

Company Number 06142007  
Registered in England and Wales  
Charity Number 1119613

**ST PAUL'S GIRLS' SCHOOL**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2020**



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**FOR THE YEAR ENDED 31 AUGUST 2020**

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# ST PAUL'S GIRLS' SCHOOL

## GOVERNORS, OFFICERS AND ADVISERS

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### ***Governors, Directors and Charity Trustees***

The Governors are the charity trustees under charity law and the directors of the charitable company. The Governors serving at the date of this report are as follows:

Ms Justine Archer \* §  
Mrs Zeina Bain, Deputy Chair of Governors \* § #  
Ms Lisa Barclay \*  
Mr Nicholas Buxton \*  
Mr Nicolas Chisholm + #  
Mr Tim Haywood \* §  
Mrs Clare Hebbes \* α (appointed 2 January 2020)  
Mrs Geeta Khehar +  
Mrs Gillian Low +  
Mr Robert Palmer \*  
Prof Jane Ridley +  
Dr Julia Riley +  
Mr Simon Wathen, Chair of Governors + \* # § α (appointed 20 September 2019 and became Chair on 1 September 2020)

+ Members of the Education Committee  
\* Members of the Finance & Estates Committee  
# Members of the Nominations Committee  
§ Members of the Investment Sub-Committee  
α Members of the Client Management Group

### ***Officers***

Clerk to Governors	Mr Gerard Hickie
Company Secretary	Mrs Nicki Goodfellow

### ***Officers (key management personnel)***

High Mistress	Mrs Sarah Fletcher
Senior Deputy Head and Director of Studies	Mr Andrew Ellams
Deputy Head – Director of Pastoral Care	Mrs Elizabeth Beesley (from 1 September 2020) Miss Sandrine Paillasse (to 31 August 2020)
Deputy Head – Director of Co-Curricular	Mr Fred Hitchcock
Deputy Head – Director of Senior School	Ms Josephine Lane
Deputy Head – Director of Partnerships	Mr Leigh O'Hara
Deputy Head – Director of People and Diversity	Ms Helen Semple
Deputy Head – Director of Strategic Development	Mr Ellis Whitcomb
Bursar	Mr Gerard Hickie
Director of Operations	Ms Barbara Sussex

**ST PAUL'S GIRLS' SCHOOL**  
**GOVERNORS, OFFICERS AND ADVISERS**

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***Registered Office and Advisers***

Registered Office	St Paul's Girls' School Brook Green London W6 7BS
Charity registered number	1119613
Company registered number	06142007
Solicitors	Farrer & Co LLP 66 Lincoln's Inn Fields London WC2A 3LH  Fieldfisher Riverbank House 2 Swan Lane London EC4R 3TT  Foot Anstey LLP Salt Quay House 4 North East Quay Sutton Harbour Plymouth PL4 0BN  Veale Wasbrough Vizards Narrow Quay House Narrow Quay Bristol BS1 4QA
Bankers	Barclays Corporate Acorn House 36-38 Park Royal Road London NW10 7JA  Barclays Private Bank 1 Churchill Place London E14 5HP  Lloyds Bank plc 33 Old Broad Street London EC2N 1HZ
Auditors	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW
Investment Managers	Rothschild Wealth Management (UK) Ltd New Court St Swithin's Lane London EC4N 8AL  Barclays Private Bank 1 Churchill Place London E14 5HP

**ST PAUL'S GIRLS' SCHOOL**  
**GOVERNORS, OFFICERS AND ADVISERS**

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***Registered Office and Advisers (continued)***

Insurance Brokers

Marsh Ltd  
Capital House  
1-5 Perrymount Road  
Haywards Heath  
West Sussex RH16 3SY

Actuaries

Barnett Waddingham  
Cheapside House  
138 Cheapside  
London EC2V 6BW

Punter Southall Ltd  
11 Strand  
London WC2N 5HR

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The Governors present their Annual Report for the year ended 31 August 2020 under the Charities Act 2011 and the Companies Act 2006, including the Directors' Report and Strategic Report under the 2006 Act, the list of Governors, Officers and Advisers on pages 1-3, together with the audited financial statements for the year.

<b>DIRECTORS' REPORT</b>
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## **CONSTITUTION AND OBJECTS**

The school is a charitable company limited by guarantee (company number 06142007, registered charity 1119613) and is governed by its Articles of Association. The member of the charitable company is the Mercers' Company, the City Livery Company which founded the school in 1904 and retains a keen interest in its activities.

The objects of the school, as stated in its governing document, are to promote in Greater London the education (including social and physical training) of girls and boys and in particular but without prejudice to the generality of the foregoing to conduct and maintain schools in or near to Greater London for girls and boys. The Governors shall pursue the objects of the school by running a girls' school and may only educate members of the opposite sex with the prior written consent of and subject to any restriction imposed by the Mercers' Company.

## **AIMS AND ACTIVITIES**

### ***Aims***

The school's values and ethos are prominently outlined on its website. Academically selective on entry at age 11 or 16, the school provides a stimulating, challenging and ambitious programme of study with a rich and diverse co-curricular programme, leading to GCSE/ IGCSE, school directed courses in creative disciplines and A level or Pre-U qualifications. Students are prepared for entry to the leading universities in the UK, with an increasing proportion aiming for the Ivy League universities in the US. Expectations are high and the pace brisk, suiting those girls who enjoy learning and who have a lively intellect and enquiring mind. The school also has a strong commitment to the personal development of each student. The school remains responsive to the ever-increasing challenges faced by young people in today's society, with the pressures of social media, high expectations and a challenging employment market. St Paul's Girls' School (SPGS) aims to instil a love of learning for its own sake, giving its students a firm foundation of lasting values as well as the resilience required to live in the real world. The school welcomes students of all faiths and none.

