the year	(3,146,233)	(2,847,969)
Amount deferred in the year	3,469,639	3,146,233
Balance at the end of the year	<b>3,469,639</b>	<b>3,146,233</b>

## Notes to the financial statements

For the year ended 31 August 2022

## 18. Creditors: amounts falling due after one year

	2022 £	2021 £
Bank Loan	368,166	755,443
	<u>368,166</u>	<u>755,443</u>

The loan shown above, provided by HSBC is unsecured and repayable in full by July 2024. Payments are made in instalments and interest is charged at a fixed rate of 3.8% per annum.

## 19. Pension scheme

The German School Association currently contributes to personal pension plans. The assets of the scheme are in a fund independent from those of the charitable company.

## 20a Analysis of net assets between funds (current year)

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	8,565,032	1,484,695	4,755,704	14,805,431
Current assets	-	242,257	8,698,887	8,941,144
Current liabilities	-	-	(7,982,680)	(7,982,680)
Long term liabilities	-	-	(368,166)	(368,166)
Net assets at the end of the year	<u>8,565,032</u>	<u>1,726,952</u>	<u>5,103,745</u>	<u>15,395,729</u>

## 20b Analysis of net assets between funds (prior year)

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	9,101,258	1,580,202	4,936,972	15,618,432
Current assets	-	-	7,630,290	7,630,290
Current liabilities	-	-	(7,600,075)	(7,600,075)
Long term liabilities	-	-	(755,443)	(755,443)
Net assets at the end of the year	<u>9,101,258</u>	<u>1,580,202</u>	<u>4,211,744</u>	<u>14,893,205</u>

## Notes to the financial statements

For the year ended 31 August 2022

## 21a. Movements in funds (current year)

	At the start of £	Incoming £	Outgoing £	Transfers	At the end of the £
<b>Restricted funds</b>					
Swiss Parents Association	-	22,980	(22,980)	-	-
German Government Grant	9,054,741	-	(489,709)	-	8,565,032
Net foreign exchange gains / (losses)	46,517	-	-	(46,517)	-
<b>Total restricted funds</b>	<b>9,101,258</b>	<b>22,980</b>	<b>(512,689)</b>	<b>(46,517)</b>	<b>8,565,032</b>
<b>Unrestricted funds</b>					
<i>Designated funds:</i>					
Capital Project Fund	-	242,257	-	-	242,257
Main Building Renovation/Extension	928,458	-	(71,878)	-	856,580
Sports hall asset fund	651,744	-	(23,629)	-	628,115
<i>Total designated funds</i>	1,580,202	242,257	(95,507)	-	1,726,952
<b>General funds</b>	<b>4,211,744</b>	<b>11,011,452</b>	<b>(10,165,968)</b>	<b>46,517</b>	<b>5,103,746</b>
<b>Total unrestricted funds</b>	<b>5,791,947</b>	<b>11,253,709</b>	<b>(10,261,475)</b>	<b>46,517</b>	<b>6,830,698</b>
<b>Total funds</b>	<b>14,893,205</b>	<b>11,276,689</b>	<b>(10,774,164)</b>	<b>-</b>	<b>15,395,730</b>

The narrative to explain the purpose of each fund is given at the foot of the note below.

## 21b. Movements in funds (prior year)

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers	At the end of the year £
<b>Restricted funds</b>					
Swiss Parents Association	-	30,717	(30,717)	-	-
German Government Grant	9,484,686	-	(429,945)	-	9,054,741
Net foreign exchange gains / (losses)	46,517	-	-	-	46,517
<b>Total restricted funds</b>	<b>9,531,203</b>	<b>30,717</b>	<b>(460,662)</b>	<b>-</b>	<b>9,101,258</b>
<b>Unrestricted funds</b>					
<i>Designated funds:</i>					
Capital Project Fund	-	145,500	-	(145,500)	-
Main Building Renovation/Extension	839,895	-	(56,937)	145,500	928,458
Sports hall asset fund	675,373	-	(23,629)	-	651,744
<i>Total designated funds</i>	1,515,268	145,500	(80,566)	-	1,580,203
<b>General funds</b>	<b>3,886,903</b>	<b>10,289,426</b>	<b>(9,964,586)</b>	<b>-</b>	<b>4,211,744</b>
<b>Total unrestricted funds</b>	<b>5,402,171</b>	<b>10,434,926</b>	<b>(10,045,151)</b>	<b>-</b>	<b>5,791,947</b>
<b>Total funds</b>	<b>14,933,374</b>	<b>10,465,643</b>	<b>(10,505,813)</b>	<b>-</b>	<b>14,893,205</b>

**Purposes of restricted funds** - As per the listing above.

**Swiss Parents Association** - This relates to funds contributed towards the employment of a Swiss teacher

**German Government Grant** - This relates to the contribution received towards the building of the sports hall and refurbishment of the main building.

**Purposes of designated funds**

**Capital project fund** - this represents money raised through the development levy which it designated towards future capital projects for upkeep and expansion of the school, i.e. the building of the sports hall and the refurbishment of the main building.

**Sports hall asset fund** - this represents the contribution towards the construction of the sports hall from the school's unrestricted funds.

**22. Reconciliation of net incoming resources to net cash flow from operating activities**

	2022 £	2021 £
<b>Net income / (expenditure) for the reporting period (as per the statement of financial activities)</b>	<b>502,525</b>	<b>(40,170)</b>
Investment income	<b>(13,447)</b>	<b>(2,728)</b>
Interest paid	<b>36,457</b>	<b>50,328</b>
(Increase) in debtors	<b>(34,997)</b>	<b>(86,295)</b>
(Increase) in stock	<b>(28,162)</b>	<b>(2,112)</b>
(Decrease)/increase in creditors	<b>(377,532)</b>	<b>675,531</b>
Depreciation	<b>838,712</b>	<b>797,428</b>
<b>Net cash provided by operating activities</b>	<b>923,556</b>	<b>1,391,983</b>

**23. Operating lease commitments**

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods.

	Equipment 2022 £	2021 £
Less than one year	<b>19,406</b>	<b>21,040</b>
1 - 5 years	<b>2,123</b>	<b>21,822</b>
	<b>21,529</b>	<b>42,862</b>

**24. Capital commitments**

As at the balance sheet date the charity had capital commitments of £Nil (2021: £Nil) relating to the school expansion project.

**25. Legal status of the charity**

The charity is a company limited by guarantee, incorporated in England and Wales, and has no share capital. The liability of each member in the event of winding up is limited to £1.

**GERMAN SCHOOL ASSOCIATION LIMITED**

England & Wales - Charity number 325073

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# Accounts

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Company number: 00984415  
Charity number: 325073

**German School Association Limited**

**Report and Financial Statements**

**31 August 2021**

## German School Association Limited

### Reference and administrative details

For the Year ended 31 August 2021

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<b>Company number</b>	00984415
<b>Charity number</b>	325073
<b>Registered office and operational address</b>	Douglas House Petersham Road Richmond Surrey, TW10 7AH
<b>Management Committee</b>	Members of the Management Committee, who are also trustees under charity law, who served during the year and up to the date of this report were as follows: J P Weiland                      Chair C von der Goltz                      (retired 10 March 2021) M Nitsche K U Karl F J von Schubert                      Treasurer C Thomann Cara Williams                      (appointed 10 March 2021) Paula Walter                      (appointed 10 March 2021) Jan Hoffmann                      (appointed 10 March 2021)
<b>Principal staff</b>	C Nitschke                      Head Teacher M Krauss                      Commercial Director
<b>Bankers</b>	Baden-Württembergische Bank unselbstständige Anstalt der Landesbank Baden-Württemberg Kleiner Schlossplatz 11 70173 Stuttgart Germany  HSBC Plc Bank House High Street, Hampton Wick Kingston upon Thames Surrey, KT1 4DA
<b>Solicitors</b>	Russell-Cooke 2 Putney Hill London, SW15 6AB
<b>Auditor</b>	Sayer Vincent LLP Chartered Accountants and Statutory Auditor Invicta House 108-114 Golden Lane LONDON, EC1Y 0TL

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2021**

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**Chair's statement**, by Jan Peter Weiland

**Dear Members of the German School Association Ltd. and School Community,**

As in the previous year, the financial and school year 2020/21 for the Deutsche Schule London (the "School" or "DSL") and the German School Association Ltd (the "Association") has been impacted by the COVID-19 pandemic, which has necessitated another period of lockdown and remote learning for our students from year 1.