The High Mistress describes the school's ethos as follows:

*As soon as you walk through the door of SPGS you feel its warmth and creative energy.*

*Founded in 1904, SPGS was one of the first schools to believe in the importance of educating women to fulfil their potential, giving them the skills and confidence to take their place with pride in a modernising and fast-moving world. That tradition remains at our core.*

*The academic heart of SPGS is enhanced and lightened by the warm relationships between staff and students, the sheer joy they have in learning, and the encouragement everyone is given to dig deeper, to explore ideas, to challenge preconceptions and to develop their own ideas. Learning here is not just about passing exams. It is about a love of academic pursuits, inspiration and imagination.*

*From its very beginning, and in advance of its time, SPGS embraced a liberal ideology. We believe that true potential can only be unlocked when given the freedom to grow. Our rules are few and relationships are relaxed, yet respectful. We have no uniform and students are encouraged to develop their own passions and interests. Our curriculum is broad with plenty of opportunity for individual research, discussion and debate.*

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***Aims (continued)***

*Music and drama are open to all and are performed to a very high standard. The art studio is an oasis of creative energy. Sport is played with verve and distinction, and opportunities of all sorts are magnified many times over in the clubs and societies on offer.*

*SPGS is a caring and generous community. The students are encouraged to develop a strong spirit of philanthropy, and to engage with those around them who are less privileged than themselves. We now have a strong and thriving programme of service in the Senior School and younger girls are taking part too. The school itself has links with groups at home and abroad who benefit from our support. Our bursary scheme provides us with a wonderful opportunity to offer the full breadth of our education to talented young people whatever their background, and to enrich the school beyond measure with their energy and inspiration. We are now working in partnership with local state and independent schools to share resources and promote best practice in education. The West London Partnership of which we were the founding member, was launched this year.*

*We are proud of our school, and proud too that over the years our alumnae have contributed significantly on a national and global stage. An education at SPGS is an extraordinary preparation for life.*

The Governors, as the Charity trustees, confirm that they have complied with the requirements set out in the Charities Act 2011 to have due regard to the Charity Commission's published general guidance on public benefit and the relevant sub-sector guidance on fee-charging charities.

***Principal Activities***

The school is academically selective and educates girls from 11 to 18. In September 2019, there were 769 students on roll with 224 of these in the Senior School (Sixth Form). Retention in the Senior School remained steady, with few leaving for co-educational alternatives and 25 girls joining Year 12 in September.

A broad curriculum stretches across the arts and sciences, with an especially large languages department, spanning the major European and classical languages, as well as Mandarin. SPGS offers GCSE and IGCSE in Year 11 with its own School Directed Courses in art, drama, history of art and music. In the Senior School, ten subjects teach the Pre-U syllabus and fourteen subjects follow the reformed linear A level curriculum.

The school facilitates an extensive co-curricular programme for its pupils with provisions made for girls to pursue a wide range of interests as well as getting involved in charitable activities and services to the community. New clubs and societies may be created on the initiative of the students. Well-established exchange programmes in a number of international destinations provide opportunities to experience the culture and education systems in other countries, although clearly many of the extensive trips and visits have been put on hold under Covid restrictions. Equally, the school undertakes a significant number of community outreach activities ranging from offering school facilities for use by partner schools to specific school-run workshops and events for external pupils as well as charity activities. Charities and service to the community are central aspects of the co-curricular programme, with students being involved in a number of different projects – these are outlined in the section on student community engagement.

The school also collaborates with other independent schools to drive diversity and inclusion through the School's Inclusion Alliance which it founded in 2018. The Alliance is committed to providing an environment within which all young people and staff can thrive and grow. This is a commitment by the member schools to share best practice, work together and strive to ensure that inclusion is at the heart of their ethos, practice, and values.

The school manages a progressive bursary programme supported by both fee income from the school as well as dedicated fundraising activities.

We have managed to continue these activities despite Covid-19.

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**GOVERNANCE AND MANAGEMENT**

***Charity Governance Code***

Governors are familiar with the Charity Governance Code and the Charity Ethical Principles and apply the recommended practices relating to each of the Charity Governance Code's seven principles and the Charity Ethical Principles. The Charity and its Governors (Trustees) continue to consider ways in which it can further improve the Charity's governance standards. Governors, working closely with the Director of People and Diversity, have developed diversity objectives for the Board.

***Governing Body Review***

The Board conducts regular reviews of its performance in line with the Charity Governance Code. In addition, governors are invited to discuss any issues regarding the governance of the Board with the Chairman at any time. An external evaluation was conducted in 2016.

***Stakeholders***

The key stakeholders with an interest in the charity's work are pupils, parents, staff and community. As set out in the Achievements and Performance section of this report SPGS maintains links with local state schools who are invited to take part in events and use the facilities. The school has had particularly close links with Hammersmith Academy since its inception.

***Governors***

The Governors who served throughout the year, except where otherwise stated on page 1, were Ms Justine Archer, Mrs Zeina Bain, Ms Lisa Barclay, Mr Nicholas Buxton, Mr Nicolas Chisholm, Mr Tim Haywood, Mrs Geeta Khehar, Mrs Gillian Low, Mr Robert Palmer, Prof Jane Ridley and Dr Julia Riley.

Mr Simon Wathen was appointed on 20 September 2019 and Mrs Clare Hebbes was appointed on 2 January 2020. Mrs Dervilla Mitchell retired on 13 December 2019 and The Hon Timothy Palmer retired on 31 August 2020 and are thanked for their contribution to the school.

The Board of Governors meets at least once in each school term. Governors are also invited to open days and school events during the year.

***Recruitment, Induction and Training of Governors***

Governors are selected by reference to their eligibility, personal competence and specialist skills. The Mercers' Company can appoint up to 14 Governors and the Board of Governors may appoint two. On appointment Governors are given an induction package, a tour of the school and meetings with key members of staff. Governors also undertake safeguarding, Prevent and GDPR training if they have not already done so and are required to read key safeguarding documents and guidance. During the course of the year there are further training sessions and recommendations are made about suitable courses for Governors to attend. In addition, from time to time, the Mercers' Company organises training programmes for Governors in conjunction with other schools in which the Mercers' Company has an interest.



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***Organisational Management***

The Governors, as the directors of the company and trustees of the Charity, are responsible for the overall management of the school. Committees, which meet at least three times a year, have been established as follows:

**Education Committee:**

- considers matters relating to the education and welfare of pupils and makes recommendations to the Board

**Finance & Estates Committee:**

- monitors and reviews all aspects of financial performance and management
- advises on the development, use and maintenance of the whole school estate
- assesses the scope and effectiveness of the systems established to identify, manage and monitor financial and non-financial risks
- monitors and reviews performance and operations of the subsidiary company SPGS International

**Nominations and Governance Committee:**

- reviews the structure, size and composition of the Board
- identifies and nominates candidates for appointment to the Board
- oversees a regular performance evaluation of the Board and all its members, conducted by the Chairman
- initiates the process of recruiting the High Mistress and Bursar
- considers all aspects of governance of the school and makes recommendations to the Governing Body

**Investment Sub-Committee:**

- advises and makes recommendations to the Finance & Estates Committee in respect of all investment asset classes, other than the school's property, and reviews the assets within the Non-Teaching Staff Pension Fund

**Client Management Group (Building Project):**

- monitors and oversees the redevelopment of the school's buildings in accordance with the outline Building Plan and budget previously approved by the Governors, and reports and makes recommendations to the Governors in relation to the project

The day to day management is delegated to the High Mistress supported by the Senior Management Team and together this group are the key management personnel. The High Mistress reports once each school term, and on other occasions as required, to the Governors on the activities she has undertaken in managing the school. She attends the Finance & Estates Committee, the Education Committee, the Nominations Committee and Client Management Group meetings.

The school is regulated by DfE and inspected by ISI.

***Remuneration Policy***

Governors approved a formal Remuneration Policy in March 2016. Ensuring that the school has transparent but flexible reward systems which enable the recruitment and retention of truly excellent staff is essential. The school uses market information for benchmarking purposes. Day to day decisions about pay are made by the High Mistress and Bursar within the scope of the Remuneration Policy.

An annual pay award for all staff is considered by Governors each spring and awarded from the following September. Many teaching staff also receive an annual increment.

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***Insurance***

The school has Professional Indemnity insurance in place which includes Directors and Officers insurance to cover the cost of compensation to a third party if a claim is made against one of the school's directors (or officers) arising from any negligent act, error or omission, committed in good faith. The indemnity limit is £10,000,000. Indemnity insurance is also included for claims made against the school (rather than directed at an individual) with an indemnity limit of £50,000,000. The annual premium for the Professional Indemnity insurance is £5,801 and of this, £1,349 is attributed to the Directors and Officers insurance.

**THE SCHOOL'S RESPONSE TO COVID-19**

With lockdown from 23 March, the school moved quickly to an online learning platform, with all students being taught remotely by their teachers, all of whom were based at home also.

The school invested significant sums in mobile devices for all staff and software licences which allowed the school to continue to teach the students. Network capacity was also enhanced to cope with the increased demands on the school's systems.

In common with other schools, and to reflect the lower overall running costs during the lockdown period, parents were given a 10% discount on summer term fees and an undertaking that there would be no fee increase in September 2020.

***Covid-19 Risk Management***

Throughout summer, preparations were made for a full re-opening of the school in September, ensuring full compliance with Government guidance. The school undertook a comprehensive risk assessment to ensure that re-opening could be done safely and that daily operating procedures following the most current official guidance.

The risk assessment was prepared by the school's Senior Management Team, for review by the Governing Board.

The Government and Public Health England guidance for schools referred to a system of controls that needed to be addressed when assessing the risks and planning for an 'inherently safer system'.

The controls were:

- Minimising contacts with anyone displaying coronavirus symptoms by ensuring that they isolate and do not attend school and also do not attend if someone in their household has symptoms
- Cleaning hands thoroughly more often than usual
- Ensuring good respiratory hygiene by promoting 'catch it, bin it, kill it'
- Enhanced cleaning, including cleaning frequently touched surfaces often
- Minimising contact between individuals and maintaining social distancing where possible
- Where necessary, wear appropriate personal protective equipment (PPE)

The school's response to establish these controls was:

- Clear communication with parents, staff and students. A notification plan was included in the staff handbook and a response plan developed setting out steps to be taken if someone was displaying symptoms or suspected of having coronavirus.
- Signage at all toilets and entry points. External handwash stations were installed across the school site and hand sanitiser stations were placed at every student entry point. Visitors were asked to use hand sanitiser on arrival and students were asked to bring their own sanitiser also.
- Tissues were placed in all classrooms, offices, and common areas with pedal bins placed across these locations. Teachers were asked to remind pupils regarding good hygiene.

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***Covid-19 Risk Management (continued)***

- A cleaning schedule was established, reviewed regularly, focusing on high use areas. Sanitising wipes and gel were placed in all classrooms and offices. A procedure to clean the dining hall between each use was developed.
- Students kept in year 'bubbles; a year group rota for library use and use of outside space and each year group was given designated entry and exit points to maintain integrity of 'bubbles'.
- First aiders briefed on use of PPE. PPE kits were provided with each first aid kit in case of need and the cleaning team was also provided with PPE in case of the need to clean an area where a suspected case had arisen.

In particular, Governors were kept aware of procedures and any changes to policy by the High Mistress. Government guidance was regularly assessed and the latest version logged with the risk assessment document. Despite the strictures placed upon the school's normal activities by the constraints of lockdown, the school once more excelled, as described under Achievements and Performance.

**ST PAUL'S GIRLS' SCHOOL  
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<b>STRATEGIC REPORT</b>
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## **STRATEGIC PRIORITIES**

The school reaffirmed its commitment to seven broad strategic principles, covering all areas of its activity which are expressed as follows:

SP1. To offer an exceptional education for girls, which is both innovative and challenging and which prepares them as individuals to lead successful and fulfilled lives.

SP2. To maintain a supportive and outward-looking community with excellent pastoral care which also acknowledges the particular needs of young people in contemporary society.

SP3. To recruit students of conspicuous potential, irrespective of background including financial means, to achieve an intake which echoes the diversity of London as a capital city.

SP4. To attract and retain staff of the highest calibre, providing excellent continuing professional development.

SP5. To develop the existing site, technical infrastructure and management processes to reflect the character and evolving needs of the school.

SP6. To build strong links with the wider community locally, nationally and internationally.

SP7. Working to the highest standards of compliance and regulations, to enhance the reputation of SPGS as the pre-eminent girls' day school, influencing educational debate and policymaking.

## **STRATEGIC PRIORITIES PERFORMANCE INDICATORS**

### Under SP1: Education

Deliver a diverse and high quality curricular and co-curricular education in which there is wide pupil engagement and enjoyment of learning

- *Over 20 subjects are on offer at all stages of the school; 53% of GCSE students took at least two modern languages and over 80% study mathematics in the Senior School (Sixth Form)*
- *There are over 100 clubs and societies offered*

Continue to foster exceptional academic outcomes which ensure that SPGS remains at the forefront of measures of national performance throughout the period of qualifications reform

- *In 2020, 100% of all GCSE/IGCSE results were A\*/A against a three-year average of 99.5% and 86% of the new 9-1 grade entries achieved a 9 grade*
- *98.4 % of all A Level results were A\*/B against a three-year average of 97.8%, 64.6% of entries attained an A\* and over 92% either A\* or A grade*

Aim to ensure that all girls achieve places at excellent universities in the UK and worldwide as a preparation for rewarding working lives

- *43 students took up Oxbridge places and 11 took up places at US universities*

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**STRATEGIC PRIORITIES PERFORMANCE INDICATORS (continued)**

Under SP2: Wellbeing & Lifestyle

Promote personal fulfilment and wellbeing and an awareness of the needs of others as the foundation of a successful education

- *The Personal, Social, Health and Economic programme has been reviewed and updated to include a new Relationships and Sex Education policy*
- *The new mobile phone policy is now being implemented across the whole school*
- *Senior school students are preparing a mental health handbook to be available for the whole school*
- *We have increased our counselling facilities to four days a week*
- *A weekly vlog for parents, reflecting on pastoral trends in school, began in September 2020*
- *The newly formed Diversity and Inclusion Committee is also meeting regularly*
- *There is wide participation in the co-curricular programme including sport, music and drama*

Covid-19 has curtailed some of our pastoral activities but we look forward to re-igniting the Peer Education scheme, run by students in Year 12 for the Year 7 pupils, and delivered remotely.