Together with the entire school community we have continued to get through this unprecedented crisis. Our tools and approach to remote learning are well established. In addition, with the experience gained since the first lockdown, we have managed the pedagogical aspect of the school very successfully. Our Abitur candidates were able to take their full exams, despite lockdown, and the overall exam results across the year came in above those achieved in 2020.

At the same time, risks had to be reassessed and measures we put in place in order to keep staff and pupils safe have been reviewed on a continuous basis. Adopting a very careful approach, in many instances with heightened measures beyond what the UK guidance required, we managed to keep the school safe and cases to a very low number in comparison with other organisations. We kept the school open for children of key workers throughout lockdown. When we re-opened the school in March, we followed required procedures and guidance including mass asymptomatic testing for all secondary students on site.

During the reporting period, student numbers decreased by c.3% versus the prior year to an average number of 848. In addition to COVID-19, Brexit has continued to play a factor in decisions our parents have had to take. Overall, we saw a slightly lower fluctuation of our pupil numbers but also slightly reduced interest from prospective parents. With the exit of the UK from the European Union now completed and freedom of movement between the UK and Germany abolished, we have acquired the necessary immigration licenses, so that we are able to recruit staff from Germany. This has added significantly to the costs and the administrative burden of recruitment and at the same time has severely reduced the flexibility and agility in filling vacant positions.

In addition to challenges such as Brexit and the COVID-19 pandemic, there continues to be a shortage of teachers in Germany and the UK, which adversely affects our ability to attract, recruit and retain high-quality staff. Regulatory requirements for schools are ever increasing. We seek to actively manage these risks by continuing to make investments that ensure an attractive framework for our pupils and the entire school community.

The School is committed to overcoming the difficulties outlined above, so as to deliver the highest level of educational quality and to providing first-class facilities that ensure excellence in all areas across the School. To achieve these objectives, the Management Committee, the Headteacher and the school leadership team have agreed to continue investing in teaching quality in line with the School's vision.

During this year, we have seen changes in the Management Committee with Charlotte von der Goltz retiring and three new Board members appointed, namely Cara Williams, Paula Walter and Jan Hoffmann. The School's leadership structure is unchanged with Mr. Nitschke in charge as Head Teacher and Matthias Krauss as Commercial Director. Jan Peter Weiland continues to chair the Management Committee.

## German School Association Limited

### Report of the Management Committee

#### For the Year ended 31 August 2021

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##### Financial situation

The financial position of the Association has been stable, reporting a small deficit in the financial year 2020/21 of -£40,170. This result is much better than anticipated, thanks to higher student numbers than originally budgeted, tight cost control and recalibration where possible, and as a result of additional COVID-19 funding made available by the German Government, which has covered a large part of the reduced income and the additional spending necessary during the Pandemic.

During 2020/21 the School continued to receive assistance in the form of a cash subsidy from Germany of £418,468 and the secondment of 12 state-employed teachers ("*Auslandsdienstlehrkräfte*" or "ADLK").

We are grateful for the continuous support of the German Foreign Office ("*Auswärtiges Amt*", "AA") in Berlin, which underlines its commitment to German Schools abroad as a cornerstone of the German educational system.

The School has granted £40,121 of school fee relief to families in need.

##### Achievements in 2020/21 and planned projects

The main project during the financial year 2020/21 has been the completion of phase 1 of the renovation and extension of the main building, which hosts most of the secondary school. The building is almost 50 years old and required renovation of its infrastructure and services for cafeteria, heating, electrics and fire security. Services and infrastructure in the building have been modernised and the science and art rooms have been completely renewed including state of the art equipment, which our students will be able to enjoy for many years to come. Four additional class rooms plus meeting space have been added on the first floor to offer more space for teaching. Despite the main School building having Grade II listed status and interruptions caused by the pandemic the project has been delivered with only a slight delay and within budget. Over the summer and into the new school year, work in phase 2 has continued and a new Lernzentrum was created in the heart of the school, which was commissioned in November and concludes this extensive project.

This investment was only possible with the generous support of the German government's Central Agency for Schools Abroad ("*Zentralstelle für Auslandsschulwesen*", "ZfA") in Bonn and the *Auswärtiges Amt* in Berlin.

The pandemic forced the School to close its premises twice over the past 20 months in line with government guidelines. In response, the school further developed its IT services and supported the training required by our pedagogical staff, in order to ensure a sophisticated remote learning programme for all of our students. We have further invested in IT resources and systems and continue to do so to keep the momentum and work towards hybrid learning forms, but also to be prepared should further lockdowns and school closures be necessary.

The School continues to recruit high quality pedagogical staff, expand the integrated approach to safeguarding, inclusion, psychological support and social pedagogy (*Beratungsquadrat*), invest in IT education and digitalisation, enhance Ganztags and extracurricular activities and facilitate English for beginners in order to support the bilingual challenges of a German School abroad. The overall objective is to provide a holistic and sustainable education.

For the school year 2021/22, the management of the impact of the COVID-19 pandemic on the School continues to require our attention, but we are also looking forward to a year of celebrations on the occasion of the 50 year anniversary of the German School in London in September 2021. A unique and important anniversary for our community and an opportunity to further enhance and showcase the bridges between the UK and Germany that our school endeavours to build.

## German School Association Limited

### Report of the Management Committee

#### For the Year ended 31 August 2021

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Toward the end of the reporting period, the Board accepted the resignation of our Headteacher, who is returning to Germany in November 2021, for family reasons. We are very grateful for the many contributions and innovations introduced by Mr Nitschke, which will continue to shape the School's character. A recruitment process has commenced in coordination with the *Zentralstelle für Auslandsschulwesen*. Until a new headteacher is found for the next school year, the School will be led by a leadership team comprising of Mrs. Claudia Wolf-Lieser (as acting headteacher), Mrs. Viola Martin-Nastos and Mr. Matthias Krauss.

#### Head Teacher's Comments, by Christian Nitschke

The good results of the June 2015 and April 2018 inspections by the UK Office for Standards in Education, Children's Services and Skills ("Ofsted") - "outstanding" or "good provider" in all four, respectively five categories, with an overall rating of "good provider" in 2018 have reassured the School and defined the developmental areas within its programme. These have been complemented by the German Inspectoral Agency re-awarding the status "Excellent German School Abroad" in September 2017.

The main goals in the School's development programme resulting from the inspections and subsequently refined for the School for 2020/21 were:

1. Learning for an international future: securing academic bilingual competences
2. Anchoring structures of a student-activating and project-oriented teaching programme
3. Enhancing Collaboration: Utilising and developing experiences and insights of the Pandemic:
  - Using a digital platform for the communication and organisation of teaching
  - Adapting spatial structures to project-oriented learner settings
  - Optimising communication formats with parents

Learning both German and English on a native speaker level is one of our prominent aims. The bilingual programme comprises teaching units in English in the subjects of the Humanities, the Sciences, Art and Music for Year 5 to 10, as well as for Sports in Year 1 to 10. It has been enriched by introducing Geography and Economics as bilingual subjects in Year 11 and 12 for Abitur and IB students. Furthermore, the programme for "Individual Support in German" has been extended from Primary School into years 5-8 in the Secondary.

The dual qualification programme, introduced in 2011, graduated an extremely successful group of 14 pupils in 2017, 16 in 2018 and 12 in 2019, 14 in 2020 and 17 in 2021. The 3 students doing a full diploma, parallel to the DiA, achieved exceptionally good total results: 34, 36 and 41 points. The result of the International Abitur Diploma was 2.05 in 2021 compared to 2.17 in 2020. The results of the German International Abitur of all graduates confirm that the introduction of the dual qualification has generally led to better overall performances at the School. Various strategies to improve exam results in the dual qualification itself have shown successes.

The graduates in the period from 2016 to 2021 have been accepted by universities such as University of Cambridge, University of Oxford, University College London, Queen Mary University London, University of the Arts London, St. Andrews in the UK; Humboldt-Universität Berlin, Freie Universität Berlin, Ludwig Maximilian Universität München, Georg-August Universität Göttingen, RWTH Aachen und FH Heide in Germany; McGill University Montreal, University of Toronto in Canada; University of Amsterdam, University of Maastricht, Leiden University Den Haag in the Netherlands and Bocconi University Milano/Italy reflecting their varied subject and geographical interests.