Visiting speakers in the autumn term (lecturing remotely) include Eleanor Marsea on digital awareness and Keon West on Unconscious Bias and Psychology.

Under SP3: Recruitment and Admissions

Attract sufficient strong applicants to maintain robust academic selection criteria

- *Applicant numbers and quality remain robust at 11+*
- *16+ applicants in 2019 also remained steady with 32 offers made against a six-year average of 23*

Maintain a total roll of 740+

- *The school roll in September 2019 was 769*

Aim for 15% of pupils on bursaries by 2024

- *11.7% of students (90) received a bursary, of whom 50 received full fee remission*

Under SP4: Human Resources

Managing a healthy average turnover of teaching staff of 6-8%, encouraging promotion where appropriate

- *Turnover was 4.5% (1.8% previous year, 12.9% year before)*

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**STRATEGIC PRIORITIES PERFORMANCE INDICATORS (continued)**

Under SP5: Estates and Facilities

Maintain the existing building stock and technical infrastructure to a high standard through a planned preventative maintenance programme

- *A range of maintenance work was carried out including completing the ventilation upgrade project to the science building and repairs to the building's roof*

Provide an inspiring, innovative and functional working and learning environment that will support the delivery of all KPIs

- *Design for phases 2 and 3 of the masterplan has progressed and planning permission for the plans was granted by the London Borough of Hammersmith and Fulham Planning Committee in September 2020. The projects are being developed through extensive consultation with the school community and aim to provide for improved facilities to meet the school's long term aims. Works are due to start on site in 2021.*
- *A range of enabling works to facilitate later capital projects were completed in the summer and the music department was upgraded to improve teaching spaces and safeguarding by opening up previously obscured practice rooms*

Under SP6: Relationships and Communication

Ensure we have active links with 90% of Old Paulinas (OPs) who left in the last decade

- *We are in touch with 72% of this group*

Engage in community outreach and partnership activities

- *The school has engaged in numerous partnerships and community activities involving providing access to staff, pupils and facilities*

Under SP7: Sustainability

Ensure the annual fee rise is linked to the development of an agile bursary programme to protect affordability for all who qualify academically

- *Annual fee increase set at 4% for 2019/20. There was a 10% discount on the summer term fees due to Covid-19. Bursaries were offered in accordance with the criteria to all applicants who qualified academically.*

Aim to achieve an annual unrestricted operating surplus excluding depreciation of 10% of net fee income, raise £1m annually for bursaries and a further £1m over the next three years to fund future developments

- *Annual unrestricted operating surplus was 13.1% and £1.1m was raised in new donations and pledges*

Meet the requirements of an Independent Schools Inspectorate (ISI) compliance inspection

- *The school was inspected for compliance in September 2019 and was found to be compliant in all areas*

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**ACHIEVEMENTS AND PERFORMANCE (INCLUDING PUBLIC BENEFIT)**

***Review of Achievements and Performance for the Year***

The school's Educational Quality Inspection Report (ISI) October 2019 was fulsome in its praise. "Attitudes to learning are exemplary." "Pupils are confident and self-assured, yet humble and gracious." "Pupils embrace the many opportunities to improve the lives of others and make an outstanding contribution to the community within and beyond the school." The school was rated excellent in the two graded categories – personal development and pupil achievement – and passed all compliance categories with no recommendations for further action.

SPGS has enjoyed another exceptional year for examination results despite all of the furore around awarding in 2020. Examination results are very broadly in line with recent outcomes at all levels. At GCSE/iGCSE, 97.9% of entries attained an A\* equivalent 8 or 9 grade and 100% achieved an A\* or A grade. This is the eighth consecutive year that the proportion of entries achieving an A\* equivalent grades at GCSE has exceeded 90%. Straight A\* grades were attained by 84 Paulinas. At A level/ Pre-U, 64.6% of entries attained an A\* grade, 92.4% of entries achieved an A\* or A grade and 98.4% a B grade or higher.

University destinations continue to impress. 43 girls will take up offers at Oxbridge colleges and 11 girls will be studying in leading American universities.

Music, drama and sport responded incredibly well to the challenges of remote learning and provided a great many opportunities for students to express themselves through our online co-curricular programme. These included weekly virtual platform concerts and performances in music and drama. London Academy of Music and Dramatic Art lessons and individual music lessons continued using Zoom during the period of school closure. PE provision was comprehensively redesigned for the summer term of 2019/20 due to the circumstances. Activities chosen were well suited to the remote learning context and most likely to be feasible and accessible to all students, no matter how much space they had at home in which to engage in physical activity. Morning yoga, mindfulness sessions, 80s aerobics, dance cardio and barre were popular options within the new programme.

The school has recently significantly expanded its computer science and creative technology department as a core part of the Lower School curriculum and is developing new school directed courses in these disciplines during the next academic year to widen the offering in years 10 and 11.

The co-curricular programme remained active despite lockdown. Both students and staff embraced the opportunity to think creatively in response to the pandemic, resulting in many additions and adaptations to the range of activities available during lockdown and upon the school re-opening in September 2020. Among the highlights have been the student-led junior and senior book clubs, creative technologies clubs focusing on AI and graphical coding, virtual ceilidh dancing and a live weekly cook-along. During lockdown, a student-led arts and crafts session provided a lovely way for students of different age groups to come together in a relaxed environment after their remote lessons. Chess players continued to play matches and receive instruction from an International Master using an online platform.

Members of History Society presented a well-considered webinar on 'The History of Racism in Britain' amid the Black Lives Matter protests following the death of George Floyd in Minneapolis, and a further discussion of the removal of statues such as Edward Colston's in Bristol. The new weekly Eco Discussion Group also contributed to the internal discussion on these important issues, considering the links between racial justice and environmental justice. Also related, the Inclusion Alliance grew significantly over the summer and now has a national, as well as global membership. The Alliance provided resources including an Anti-racism Toolkit and webinar for Black History Month, as well as offering advice and guidance to individual schools and GSA and GDST associations. Work is underway on creating a website and organising a national Zoom meet-up for all school inclusion committees.