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##### Teacher collaboration:

A School development programme has been implemented giving teachers two 90-minute slots per month for developmental projects in small workgroups that collaborate as so called SMART groups. In addition, teachers collaborate in a lateral professional developments structure bi-annually in so-called Triangle Groups.

As a result of the Pandemic the School engaged in the creation of a virtual school programme and provided different scenarios between a complete lockdown to full-scale on-site teaching and trained its staff accordingly. The IT structures have seen a considerable advancement and have now become of a new programme elements, such as a project-oriented pilot programme for years 9 and 10. All students in years 9-12 have been equipped with their individual tablets by the school.

##### Independent learning:

In order to intensify independent learning, a cross-subject curriculum to promote learning skills has been introduced. Curricula in specific subjects have been revised, in order to integrate the skills as part of the learning process.

##### Culture of feedback and evaluation:

To improve the quality of teaching, feedback has been introduced between teachers and pupils in Years 9 and 10 and will now be extended to all year groups from 5-12. Furthermore, teachers regularly observe lessons as critical friends and share their views. A tri-monthly performance feedback to pupils is considered a helpful tool to proactively make them aware of opportunities and challenges.

##### BERATUNGSQUADRAT: Inclusion/Safeguarding/Social Pedagogy and School Psychology:

Led by a team of experts, we have continued a project connecting the four support areas Inclusion, Safeguarding, Social Pedagogy and School Psychology in their work for our student body. With this pluri-professional team in the SEN area, new responsibilities and processes have been established. The area of IEPs is being re-implemented with a newly-designed software programme that was created for the school in a collaborative project with the University of Regensburg/Germany. In addition, an external supervisor accompanies all professionals through individual sessions, workshops and training sessions.

##### Accountability:

After two recent external evaluations, the School was subject to the "Bund-Länder-Inspektion" in September 2017, an evaluation by the German Government and an integral part of the quality management of the German Schools Abroad that takes the form of a week-long inspection. Main development areas identified are achieving independent learning for all pupils and differentiation and individualisation in teaching. The School passed the inspection and has been re-awarded with the title "Excellent German School Abroad" by the inspection team. The School continues to implement the development plan instituted as a result of the inspection and reports to the (ZfA) regularly on pupil attainment and other matters, as required of German Schools Abroad, as well as to the Management Committee of the Association which takes an active interest in educational performance. The School regularly participates in four diagnostic exams in years 3, 5, 6 and 8 next year that are benchmarked against local German primary and secondary schools. This provides us with valuable data on how well our students are faring in comparison to Germany. All results during the time of the Pandemic were specifically encouraging, with DSL students generally ranking above and well above their peers in Thuringia and Baden-Württemberg in 2020 and 2021.

##### Cooperation with our host country:

Our programme of exchanges with British and international Schools is continuously growing. An increasing number of pupils visit the School and gain an insight into German culture; and vice versa, more German pupils develop further perspective on English culture and life through their School visits. Teaching German at the neighbouring Russell School

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is one of the many ongoing efforts to support language learning in the UK. We have hosted a local concert commemorating the end of WWI together with local British and international partners and launched and staged a re-write of the Beggar's Opera with the English composer James Olsen in June 2019. In 2021 we have launched a festive year dedicated to our 50<sup>th</sup> school anniversary in London.

Pupils at the German School London also dedicate their time and commitment to support charitable and civic ventures. DSL*aktiv* members successfully organised a sponsored walk and a Charity Dinner to raise funds for underprivileged children. More than 45 students participate currently in the Duke of Edinburgh Award Scheme in order to learn how to be responsible citizens. The Model United Nations' seminars are regularly attended by DSL pupils. In 2020 and 21 students have continued and further grown their self-organized series of public lectures on varied topics, in part in a digital format owing to the pandemic.

#### **Introduction**

The Management Committee is pleased to present its report together with the audited financial statements of German School Association Limited for the year ended 31 August 2021 in accordance with the Statement of Recommended Practice-Accounting and Reporting by Charities; SORP applicable to charities preparing their accounts in accordance with FRS 102.

#### **Objectives of the Association**

The main objectives as set out in the Memorandum of the Association are:

- To establish, maintain and conduct for the benefit of the public a German School;
- To educate children and adults in the language, literature and general culture of Germany;
- To promote the education of German speaking persons of all ages resident in Germany and elsewhere in the language, literature and general culture of England; and
- Generally to promote the study of German culture in England, and English culture in Germany.

The general goals for the School itself are documented in the School Profile of the German School London (the "School Profile") as developed by the General School Conference and approved by the Management Committee from time to time. The School Profile stipulates that the School strives:

- To support the individual, social and academic development of its pupils by a well-founded broad education;
- To offer a German curriculum as well as a final high school exam (Abitur) for transition back into the German system or into higher education in Germany;
- To teach the English language and British culture and support integration into British society;
- To help create a positive image of Germany through a wide array of cultural programmes, social activities and sporting events; and
- To educate and encourage its pupils to be responsible and tolerant citizens in an intercultural society

#### **Structure, Governance and Management Overview**

The German School Association Ltd was founded in 1970 and awarded charitable status in 1974. The School became operational in 1971 and provides education for German-speaking pupils from kindergarten to university entry level. The Association is governed by its Articles of the Association which were most recently updated on 6 March 2019.

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2021**

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##### **Role and Composition of the Management Committee**

The Management Committee manages the business and exercises all powers of the Association, of which the core responsibility is the operation of the German School London. In essence, the Management Committee determines the strategy of the School and ensures all prerequisites for the successful operation of the School, including: determining the character and form of the School; adopting the curriculum; appointing the Head Teacher and teaching staff as well as administrative staff; determining School fees and expense budgets; arranging financing and investing the Association's monies; as well as making and amending the regulations for the governance of the School. The Association's goals can only be successfully pursued in close cooperation with the Head Teacher of the School, and any decisions relating to pedagogical matters are discussed with the Head Teacher. In order for the Association to secure the essential support by the Federal Republic of Germany, the Management Committee must demonstrate that the Association and the School adhere to the Guidelines for German Schools Abroad, as issued by the Central Office for German Schools Abroad ("Zentralstelle für Auslandsschulwesen", "ZfA"), a department of the Federal Office of Administration ("Bundesverwaltungsamt", "BVA").

The Management Committee currently consists of at least 6 and up to 12 members and 8 board members at the end of the reporting period, who are exclusively volunteers. No member of the Management Committee received any remuneration in respect of their services to the Association during the financial year 2021 (financial year 2020: £nil). No members of the Management Committee received reimbursement of travel expenses in the year, (financial year 2020: £ Nil). All Management Committee members are directors of the company under the Companies Act 2006 and at the same time trustees of the charity. They are nominated and elected by the members of the Association.

##### **Conduct of Business of the Management Committee**

Management Committee meetings are held on a regular basis during the year. In addition to the members of the Management Committee, the Head Teacher, the Commercial Director/Company Secretary, and a representative of the German Embassy as well as a parents' and a teachers' representative have a statutory right to attend but do not have voting powers. Moreover, the Deputy Head, the Head of the Primary School, the Head of Kindergarten/Pre-School and a representative of the "Friends of Douglas House" are regularly invited to attend.

The Management Committee is aware that its voluntary members have to ensure that the Management Committee's responsibilities are performed to a high standard, reliably and, on a continuous basis. The possibility of significant change in the composition of the Management Committee constitutes an on-going challenge. A structure has been put into place to ensure the effective performance of the Management Committee through suitable delegation and supervision as well as adequate internal organisation.

##### **Administration**

The School Administration (through the Commercial Director) assumes day-to-day responsibility for the on-going management of the infrastructure and finances of the School and supports the Management Committee and the Head Teacher in their duties. A framework of Financial Regulations ensures effective control and supervision of the School's funds.