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***Review of Achievements and Performance for the Year (continued)***

'Broadening Horizons' discussions were a very successful extension of our collaboration with Project Rousseau, a charitable organisation based in the USA which helps students from families living well below the poverty line to aspire towards Higher Education. Students from Year 10 to Year 13 have been participating in conversations on a wide range of topics such as 'Harlem Renaissance Poetry', 'Voluntourism – Where Does Community Service Stop and Tourism Begin?' and 'What is Justice? Rawls's Veil of Ignorance, Plato's *Republic*, and more'.

Students in Year 12 have continued to work in teams with students at St Paul's School in Barnes in the Young Enterprise competition, which became a virtual competition in the summer term of 2019/20. Three SPGS students belonged to a team that won two prizes in the regional round, for Sustainability and STEM.

Debating thrived since the arrival of Covid-19, due to the opportunities offered by online platforms. The Lockdown Debating League, hosted on our Zoom platform, enabled four of our teams to meet weekly for a round of debating with students from Dulwich, Westminster, Eton and Wellington. The SPGS debating teams have entered a variety of external virtual competitions, including the Active Debate junior grand final, the Stand Out Speaking U18 competition and the Gwallia World Schools Debating Competition.

SPEAC (St Paul's Environmental Action Committee) remained dynamic. The student branch of the London & South East Schools Eco Network was established by SPGS in the spring term of 2019/20, with over a dozen state and independent schools represented. This met weekly via Zoom, with students chairing and agreeing agendas. SPGS is leading the organisation of an Online Schools Eco Summit in autumn 2020 in lieu of the postponed international climate conference (COP26) in Glasgow. This will be an international event aimed at primaries, secondaries, families & staff.

The Friday Lecture series which seeks to provide connectivity to the world beyond school and potential career inspiration was a highlight for Senior School students, and featured distinguished speakers, all leaders in their respective fields. Earlier this year, the school was proud to welcome, amongst others, Professor A.C. Grayling, Master of New College of the Humanities, Philosopher and Author; Clare Balding OBE, Presenter, Broadcaster and Author; Professor Roger Kneebone, Professor of Surgical Education and Engagement Science, Imperial College London and Bronwen Maddox, Director of the Institute for Government and journalist.

SPGS has held a Wellbeing Week every year since 2017. The activities were designed by pupils to promote positive mental health amongst the school community.

Unfortunately, the school's programme of residential trips and exchange programmes is currently on hold, due to the Covid-19 guidance from the DfE. Departments have been finding ways to maintain these links and to continue offering students the opportunities to interact with overseas partner schools, such as using Spellian to arrange online conversations for students of Spanish and Italian.

***Partnership and Community Outreach***

***Sharing Facilities***

The school makes its sports facilities available to local schools, clubs and charities either free or for significantly discounted rates to benefit the community. Four primary schools have the use of the swimming pool for weekly sessions in normal times.



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### **Sharing Staff Expertise**

Our staff regularly engage with pupils in maintained schools across a variety of activities as part of our focus on partnership. Our staff provided support with interviews and post-offer support to more than 100 pupils from maintained schools through our Higher Education programme. Over 50 pupils received direct tuition from our staff in maths and science until March. We have a strong link with Hammersmith Academy as well as many other local schools. Our expert talks are open to other schools and we saw a marked increase in attendance when these moved online. We were able to reach many more pupils than usual by sharing our streamed events in Science, Religious, Psychology and Philosophy Societies with schools near and far with over 160 students attending. Much of our usual activity for the latter part of the year was cancelled including the National Citizenship Scheme, Summer School and Music Junction.

### **Local Community Outreach**

During lockdown the school raised funds to provide over 60 laptops and internet access to pupils in local primary and secondary schools. As part of our food project in the summer term, we provided almost 5000 meals to primary school pupils in Fulham. Groups of students provided entertainment using Zoom to residents of Nazareth House care home in Hammersmith.

We raised funds to support two secondary schools in providing food for pupil premium students. Our ECO Partnerships continued strongly throughout the year enabling CPD and support for other schools, as well as learning from others, to create something meaningful that will make a difference.

### **Pupil Community Outreach**

With many of our larger projects usually taking place later in the year, there were fewer opportunities for students to get involved with partnerships projects. Nevertheless, the West London Schools ECO Partnership, now merged into the London and South-East Schools Eco Network, continued to allow pupils from across the school to work with a range of organisations and schools. Long-established projects continued in the earlier part of the year such as Minimus (Classics) and Living Library. Over 50 Paulinas worked with almost 100 primary school pupils in these projects. Primary school children were assisted with homework and secondary school students were mentored with university preparation through Into University. Support for local partner schools was provided for children with special needs and disabilities, e.g. helping to run clubs, providing extra support in lessons (currently on hold due to Covid-19). 30 students in Year 13 volunteered to be 'buddies' with students from partner schools, offering support in subjects, statement writing and interviewing skills. 105 students from around London signed up for this.

Our pupils also regularly engage with partner schools and indeed lockdown expanded our school community beyond the physical bricks and mortar, making our pupils accessible to communities far beyond the Borough and our usual network of schools. Some examples:

- 110 of our community took part in the 2.6 challenge to fundraise for the Royal Marsden Cancer Charity, raising a total of £5,883
- 2 students played in a Zoom concert and raised over £2k for the NHS fund
- A student illustrated an e-book for young people in lockdown to tackle loneliness, which is available to buy on Amazon with all proceeds going to charity. One student climbed the equivalent of Everest in her own home, one ran five marathons, and another cycled the equivalent of Land's End to John O'Groats in 13.6km chunks.
- Several students followed suggestions from the school's portal page for 'remote volunteering', such as contributing to the citizen science web portal 'Zooniverse' or making maps to inform the relief efforts of organisations such as the Red Cross through 'Missing Maps'
- A number of students sewed scrubs for the Royal Hospital for Neuro-disability, using sewing machines at home and following guidance on patterns and fabrics provided by the RHN

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**Pupil Community Outreach (continued)**

- Several students took up the challenge set by City Harvest for their inaugural Iris Goldsmith Awards, getting involved in activities to tackle food waste and spread awareness of this issue during the Covid-19 pandemic. Two of our students, in Years 10 and 11, were winners in the categories of 'Champion for Change' and 'Valiant Volunteer'.
- Several students volunteered their time to support the charity Project Rousseau in the USA, which works with young people from disadvantaged backgrounds and helps them aspire towards Higher Education. 10 students became pen pals to younger Project Rousseau students to assist them with reading and writing, and 16 others provided online tutoring or assisted with the creation of worksheets and other resources.
- Many staff volunteered in their local foodbanks, supported neighbours and provided tech support to local elderly church congregations

**School Best Practice Sharing**

The High Mistress founded and became the first chair of the West London Partnership in which staff offer support and share good practice with other schools on an ad hoc basis. Heads of department details have now been shared across the schools in the partnership.

***Pupil Charitable and Volunteering Activities***

The school raised money for several charitable causes. Over £25,000 was raised in the year, of which around £14,000 was split between this year's student-chosen domestic charity, The Royal Marsden Cancer Charity, and the international charity, City Harvest. This fundraising activity has included a Year 7 sponsored swim and charity fair, numerous charity bake sales, a teachers' version of University Challenge, and more. Additionally, students put together a concert in support of Amnesty International and organised other one-off fundraising activities in aid of charities such as the Stephen Lawrence Charitable Trust, African Science Academy in Ghana, Young Minds and Breast Cancer Now.

Pupils are involved in a wide range of volunteering activities. Those organised by the school include:

- City Harvest – working in the depot sorting food donations, with a view to tackling food waste and redistributing surplus food to those who need it most (currently on hold due to Covid-19)
- Students Supporting Street Kids (SSSK), a charity aiming to support street-connected children in the UK and raise awareness of the challenges that they face. Each year a new group of students forms a committee for the purpose of advancing the charity's aims.
- Oscar Foundation, a charity supporting children from low-income communities in India; students volunteer to host and help run a football tour to London organised by the charity
- African Science Academy, Ghana – a fundraising team organising various activities throughout the school year, e.g. selling tote bags and sweatshirts
- ReStore – the school charity shop, also raising awareness of sustainability in fashion

***Bursaries***

While remembering that SPGS is highly academically selective, providing bursary places for academically gifted pupils whose families cannot afford the fees remains a key goal and the school is working steadily to increase these. During the 2019-20 academic year, 90 girls received means-tested financial support (11.7% of the school roll), of whom 50 received full fee remission. Strategies to reach bursary candidates have included enrichment days for gifted and talented girls in the primary state sector, our annual summer school for gifted and talented primary school children, regular primary school visits and advertising through the London fee remission consortium.

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***Bursaries (continued)***

The school encourages applications from all candidates of academic potential regardless of the family's ability to pay fees. All applicants sit the same admissions process. Bursaries are awarded on the basis of detailed means-testing taking into account the family's income, realisable assets and other relevant circumstances. A home visit forms part of the initial assessment and the awards are re-assessed annually. Governors review the policy to ensure that it remains appropriate and continues to support the objective of widening access to the school. The percentage reduction offered is up to 100% of the tuition fee. The total cost of means-tested bursaries in the year to 31 August 2020 was £2.1m.

The endowment fund's investment portfolio was valued at £10,860,000 at the end of the year and the earnings of the endowment funded the equivalent of 14 full places. The school funded the equivalent of 27 full places from its operating income, and donations from generous supporters participating in the syndicates and the revenue-based bursary programme funded the remaining equivalent of 38 full places.

***Fundraising***

The school seeks to raise funds in support of its charitable objectives from the school community. The school's charitable objects include the promotion of education of girls in Greater London and to conduct and maintain schools in or near Greater London. The school primarily seeks funding for means tested bursaries to widen access. This is achieved through regular donations, major donor fundraising, a legacy programme and class gifts. The school welcomed pledges and donations across all of our restricted and endowed funds of £1,107,000 in the year to 31 August 2020 thanks to many generous donors. During the year our priority was to raise monies to fund an endowed bursary for a student living in the Borough of Hammersmith & Fulham. The target sum was £750,000.

Our most significant fundraiser was a Gala Dinner and Auction attended by 283 guests in St Paul's Church, Hammersmith, just before lockdown. Thanks to generous sponsors and donations of auction items, we were able to raise a total of £220,000 from ticket sales, successful auction bids and donations towards the endowment. We are grateful to our OP guest speaker Emily Mortimer and our OP auctioneer, Helena Newman of Sotheby's who donated their time and expertise. A voluntary Gala committee worked hard to make the event a success.

Donations of £95,000 made by those wishing to name a leaf on the bronze *Fide et Literis* wreath were also raised for the endowment. The annual Pembroke Lodge fundraising event secured a further £91,000 for the endowment bringing the total pledged and raised for the endowment during the year to £406,000. The school still hopes to achieve its £750,000 endowed bursary target in 2020/21.

The 2020 Leavers Bursary faced considerable challenges due to social distancing, financial uncertainty caused by Covid-19 and electronic data regulations preventing all remote fundraising by electronic media or telephone without specific consent. Despite these obstacles, a total of £117,000 was raised thanks to generous support from leaving families to fund 56% of a seven-year bursary for a Year 7 student.

Following lock-down the school offered a 10% discount from the summer term school fees. Some families kindly donated the discount and additional sums to the school to support our community projects or to the school's hardship bursary fund. A total of £25,000 was raised. A grant of £10,000 from Kusuma Trust UK, which had been intended for the 2020 Summer School, was kindly redesignated by their Trustees to support technology for remote learning in our partner schools. A donation of £10,000 was gratefully received by the school for rowing.

The school would like to thank St Paul's Schools' Foundation, Mercers' Charitable Foundation and a number of trusts for their continuing support including John Lyon's Charity, The Mary Bernays Scholarship Fund, The Hayden Foundation, The Staples Trust, The Aitken Family Charitable Trust, Kusuma Trust UK as well as to those who took advantage of corporate matched giving programmes at Barclays Investment Bank, Capital Group, Credit Suisse, Deutsche Bank and Rothesay Life.

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***Fundraising (continued)***

The school conducts its own fundraising and does not employ professional fundraisers. The school is registered with the Fundraising Regulator and paid the voluntary levy. The school does all it can to conform to recognised standards. The school has not been made aware of any fundraising complaints. The school does not seek to raise funds from the wider general public and does not adopt unreasonably intrusive or persistent fundraising approaches, or place undue pressure on potential donors including vulnerable people.

***Alumnae Activities***

The alumnae relations programme at SPGS consists of a range of events and publications, enabling the school to keep in touch with alumnae (Old Paulinas, OPs) and foster goodwill throughout the alumnae community.