##### **Commercial Director**

The Commercial Director reports to the Management Committee. He represents the Management Committee inside and outside the School and is the first point of contact for Management Committee matters. He ensures, in close cooperation with the Chair and the Head Teacher of the School, that the Management Committee deals with all relevant issues at the Management Committee meetings as well as at Sub-Committee level and that adequate information is provided as a basis for the Management Committee's decisions. The Commercial Director is a member of all Sub-

## **German School Association Limited**

### **Report of the Management Committee**

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Committees and co-ordinates between these. He monitors the implementation of Management Committee decisions, supervises the day-to-day financial management of the Association, and advises the Management Committee on any related risks. He does not have voting powers at Management Committee Meetings. As the representative of the Management Committee, the Commercial Director ensures effective cooperation and coordination between the Management Committee and the Head Teacher and minimises the need for day-to-day operational involvement of Management Committee members.

#### **Sub-Committees**

The Management Committee has currently established 6 Sub-Committees: Estates; Finance; Communication; Personnel; IT and Governance. The Sub-Committees prepare recommendations to the Management Committee and oversee the implementation of Management Committee decisions. They are chaired by a member of the Management Committee. A member of the administration team is also a member of each Sub-Committee and acts as its secretary. The Head Teacher or the Deputy Head or a member of the teaching staff appointed by the Head Teacher is a member of most Sub-Committees, in order to ensure relevant and up-to-date input from the School as the basis of Management Committee decisions.

The Management Committee also invites members of the Association (who are not Management Committee Members) with relevant skills and experience to join the Sub-Committees as external members. Thereby the Management Committee has access to experts to help it fulfil its role effectively.

#### **Recruitment of Committee Members**

In general, the Management Committee encourages members of the Association to get involved at a Sub-Committee level before seeking to be elected to the Management Committee. This ensures a much higher quality of decision-making in the appointment of new Management Committee Members, both from the Association's as well as the individual's point of view. This does not affect members' rights to nominate and elect persons who have not served on a Sub-Committee of the Management Committee.

#### **Trustee Induction and Training**

New trustees are informed and introduced into their roles by the Chair and the Commercial Director and receive materials and training about trustees' responsibilities.

The German School Association has taken out trustee indemnity insurance. This covers claims made against the School in respect of trustees' liability arising from any negligent act, error or omission committed in good faith. The premium for the insurance is included in the School's public liability premium.

#### **Fundraising practices review**

All fundraising practices are framed within the values and principles of the organisation. Where expenditure is required to generate income, there is an analysis of the return on investment to ensure the organisation is able to make informed decisions regarding activities.

The fundraising and partnership team are internal and the organisation does not use external professional fundraisers. We do not employ the services of any fundraising agencies or third parties, nor have we run a telephone or door to door fundraising campaign. Our relationship with our supporters is very important to us and we do not wish for our supporters to feel under any pressure to donate to the charity. Where we partner with corporates, due diligence is conducted on the organisations and the amount of time and effort we as a charity needed to put in, versus the income we would likely receive. Clear parameters and responsibilities are then agreed between partners.

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2021**

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We have ensured we are in line with the GDPR data protection regulations and all other relevant codes of conduct. No complaints have been received and the charity aims to protect vulnerable people.

#### **The Head Teacher of the School**

Mr Nitschke was appointed as Head Teacher by the Management Committee and took office in August 2016. The Head Teacher is responsible for all pedagogical matters. The Head has to ensure that the School is operated within both the German regulations and standards and the requirements of the Local Education Authority. The Head Teacher is assisted by a Deputy, the Head and Deputy of the Primary School, the Head of the Kindergarten and PreSchool, and three Coordinators. All School employees report to the Head Teacher. The appointment of a Head Teacher who is seconded by the Federal Republic of Germany is one of the prerequisites for the extensive support for the Association provided by the Federal Republic of Germany.

#### **Relationship with the Federal Republic of Germany**

The Association benefits from significant support from the Federal Republic of Germany, as the work of the Association is viewed as a key instrument of foreign cultural policy in the UK. The strong cooperation with and support provided by the Federal Republic of Germany is of great importance for the Association. The financial support from the Federal Republic of Germany consists of cash and non-cash contributions.

The continuous financial support takes three main forms:

1. Provision of teachers by secondment: this accounts for approximately 47 % (2020 : 58%) of the support.
2. Rights to use the School premises and buildings, which are owned by the Federal Republic of Germany, free of rent: this accounts for approximately 22% (2020 : 26%) of the support, based on a rental evaluation carried out in December 2004. (The Association has to bear the cost of maintenance of the premises).
3. Payment of a School subsidy: this accounts for approximately 13% (2020 : 16%) of the support.

The use of land and premises is governed by a usage agreement. In December 2006, the Management Committee reached agreement with the German Foreign Office to amend the usage agreement, which is the main precondition for future investments of the Association in buildings on the premises that are the property of the Federal Republic of Germany. The principal amendment is the exclusion of the ordinary termination right for the premises for up to 30 years once the Association has started the construction of a new School building.

To ensure compliance with the rules and regulations that are the basis for the support, a member of the Department of Cultural Affairs of the German Embassy, acting as the representative of the German government, is invited to attend all Management Committee Meetings. In addition, the Federal Conference of the Education Ministries in Germany ("Bund-Länder-Ausschuss der Kultusministerkonferenz") carries out inspections of the academic examination standards, through a process of evaluation of the exam tasks, performances and results.

#### **Supporting Organisations, Friends of Douglas House**

The German School Association is supported by the Friends of Douglas House (the "Friends"), Charity No. 268743. The charity was founded in 1972 and its members are predominantly parents of the School. The main objective of the Friends is fundraising for the School. They organise most School festivities and the Association grants them the use of the School's premises for this purpose free of charge. The Friends raised and contributed £39,042 (2020 : £18,598) to the School.

The Friends also play an important role with respect to the social integration of newly arrived families at the German School London, most of whom come from abroad and regard the School as one of their primary points of contact.

## **German School Association Limited**

### **Report of the Management Committee**

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#### **Supporting Organisations, Swiss Parents Association**

The Swiss Parents Association at the German School, Charity No. 1002961, was founded in 1991. The main objective of the Swiss Parents Association is to support the Swiss pupils at the School by supporting the employment of a Swiss teacher. The Swiss Government supports the Association in the form of a grant and Swiss parents are paying a supplement to the School fees charged by the School.

#### **The German School Association and the Community (Public Benefit)**

The trustees of the German School Association strongly support the view that the School strives to play a full and responsible part in its local community. The Committee Members have regard to the Charity Commission guidance on public benefit. The principal ways in which the School achieves this are as follows:

- At any given time, a number of children are supported by the School with bursaries representing up to 100% of their School fees, providing economic support to families in need. In the period ended 31 August 2021, 8 pupils received bursaries at a total cost to the School representing 0.6% of gross fee income.
- The German School Association directly passes on all grants and reductions it receives to its pupils. Apart from the principal benefits that the German School Association derived from its charitable status, it received grants from the German government in the form of secondment of teachers and provision of the premises free of charge, as well as a cash grant during the financial year ending 31 August 2021.

In addition to the continuous support from the German Government, the School received support monies for the financial impact of the Covid lockdown.

- The German School London welcomes individuals who wish to undertake practical work in School as part of their teacher or childcare training. The School donates its resources free of charge to help in the training and supervision of these students.
- The School opens its facilities to neighbouring Schools, clubs and summer camps and provides a venue for the German Saturday School Richmond.
- The School supports free-of-charge German language classes at neighbouring Russell School, contributes to the German Language Fair at Strathmore School and at Tiffin Boys' School, and invites English teachers teaching German and their pupils regularly for exchange visits.
- The German School works closely with the local German churches (both Catholic and Protestant) and grants them the use of the School facilities for various activities.
- By educating approximately 848 children independently, pressure on places in the maintained sector is relieved.

#### **Strategic report**

##### **Review of Activities**

At the end of the financial year, which coincides with the academic year, there were 841 pupils at the School, representing more than 30 different nationalities including those with multiple nationality.

In 2021, 32 pupils passed the "Abitur", the German equivalent of A-levels, mastering 10-12 subjects and thus achieving university entrance level. Out of these graduates, 3 students successfully passed their examinations for dual qualification, namely the German Abitur and the International Baccalaureate Diploma Programme (IB) and a further 14 students participated the International Baccalaureate Diploma Programme (IB) as Course Candidates.

During the academic year 2020/21, on average 12 teachers were seconded from the Federal Republic of Germany. In addition, a total of 98 teachers were employed locally by the Association.

## **German School Association Limited**

### **Report of the Management Committee**

#### **For the Year ended 31 August 2021**

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##### **Income and expenditure account**

An operating deficit (of expenditure over income) was recorded for the financial year amounting to -£40,170 (Financial year 2020: £159,018)

Incoming resources during the period amounted to £10,465,643 (financial year 2020: £10,301,885).

This includes £6,477,330 for educational fee income (financial year 2020: £6,491,867) and £1,014,612 income from other educational activities (financial year 2020: £881,985).

Income from Grants and Donations amount to £2,970,973 (financial year 2020: £2,892,716), of which the German government's Central Office for Schools Abroad (ZfA) provided financial support amounting to £418,468 (financial year 2020: £420,340) and made available to the Association 12 teaching staff. The German government also made available to the Association additional COVID-19 funding plus the rent-free use of land and buildings. The Association is dependent to this extent on the grants receivable and staff provided from the German Government.

Average staff numbers during the year were 158 (2020 164). Staff costs remain a major item of expenditure, amounting to 62% of total resources expended, including the staff provided by the German government.

##### **Balance sheet**

The net assets of the Association on 31 August 2021 were £14,893,205 (financial year 2020: £14,933,375)

##### **Reserves**

The assets and liabilities attributable to the various funds by type are shown in note 20a. Note 21a also describes the various funds of the charity and summarises the year's movement on each fund. The unrestricted reserves of the Association amount to £5,791,947 at 31 August 2021 (financial year 2020: £5,402,172) including designated funds of £1,580,283 for capital projects.

The Management Committee's policy is to build up reserves by means of annual operating surpluses. Reflecting the current economic circumstances and the necessity to plan ahead for continuous and future capital projects, such as sports hall and main building renovation and extension, it has been determined that the appropriate level of reserves should be at least equivalent to 6 months expenditure, with current reserves being around 6 months' expenditure.

As far as possible, the trustees endeavour to keep School fee increases as low as reasonably possible whilst ensuring that, in their opinion, the appropriate level of reserves is achieved and the financial resources are available to ensure the continuous operation of the School's day-to-day business in keeping with the School's mission.

##### **Investment policy**

The Management Committee has the power to invest in such assets as it sees fit. In view of the nature of the charitable company's activities and to safeguard the assets of the Charity, any surplus funds are currently invested in short-term fixed deposits only.

##### **Remuneration Statement**

We are committed to ensuring that we pay our staff a fair and appropriate salary while always making sure we have the ability to do so. We aim to pay staff a competitive salary that is appropriate for a School of our size and structure and relevant to the job market. We endeavour to provide a total remuneration package to enable us to attract and retain people with the right skills and therefore have the greatest impact in delivering our objectives in providing a first class education for our pupils.

## **German School Association Limited**

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In setting senior leadership pay, the School takes account of the skills and experience required for each of the roles and the remuneration in the sectors from which suitable candidates for such posts would be found.

In accordance with the Statement of Recommended Practice we disclose in note 10 to the accounts:

- All payments to trustees (no trustees are paid) and expenses reimbursed
- The number of staff with salaries of £60,000 and above
- Pensions and other benefits

#### **Plans for the future**

The German School Association provides the appropriate infrastructure for the German School London to achieve its educational programme and pedagogical goals. With the introduction of the double qualification of IB (International Baccalaureate) and the German International Abitur, the School has expanded the options available for its increasing number of internationally-oriented students. The School has been offering a programme making IB course and certificate offerings available for more Abitur candidates.

The School is committed to delivering the highest level of educational quality and to providing first-class facilities to ensure excellence in all areas across the School. To achieve these objectives, the Management Committee, the Head Teacher and his team have agreed to continue investing in teaching quality at the School in line with the School's vision.

A number of long-term key factors such as high pupil numbers in the Pre-School and Reception years, as well as the number of registrations of pupils throughout the School, the extension of the School day and increased tuition in specialised groups and the introduction of the IB and other programmes, combined with the expansive site of the School with its various buildings from different centuries, some of which are listed buildings, create the need for constant attention to the maintenance of and investment in the School infrastructure, which explains the capital investment made on a regular basis. The refurbishment and constant upkeep of the existing School buildings remain a high priority on the trustees' agenda and will be carried out according to plan. The German Foreign Office has recognised its responsibility to partially fund the refurbishment of the existing buildings.

#### **Principal Risks and Uncertainties**

The Management Committee acknowledges its responsibility for ensuring that the major risks to which the Association is exposed are identified and systems are designed to manage those risks. In addition to the routine health and safety assessments undertaken by the School's staff, the Management Committee conducts an annual risk inventory and also regularly assesses the risks to which the charity is exposed, agrees how those risks may be best mitigated and takes the appropriate action to manage them. The Management Committee takes the issue of risk management with the utmost seriousness and risk assessment is a routine item on its agenda. Of particular concern to the MC are:

- The German School is committed to safeguarding and promoting the health and welfare of its community members; pupils, staff, volunteers, parents, third party contractors and visitors. The Covid-19 pandemic continues to require significant changes to the normal operations of all businesses in the UK and around the world. Health and safety of our pupils and of our staff are paramount. We have conducted and reviewed thorough risk assessments in all areas of the school in order to minimize risks staff and our pupils face, recognizing that they cannot be eliminated completely. We have worked through a system of controls in order to establish essential measures to prevent spreading the virus and to respond properly to any infection.
- The effect of the United Kingdom leaving the EU on 31.12.2020 and whether this will in future have a material effect on pupil numbers and the ability to recruit adequate staff. Appropriate immigration licenses have been required in order to manage staff recruitment, and for the recruitment and retention of pupils marketing activities are being increased.

## German School Association Limited

### Report of the Management Committee

#### For the Year ended 31 August 2021

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- German support contribution is also dependent on achievement of performance in Abitur grading and could have a detrimental effect on the value of teaching resource provided by Germany. Continual review of the attractiveness of the Abitur and having a strong basis of secondary School pupil numbers is undertaken.
- Any crisis that has a significant impact on the ability to operate the School, such as a fire, may impact widely in terms of operational costs and longer term damage. Such circumstances are the subject of extensive risk management scrutiny and processes to not only ensure compliance with statutory obligations but to achieve material reduction in the likelihood of such events occurring.

#### Statement of responsibilities of the Management Committee

The Management Committee (whose members are directors of the German School Association Limited for the purposes of company law) is responsible for preparing the report of the Management Committee including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Management Committee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Management Committee is required to:

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

The Management Committee is responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable it to ensure that the financial statements comply with the Companies Act 2006. It is also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Management Committee is aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Management Committee members have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Management Committee is responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 August 2021 was 8 (2020: 6). Members of the Management Committee are members of the charity but this entitles them only to voting rights. Members of the Management Committee have no beneficial interest in the charity. It is noted that in 2021 most members of the Management Committee were parents of pupils at the School.

**German School Association Limited**

**Report of the Management Committee**

**For the Year ended 31 August 2021**

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**Auditor**

Sayer Vincent LLP was re-appointed as the charitable company's auditor and has expressed its willingness to continue in that capacity.