*The Review* magazine is a biannual printed publication, with a central theme, and focuses on alumnae news, fundraising projects and school updates. It works together with the e-bulletin, a less formal monthly electronic publication, to keep Old Paulinas informed of alumnae events and other OP updates. The school also promotes the use of social media for alumnae, using LinkedIn to manage a growing members-only group, and using Facebook and Twitter as an outward communication tool to promote alumnae events, highlight news and engage with Old Paulinas. In particular the e-bulletin and social media channels have been used to highlight projects OPs are involved with in relation to Covid-19 initiatives. The new OP Connect platform was successfully launched in October with over 1000 active users registered and 400 of these signed up to be a mentor. This new online space for alumnae allows the OPs to easily interact, post news items, and digitally connect within the community. The mentoring programme will continue, allowing OPs and students in Year 12 and 13 to connect with each other, enabling senior girls to seek university guidance or careers advice from those working in their field of interest. The mentoring programme has expanded with the new alumnae platform, with the aim of recruiting as many Old Paulinas as possible to become careers mentors for senior girls.

In addition to communications, the events calendar for 2019-20 engaged OPs of all ages and professions, as outlined below:

- Year group reunions remain popular with events usually bringing at least 60 alumnae back to the school. The reunions have expanded to include all classes from a particular group enabling OPs to see one another again and additionally facilitating networking and sharing interests across the generations.
- Elsewhere, the Wessex branch continues to hold biannual reunions for Old Paulinas and Old Paulines in the West Country counties
- Overseas engagement with OPs is progressing with the strongest group in New York, and other smaller groups of alumnae meeting in San Francisco, Paris and Hong Kong
- Student alumnae engaged with current students for university talks in London, Cambridge and Oxford. This event programme now includes a session for universities outside of Oxbridge and London.
- Careers fair event took place in the last academic year, bringing together Old Paulinas and senior students. Alumnae represented different industries on each occasion, enabling senior students to speak to OPs to seek careers advice in an informal setting.
- With Covid-19 all events went online, where possible, a careers event was held via zoom with OP speakers from various industries answering questions from students. A reunion event was held for a group of OPs from the 1960s via zoom.

In the new upcoming academic year plans are already set for more online career focussed events with OP and student engagement, reunions and cultural based events.

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**FINANCIAL REVIEW**

***Results for the Year***

The financial results of the group are presented on page 27 of this report. The group generated total net income from operations of £1,575,000 of which £1,506,000 is unrestricted (before transfers between funds and investment gains and losses). The unrestricted surplus (before transfers and investment losses) represents 7.4% of total unrestricted income compared with 7.4% in the previous year.

The total income for the year ended 31 August 2020 was £22,093,000 (2019: £21,468,000) of which £18,479,000 (2019: £18,128,000) was fee income.

The total expenditure was £20,518,000 (2019: £19,713,000), the most significant expense being staff costs which represent 64% of the total expenditure. Capital expenditure in the year was £3,440,000 (2019: £1,091,000).

Having assessed the charity's financial position, its plans for the foreseeable future, the risks to which it is exposed and the detailed cash projections the Trustees are satisfied that it remains appropriate to prepare the statements on a going concern basis.

***Reserves Level and Policy***

The total reserves of the school at 31 August 2020 were £47,983,000 of which unrestricted funds were £33,822,000, the pension scheme reserve deficit was £2,093,000, restricted funds were £5,422,000 and endowed funds were £10,832,000. Free reserves at 31 August 2020 were £6,740,000 (unrestricted funds less intangible fixed assets, tangible fixed assets and the pension scheme liability). Of this £5,000,000 has been designated to go towards the school's major building redevelopment. The Rowan Trust funds within restricted funds were £849,000 at 31 August 2020.

The Governors consider that holding unrestricted cash balances of £4,500,000 during the building programme is an appropriate minimum cash reserves policy. It is proposed that the cash reserves held at 31 August 2020 in excess of this policy and will go towards funding future capital projects, including investment in the school's estate to meet its future educational needs.

The defined benefit pension scheme for the non-teaching staff is in deficit amounting to £2,093,000 (2019: £1,364,000) which impacts on the unrestricted reserves of the school. The school has made additional contributions totalling £283,000 (2019: £283,000) in the year.

***Investment Policy, Objectives and Performance***

Rothschild Wealth Management has been given discretionary power to manage the restricted and endowed investment portfolio, reporting to the Investment Sub-Committee. They have been instructed to adopt a medium risk/balanced investment strategy, that the timescale for performance of the portfolio is long term (over 10 years), and that they should aim for a balance of capital growth and income exclusively in Qualifying Investments. The Investment Sub-Committee regularly reviews the performance of the Manager.

The Rothschild investment portfolio performed satisfactorily over the year to 31 August 2020, generating a total return of 5.7% ending at a valuation of £13,906,000, which includes both endowed and restricted funds, with a yield of 1.4% over the period. Since inception Rothschild has outperformed the target of CPI plus 4%.

The fee composition scheme's assets are invested in fixed interest treasury stocks which are a low risk fixed rate of return investment. The fee composition scheme continues to be managed by Barclays Private Bank. Fixed term deposits are held at Lloyds Bank Plc.

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**FUTURE PLANS**

***Targets for 2020-21***

- Progress design for phases two and three of the site masterplan, preparing for phase two works to commence in 2021
- Develop our response to new and emerging technologies, building a range of opportunities for students to engage in innovative, entrepreneurial projects
- Continue to embed our new academic department - Computer Science and Creative Technologies by developing a variety of electives for senior students and new courses in Computing and Creative Technologies at KS4 for launch in September 2021
- Continue to update our IT systems and processes
- Roll out service learning throughout the school, engaging students of all ages in collaborative and charitable work
- Engage the school nationally and internationally in the diversity debate
- Embed creativity more deeply in teaching and learning
- Engage parents in conversations with the school about wellbeing and mental health, to improve early intervention and to provide a more joined-up support
- Lead the West London Partnership in its first year; independent and maintained schools working together to enhance educational provision in the area
- Develop our new leadership programme with the boys' school, and bring the two schools closer together in collaborative ventures
- Open our overseas schools in 2021. Our aim is to create a franchise of high-quality schools that will help to finance our bursaries and partnership work and to provide a platform for developing greater global connections and cultural awareness.

***The Building Plan***

The key objectives to be supported by the proposed programme of capital works within the school's site masterplan are:

- Encourage deeper reflection and enhancing scholarship by providing a sense of space
- Provide sufficient breathing space and fresh air within a tight city site
- Promote increased independence and personal agency among students and staff
- Promote focused and innovative teaching and learning
- Create conditions for the best pastoral arrangements and pupils' welfare
- Create spaces which will facilitate partnership work with schools and other organisations around us
- Engage with the new and emerging technologies to future proof the school's educational provision, systems, and security

Design for the future phases of works has progressed in consultation with the school community and public consultation events were held prior to the submission of a planning application in May. Planning permission was granted in September 2020. The projects include a Centre for Design and Innovation and a new Forum building which will allow for consolidated staff work areas. Works are also proposed to the reception area and front entrance to improve safeguarding, security and accessibility, and new pastoral and wellbeing spaces will be created in the Main Building. The works to the music wing were completed in the summer.