The Report of the Management Committee, which includes the Strategic Report, has been approved by the Management Committee on 29 November 2021 and is signed on its behalf by

Jan Peter Weiland

Chair of the Management Committee

## Independent Auditor's Report

To the members of

**German School Association Limited**

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### Opinion

We have audited the financial statements of German School Association Limited (the 'charitable company') for the year ended 31 August 2021 which comprise the statement of financial activities, balance sheet, 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 FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 August 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

### Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **Independent Auditor's Report**

**To the members of**

**German School Association Limited**

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

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

- The information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report including the strategic 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 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 statement of trustees' responsibilities set out in the trustees' annual report, 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

### **Capability of the audit in detecting irregularities**

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, and the finance committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:

## Independent Auditor's Report

### To the members of

#### German School Association Limited

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- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

#### 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.

Noelia Serrano (Senior statutory auditor)

17 December 2021

for and on behalf of Sayer Vincent LLP, Statutory Auditor  
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

German School Association Limited

Statement of Financial Activities (incorporating an Income and Expenditure Account)

For the year ended 31 August 2021

		Restricted £	Unrestricted £	2021 Total £	Restricted £	Unrestricted £	2020 Total £
	Note						
<b>Income from:</b>							
Income from Grants & Donations	2	30,717	2,940,256	<b>2,970,973</b>	166,857	2,725,860	2,892,716
Charitable activities - <i>Educational fee income</i>	3	-	6,477,330	<b>6,477,330</b>	-	6,491,867	6,491,867
Other educational activities	4	-	1,014,612	<b>1,014,612</b>	-	881,985	881,985
Investments	5	-	2,728	<b>2,728</b>	-	35,316	35,316
<b>Total income</b>		<u>30,717</u>	<u>10,434,926</u>	<b><u>10,465,643</u></b>	<u>166,857</u>	<u>10,135,029</u>	<u>10,301,885</u>
<b>Expenditure on :</b>							
Charitable activities - <i>Educational costs</i>	7	460,662	10,033,236	<b>10,493,898</b>	369,055	9,749,930	10,118,985
Foreign exchange losses	6	-	11,915	<b>11,915</b>	-	23,884	23,884
<b>Total expenditure</b>		<u>460,662</u>	<u>10,045,151</u>	<b><u>10,505,813</u></b>	<u>369,055</u>	<u>9,773,814</u>	<u>10,142,869</u>
Net income / (expenditure) and net movement in funds for the year		(429,945)	389,775	<b>(40,170)</b>	(202,198)	361,215	159,018
<b>Reconciliation of funds</b>							
Funds brought forward		<u>9,531,203</u>	<u>5,402,172</u>	<b><u>14,933,375</u></b>	<u>9,733,401</u>	<u>5,040,956</u>	<u>14,774,357</u>
<b>Total funds carried forward</b>		<u><u>9,101,258</u></u>	<u><u>5,791,947</u></u>	<b><u><u>14,893,205</u></u></b>	<u><u>9,531,203</u></u>	<u><u>5,402,172</u></u>	<u><u>14,933,375</u></u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 21 to the financial statements.

**31 August 2021**

	Note	£	2021 £	£	2020 £
<b>Fixed assets</b>					
Tangible fixed assets	14		<u>15,618,433</u>		<u>14,781,355</u>
<b>Current assets</b>					
Stock		5,776		3,664	
Debtors	15	225,237		138,942	
Cash at bank and in hand		<u>7,399,277</u>		<u>8,048,251</u>	
		7,630,290		8,190,857	
<b>Liabilities</b>					
Creditors: amounts falling due within one year	16	<u>(7,600,075)</u>		<u>(6,910,664)</u>	
<b>Net current assets</b>					
			<u>30,215</u>		<u>1,280,193</u>
<b>Total assets less current liabilities</b>					
			15,648,648		16,061,548
<b>Liabilities</b>					
Creditors: amounts falling due after one year	18		<u>(755,443)</u>		<u>(1,128,173)</u>
<b>Total net assets</b>					
	20a		<u>14,893,205</u>		<u>14,933,375</u>
<b>The funds of the charity :</b>					
Restricted income funds	21a		9,101,258		9,531,203
Unrestricted funds					
Designated funds			1,580,203		1,515,268
General funds			<u>4,211,744</u>		<u>3,886,903</u>
<b>Total charity funds</b>					
			<u>14,893,205</u>		<u>14,933,375</u>

Approved by the Management Committee on 29 November 2021 and signed on its behalf by

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Jan Peter Weiland  
Chair

German School Association Limited

Statement of Cashflows

For the year ended 31 August 2021

	Note	£	2021 £	£	2020 £
<b>Cash flows from operating activities</b>					
Net cash flow provided by operating activities	22.		<b>1,391,983</b>		262,294
<b>Cash flows from investing activities :</b>					
Investment income		<b>2,728</b>		35,316	
Interest paid		<b>(50,328)</b>		(63,660)	
Purchase of tangible fixed assets		<b>(1,634,507)</b>		<b>(3,448,776)</b>	
<b>Net cash flow used in investing activities</b>			<b>(1,682,107)</b>		(3,477,119)
Cash flows from financing activities:					
Repayments of borrowing		<b>(358,850)</b>		(345,659)	
<b>Net cash flow used in financing activities</b>			<b>(358,850)</b>		<b>(345,659)</b>
<b>Change in cash and cash equivalents in the year</b>			<b>(648,974)</b>		(3,560,484)
Cash and cash equivalents at the beginning of the year			<b>8,048,251</b>		11,608,735
<b>Cash and cash equivalents at the end of the year</b>			<b>7,399,277</b>		<b>8,048,251</b>

Analysis of cash and cash equivalents and net debt

	At 01 Sept 2020	Cash Flows	Other Non-cash charges	At 31 Aug 2021
<b>Loans falling due</b>				
• Within one year	(358,915)	358,850	(372,794)	<b>(372,859)</b>
• After more than one year	(1,128,173)	-	372,794	<b>(755,379)</b>
	<u>(1,487,088)</u>	<u>358,850</u>	<u>-</u>	<u><b>(1,128,238)</b></u>
Cash at bank and in hand	<u>8,048,251</u>	<u>(648,974)</u>	<u>-</u>	<u><b>7,399,277</b></u>
Total	<u>6,561,163</u>	<u>(290,123)</u>	<u>-</u>	<u><b>6,271,039</b></u>

**1. Accounting policies**

**a) Statutory information**

German School Association Limited is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is Douglas House , Petersham Road, Richmond , Surrey , TW10 7AH.

**b) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

**c) Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

**d) Going concern**

The Management Committee consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The Management Committee do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

**e) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

**f) Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

**1. Accounting policies**

**f) Donations of gifts, services and facilities (continued)**

The Association is provided with a number of teachers free of charge by the German Government. An estimate of the cost of such teaching staff is included in expenditure and shown as a corresponding grant in income.

The land and buildings at Petersham are occupied rent free by the School under the terms of an agreement with the German Government which owns the land and buildings. The rental valuation of these premises is shown in expenditure and as a corresponding grant in income.

**g) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**h) Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the Management Committee for particular purposes.

**i) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of delivering core educational services undertaken to further the purposes of the charity and their associated support costs
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.
- Foreign exchange losses are charged based on changes in the value of foreign currency against the functional currency of the financial statements

**j) Allocation of support costs**

Governance and support costs have both been duly allocated to educational costs, as this is the sole charitable activity. These costs are shown in more detail in notes 7 and 8.

**k) Operating leases**

Rental charges are charged on a straight line basis over the term of the lease.

**1. Accounting policies**

**l) Tangible fixed assets**

The land and buildings at Petersham are occupied rent free by the School under the terms of an agreement with the German Government which owns the land and buildings. The German School Association Limited is unable to sell the land and buildings. Significant expenditure on assets held for charitable use, including land and buildings are capitalised, notwithstanding the agreement relating to the School's occupation of the land and buildings is cancellable at six months' notice by either party. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Building improvements costing more than £5,000, furniture and fittings costing more than £1,500 and computer equipment costing more than £1,000 are capitalised and carried in the balance sheet at historical cost.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. The depreciation rates and useful lives are as follows:

● Leasehold Property	
New buildings and related costs	Over the life of the waiver (30 years from 1st September 2013 )
Refurbishment of existing buildings	15 years
● Furniture and equipment	3-10 years
● Computer equipment	3 years

Assets in progress are in the course of construction and are not depreciated.

**m) Debtors**

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

**n) Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

**o) Creditors and provisions**

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

**p) Pensions**

The German School Association contributes to Employee Personal Pension Plans with the costs recognised in expenditure on a month-by-month basis.

**q) Foreign currencies**

Assets and liabilities denominated in foreign currencies are converted at the rate of exchange ruling at the balance sheet date and the gains or losses on transactions in the year are included in the income and expenditure account. Transactions during the year are converted at the rate of exchange ruling at the dates of the transactions.

Notes to the financial statements

For the year ended 31 August 2021

2. Income from Grants and Donations	2021			2020		
	Restricted £	Unrestricted £	Total £	Restricted £	Unrestricted £	Total £
Grants receivable from Central Office for Schools Abroad (ZfA)	-	418,468	<b>418,468</b>	-	420,340	420,340
Provision of premises by German Government*	-	700,000	<b>700,000</b>	-	700,000	700,000
Cost of teachers provided by German Governments	-	1,473,567	<b>1,473,567</b>	-	1,532,690	1,532,690
German Government refurbishment grant monies	-	-	-	134,538	-	134,538
German Government Covid monies	-	537,187	<b>537,187</b>	-	-	-
Provision for repayment of Government Covid monies	-	(244,736)	<b>(244,736)</b>	-	-	-
HMRC (Job Retention scheme)	-	-	-	-	48,178	48,178
Donations from Friends of Douglas House	-	39,042	<b>39,042</b>	-	18,598	18,598
Swiss Parents Association	30,717	-	<b>30,717</b>	32,319	-	32,319
Other donations	-	16,728	<b>16,728</b>	-	6,054	6,054
<b>Total Income from grants and donations</b>	<b>30,717</b>	<b>2,940,256</b>	<b>2,970,973</b>	<b>166,857</b>	<b>2,725,860</b>	<b>2,892,716</b>

\*The provision of premises by German Government is a valuation of estimated annual rental cost of the donated land used by the German School.

3. Income from charitable activities	2021			2020
	Restricted £	Unrestricted £	Total £	Total £
Gross school fees	-	6,996,950	<b>6,996,950</b>	7,019,957
Less: bursaries, scholarships and allowances	-	(519,620)	<b>(519,620)</b>	(528,089)
<b>Total Income from charitable activities</b>	<b>-</b>	<b>6,477,330</b>	<b>6,477,330</b>	<b>6,491,867</b>

All income from charitable activities in the prior year was unrestricted.

4. Income from other educational activities	2021			2020
	Restricted £	Unrestricted £	Total £	Total £
Rental income	-	12,416	<b>12,416</b>	22,120
School magazine and year book	-	3,020	<b>3,020</b>	7,838
Membership subscriptions	-	1,475	<b>1,475</b>	2,150
Registration fees	-	72,547	<b>72,547</b>	77,716
Infrastructure levy (School Development)	-	145,500	<b>145,500</b>	148,995
Provision of school bus	-	74,520	<b>74,520</b>	89,168
Sale of school books	-	103,577	<b>103,577</b>	20,366
School cafeteria	-	155,304	<b>155,304</b>	158,212
School trips and other activities	-	446,253	<b>446,253</b>	355,419
<b>Total Income from other educational activities</b>	<b>-</b>	<b>1,014,612</b>	<b>1,014,612</b>	<b>881,985</b>

All income from other educational activities in the prior year was unrestricted.

5. Income from investments	2021			2020		
	Restricted £	Unrestricted £	Total £	Restricted £	Unrestricted £	Total £
Overnight deposit income	-	2,728	<b>2,728</b>	-	35,316	35,316
<b>Total Income from investments</b>	<b>-</b>	<b>2,728</b>	<b>2,728</b>	<b>-</b>	<b>35,316</b>	<b>35,316</b>

6. Foreign exchange transactions	2021			2020		
	Restricted £	Unrestricted £	Total £	Restricted £	Unrestricted £	Total £
Year end loss on € current accounts	-	11,915	<b>11,915</b>	-	23,884	23,884
<b>Total Foreign exchange loss</b>	<b>-</b>	<b>11,915</b>	<b>11,915</b>	<b>-</b>	<b>23,884</b>	<b>23,884</b>

Notes to the financial statements

For the year ended 31 August 2021

**7a Analysis of Expenditure (current year)**

	Educational costs £	Governance Costs £	Support Costs £	<b>2021 Total £</b>	2020 Total £
Staff costs (See Note 10)	5,225,588	8,691	1,241,325	<b>6,475,604</b>	6,519,947
Direct educational costs	128,552	-	-	<b>128,552</b>	159,443
Governance costs (See Note 8)	-	31,327	-	<b>31,327</b>	45,712
Support costs (See Note 8)	-	-	3,858,415	<b>3,858,415</b>	3,393,882
<b>Total expenditure 2021</b>	<b>5,354,140</b>	<b>40,018</b>	<b>5,099,740</b>	<b>10,493,898</b>	
Total expenditure 2020	5,794,470	54,040	4,270,474		10,118,984

**7b Analysis of Expenditure (prior year)**

	Educational costs £	Governance Costs £	Support Costs £	<b>2020 Total £</b>
Staff costs (See Note 10)	5,635,028	8,328	876,592	<b>6,519,947</b>
Direct educational costs	159,443	-	-	<b>159,443</b>
Governance costs (See Note 8)	-	45,712	-	<b>45,712</b>
Support costs (See Note 8)	-	-	3,393,882	<b>3,393,882</b>
<b>Total expenditure 2019</b>	<b>5,794,470</b>	<b>54,040</b>	<b>4,270,474</b>	<b>10,118,984</b>

## Notes to the financial statements

For the year ended 31 August 2021

## 8. Analysis of Support &amp; Governance costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

The basis of apportionment of supports costs to the governance function is activity based.

	Governance costs £	Support costs £	2021 Total £	2020 Total £
Ancillary support	-	621,490	621,490	566,783
Maintenance and utilities	-	2,015,885	2,015,885	1,883,458
Insurances	-	59,207	59,207	69,327
Motor and travelling expenses	-	-	-	2,222
Telephone, postage, print and internet	-	47,872	47,872	25,689
Copier costs	-	46,445	46,445	72,544
Professional and consultancy fees	5,351	7,751	13,101	9,830
Staff recruitment, training and welfare	-	66,752	66,752	20,400
Bank charges and interest	-	59,710	59,710	74,106
Entertainment costs	-	5,040	5,040	11,788
Audit fees & other services	16,100	3,360	19,460	15,400
Solicitors costs	4,634	-	4,634	18,391
SEN / Psychologist	-	10,767	10,767	4,036
Community service	-	14,941	14,941	17,257
Other general administration	5,242	101,767	107,009	48,727
Depreciation	-	797,428	797,428	599,636
Support costs	-	3,858,415	-	-
Governance costs	31,327	-	-	-
Total	31,327	3,858,415	3,889,742	3,439,594

## 9. Net income / (expenditure) for the year

This is stated after charging:

	2021 £	2020 £
Depreciation	797,428	599,636
Interest payable	50,328	63,660
Operating lease rentals:		
▪ other	27,531	35,483
Auditor's remuneration:		
▪ audit	11,700	11,500
▪ other services	3,360	3,900
Management Committee members' expenses	-	-

Notes to the financial statements

For the year ended 31 August 2021

10. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:	2021	2020
	£	£
Salaries and wages	4,178,912	4,158,793
Social security costs	401,568	393,796
Employer's contribution to pension schemes	421,558	434,668
Cost of 12 teachers provided by the German Government (2019: 12)	<u>1,473,567</u>	<u>1,532,690</u>
	<u><u>6,475,604</u></u>	<u><u>6,519,947</u></u>

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

£60,000 - £69,999	2	4
£70,000 - £79,999	1	
£80,000 - £89,999	10	10
£90,000 - £99,999	2	2
£100,000 - £109,999	<u>1</u>	<u>1</u>

The total employee benefits including pension contributions and employer national insurance of key management personnel were £845,489 (2020: £827,764)

The Management Committee members were not paid or received any other benefits from employment with the charity in the year (2020 :£nil). No Management Committee member received payment for professional or other services supplied to the charity (2020: £nil).

There were no expenses reimbursed for management committee members last year (2020: £nil) .

11. The full-time equivalent number of employees during the year was as follows:

	2021	2020
	No.	No.
Teaching (including seconded teachers)	78.3	79.8
Administration	15.4	15.0
Support	14.5	13.9
Caretakers and gardeners	<u>2.0</u>	<u>2.0</u>
	<u><u>110.2</u></u>	<u><u>110.7</u></u>

The average weekly number of employees including volunteers and interns on a headcount basis was 158 (2020: 164)

12. Related party transactions

Some Management Committee members of the school are parents of children attending the school. The places are funded in the same way as all the other places at the school and the children receive the same service and benefits as other children.

Aggregate donations from related parties were **£Nil** (2020: £Nil)

13. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Notes to the financial statements

For the year ended 31 August 2021

14. Tangible fixed assets

	Leasehold Property £	Assets in Progress £	Furniture and Equipment £	Computer Equipment £	Total £
Cost					
At the start of the year	14,823,566	3,851,088	549,000	51,597	19,275,250
Additions in year	52,920	1,557,505	24,082	-	1,634,507
Transfers in / (out) during year	5,199,553	(5,199,553)	-	-	-
At the end of the year	<b>20,076,039</b>	<b>209,039</b>	<b>573,082</b>	<b>51,597</b>	<b>20,909,757</b>
Depreciation					
At the start of the year	3,938,008	-	512,103	43,785	4,493,896
Charge for the year	762,683	-	29,181	5,565	797,428
At the end of the year	<b>4,700,691</b>	<b>-</b>	<b>541,284</b>	<b>49,350</b>	<b>5,291,324</b>
Net book value					
At the end of the year	<b>15,375,348</b>	<b>209,039</b>	<b>31,798</b>	<b>2,247</b>	<b>15,618,433</b>
At the start of the year	<b>10,885,558</b>	<b>3,851,088</b>	<b>36,897</b>	<b>7,812</b>	<b>14,781,355</b>

15. Debtors

	2021 £	2020 £
Pupils' accounts: fees, extras and recharges	12,375	990
Prepayments	144,792	66,882
German Government Grant due	68,070	71,070
	<b>225,237</b>	<b>138,942</b>

16. Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	171,036	228,142
Fees received in advance (note 17)	3,146,233	2,847,969
Security deposits	2,904,500	3,011,500
Social security and other taxes	98,675	-
Accruals	705,938	281,220
Other creditors	200,900	182,917
Loan due within one year	372,794	358,915
	<b>7,600,075</b>	<b>6,910,664</b>

17. Deferred income

Deferred income comprises of fees which are received in advance for the next academic year.

	2021 £	2020 £
Balance at the beginning of the year	2,847,969	3,083,070
Amount released to income in the year	(2,847,969)	(3,083,070)
Amount deferred in the year	3,146,233	2,847,969
Balance at the end of the year	<b>3,146,233</b>	<b>2,847,969</b>

## Notes to the financial statements

## For the year ended 31 August 2021

## 18. Creditors: amounts falling due after one year

	2021 £	2020 £
Bank Loan	<u>755,443</u>	<u>1,128,173</u>
	<u><b>755,443</b></u>	<u><b>1,128,173</b></u>

The loan shown above, provided by HSBC is unsecured and repayable in full by July 2024. Payments are made in instalments and interest is charged at a fixed rate of 3.8% per annum.

## 19. Pension scheme

The German School Association currently contributes to personal pension plans. The assets of the scheme are in a fund independent from those of the charitable company.

## 20a Analysis of net assets between funds (current year)

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	9,101,258	1,580,202	4,936,972	<b>15,618,432</b>
Current assets	-	-	7,630,290	<b>7,630,290</b>
Current liabilities	-	-	(7,600,075)	<b>(7,600,075)</b>
Long term liabilities	-	-	(755,443)	<b>(755,443)</b>
Net assets at the end of the year	<u>9,101,258</u>	<u>1,580,202</u>	<u>4,211,744</u>	<u><b>14,893,204</b></u>

## 20b Analysis of net assets between funds (prior year)

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	9,531,203	1,515,268	3,734,884	<b>14,781,355</b>
Current assets	-	-	8,190,857	<b>8,190,857</b>
Current liabilities	-	-	(6,910,664)	<b>(6,910,664)</b>
Long term liabilities	-	-	(1,128,173)	<b>(1,128,173)</b>
Net assets at the end of the year	<u>9,531,203</u>	<u>1,515,268</u>	<u>3,886,904</u>	<u><b>14,933,375</b></u>

## Notes to the financial statements

For the year ended 31 August 2021

## 21a. Movements in funds (current year)

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers	At the end of the year £
<b>Restricted funds</b>					
Swiss Parents Association	-	30,717	(30,717)	-	-
German Government Grant	9,484,686	-	(429,945)	-	9,054,741
Net foreign exchange gains / (losses)	46,517	-	-	-	46,517
<b>Total restricted funds</b>	<b>9,531,203</b>	<b>30,717</b>	<b>(460,662)</b>	<b>-</b>	<b>9,101,258</b>
<b>Unrestricted funds</b>					
<i>Designated funds:</i>					
Capital Project Fund	-	145,500	-	(145,500)	-
Main Building Renovation/Extension	839,895	-	(56,937)	145,500	928,458
Sports hall asset fund	675,373	-	(23,629)	-	651,744
<i>Total designated funds</i>	<i>1,515,268</i>	<i>145,500</i>	<i>(80,566)</i>	<i>-</i>	<i>1,580,203</i>
<b>General funds</b>	<b>3,886,903</b>	<b>10,289,426</b>	<b>(9,964,586)</b>	<b>-</b>	<b>4,211,744</b>
<b>Total unrestricted funds</b>	<b>5,402,172</b>	<b>10,434,926</b>	<b>(10,045,151)</b>	<b>-</b>	<b>5,791,947</b>
<b>Total funds</b>	<b>14,933,375</b>	<b>10,465,643</b>	<b>(10,505,813)</b>	<b>-</b>	<b>14,893,205</b>

The narrative to explain the purpose of each fund is given at the foot of the note below.

## 21a. Movements in funds (prior year)

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers	At the end of the year £
<b>Restricted funds</b>					
Swiss Parents Association	-	32,319	(32,319)	-	-
German Government Grant	9,686,884	134,538	(336,736)	-	9,484,686
Net foreign exchange gains / (losses)	46,517	-	-	-	46,517
<b>Total restricted funds</b>	<b>9,733,401</b>	<b>166,857</b>	<b>(369,055)</b>	<b>-</b>	<b>9,531,203</b>
<b>Unrestricted funds</b>					
<i>Designated funds:</i>					
Capital Project Fund	232,582	205,000	-	(437,582)	-
Main Building Renovation/Extension	402,313	-	-	437,582	839,895
Sports hall asset fund	699,002	-	(23,629)	-	675,373
<i>Total designated funds</i>	<i>1,333,897</i>	<i>205,000</i>	<i>(23,629)</i>	<i>-</i>	<i>1,515,268</i>
<b>General funds</b>	<b>3,707,059</b>	<b>9,930,029</b>	<b>(9,750,185)</b>	<b>-</b>	<b>3,886,903</b>
<b>Total unrestricted funds</b>	<b>5,040,956</b>	<b>10,135,029</b>	<b>(9,773,814)</b>	<b>-</b>	<b>5,402,171</b>
<b>Total funds</b>	<b>14,774,357</b>	<b>10,301,886</b>	<b>(10,142,869)</b>	<b>-</b>	<b>14,933,374</b>

**Purposes of restricted funds** - As per the listing below.

**Swiss Parents Association** - This relates to funds contributed towards the employment of a Swiss teacher

**German Government Grant** - This relates to the contribution received towards the building of the sports hall and refurbishment of the main building.

**Purposes of designated funds**

**Capital project fund** - this represents money raised through the development levy which it designated towards future capital projects for upkeep and expansion of the school, i.e. the building of the sports hall and the refurbishment of the main building.

**Sports hall asset fund** - this represents the contribution towards the construction of the sports hall from the school's unrestricted funds.

## Notes to the financial statements

For the year ended 31 August 2021

## 22. Reconciliation of net incoming resources to net cash flow from operating activities

	2021 £	2020 £
<b>Net expenditure / (income) for the reporting period (as per the statement of financial activities)</b>	<b>(40,170)</b>	159,019
Investment income	<b>(2,728)</b>	(35,316)
Interest paid	<b>50,328</b>	63,660
Increase/(decrease) in debtors	<b>(86,295)</b>	128,774
Increase/(decrease) in stock	<b>(2,112)</b>	-
Increase/(decrease) in creditors	<b>675,531</b>	(653,479)
Depreciation	<b>797,428</b>	599,423
	<u><b>1,391,983</b></u>	<u>262,294</u>
<b>Net cash provided by operating activities</b>	<b>1,391,983</b>	262,294

## 23. Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods.

	Equipment	
	2021 £	2020 £
Less than one year	<b>21,040</b>	79,198
1 - 5 years	<b>21,822</b>	878
	<u><b>42,862</b></u>	<u>80,076</u>

## 24. Capital commitments

As at the balance sheet date the charity had capital commitments of £Nil (2020: £218,400) relating to the school expansion project.

## 25. Legal status of the charity

The charity is a company limited by guarantee, incorporated in England and Wales, and has no share capital. The liability of each member in the event of winding up is limited to £1.