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## **OVERSEAS SCHOOLS**

The school has been investigating the feasibility of establishing schools overseas to support long-term bursary provision at SPGS and partnership activities in the local Hammersmith community.

In October 2019 SPGS International entered a joint venture with Herald Education (Hong Kong) Ltd to establish a number of SPGS International schools in China.

After visiting potential school sites, the team selected Nanshan in Shenzhen and Chengdu in Sichuan as locations for its first schools. Following a competitive bidding process, Herald Education Hong Kong Limited was selected as the preferred partner for an international school project in the High-Tech District of Chengdu.

School construction began in October 2019 and, despite a three month delay due to Covid-19, the Chengdu school will open in January 2021, a delay of one term. The primary school will open in the Spring term 2021 with children aged 3 to 5 years teaching a bespoke curriculum based on the UK early years curriculum. A British Head was appointed in January 2020 and several British and Chinese teachers have been recruited.

The second SPGS International School is scheduled to open in Shenzhen in August 2021. This will be a bi-lingual co-educational senior school for children aged 12 to 18. A former Deputy Head at SPGS has been appointed as Founding Head and will relocate to China as soon as travel restrictions ease.

Beyond China, the SPGS International team is exploring other overseas opportunities. In 2019, the International Director participated in a Department of International Trade schools' mission to Vietnam and Cambodia to meet potential partners and visit schools. Other territories are also being considered.

### **2020/2021 objectives**

- Complete school construction in Chengdu and open SPGS International School, Chengdu in early 2021
- Complete design of enhanced Key Stage 1 and Key Stage 2 international curriculum, recruit teachers and launch full primary offering in August 2021
- Develop bi-lingual senior school curriculum, recruit teachers, design buildings and launch Shenzhen senior school in August 2021
- Continue to investigate other international markets and partnership opportunities

## **RISK MANAGEMENT**

Governors have ultimate responsibility for identifying the major risks that the school is exposed to and for ensuring that the senior management of the school has systems and processes in place to manage those risks. Identified risks are recorded in the school's risk register and risks are assessed by calculating impact and likelihood scores giving a total net score after mitigating activities. Risk management principles are agreed based on the category of the risk (low, medium or high). The school's risk register is reviewed each term by the Finance & Estates Committee and reported formally to the Board each autumn. Apart from Covid-19 risks and mitigation steps referred to above, the potential risks that are identified on the risk register, with mitigating actions, include:

- Increasing pressure on fee income from parents unable to pay due to economic recession
- Growing pastoral pressures involving staff and pupils (particularly in time of pandemic) which the school has to resource and manage
- A breach of IT and data security, resulting in unauthorised access to data, or damage to IT systems and equipment

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**RISK MANAGEMENT (continued)**

These risks are subject to regular review by the school's Senior Management Team and are mitigated by the following measures:

- Long term forecasting is regularly reviewed by the Finance and Estates Committee and the Governing Board. Alternative income streams, e.g. overseas schools, are also kept under review.
- A preventative pastoral framework is in place including the facility for pupils to self-refer to counsellors; counselling is also available for staff plus access to Human Resources or the school Chaplain.
- The school has enterprise level security and encryption (firewalls, wireless networks, etc.). Access control systems are in place to ensure appropriate data access with enforcement of password policies with technical audits and vulnerability assessment carried out by external security consultants.
- Use of legal advisers and professional associations. Policies are reviewed regularly and staff attend sector specific training. Staff also work closely with external consultants to ensure compliance is up-to-date and current.

The Governors are satisfied that there are systems in place to mitigate the major risks identified on the school's risk register to an acceptable level. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.



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**STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The Trustees are responsible for preparing the Trustees' Report, incorporating a strategic report and the directors' report and financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources of the group for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for ensuring that adequate accounting records are maintained that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and the group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and ensuring their proper application in accordance with charity law, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**DISCLOSURE OF INFORMATION TO AUDITOR**

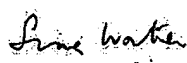
The following statements have been affirmed by each of the Trustees of the charitable company:

- so far as each Trustee is aware, there is no relevant audit information (that is, information needed by the company's auditors in connection with preparing their report) of which the company's auditors are unaware; and
- each Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

**AUDITOR**

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

This Annual Report, prepared under the Charities Act 2011 and the Companies Act 2006, was approved by the Board of Governors of St Paul's Girls' School on 8 December 2020, including in their capacity as company directors approving the Strategic Report contained therein, and is signed as authorised on its behalf by:



**Mr S Wathen**  
**Chair of Governors**

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**Independent Auditor's Report to the Members of St Paul's Girls' School**

**Opinion**

We have audited the financial statements of St Paul's Girls' School for the year ended 31 August 2020 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheet, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 August 2020 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

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

**Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**Other information**

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

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

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

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

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

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

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

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

**Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement on page 23, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's or 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.

**ST PAUL'S GIRLS' SCHOOL  
TRUSTEES' REPORT  
FOR THE YEAR ENDED 31 AUGUST 2020**

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Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

**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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Tina Allison  
Senior statutory auditor

For and on behalf of

**Crowe U.K. LLP**

Statutory Auditor

**London**

15 December 2020

**ST PAUL'S GIRLS' SCHOOL**  
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING**  
**INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total Funds 2020 £'000	Total Funds 2019 £'000
<b>Income and endowments from:</b>						
<b>Charitable activities</b>						
School fees	2	18,479	-	-	18,479	18,128
Other educational income		1,031	-	-	1,031	1,253
<b>Voluntary sources</b>						
Grants and donations	3	337	928	562	1,827	1,794
<b>Trading activities</b>						
Non-ancillary trading income		27	-	-	27	44
International schools		453	-	-	453	-
<b>Investments</b>						
Investment income		110	166	-	276	249
<b>Total income and endowments</b>		<b>20,437</b>	<b>1,094</b>	<b>562</b>	<b>22,093</b>	<b>21,468</b>
<b>Expenditure on:</b>						
Raising funds		495	80	-	575	287
Charitable activities		18,436	1,507	-	19,943	19,426
<b>Total expenditure</b>	4	<b>18,931</b>	<b>1,587</b>	<b>-</b>	<b>20,518</b>	<b>19,713</b>
<b>Net income before investment gains/(losses)</b>		<b>1,506</b>	<b>(493)</b>	<b>562</b>	<b>1,575</b>	<b>1,755</b>
Net gains/(losses) on investments	9	(7)	162	445	600	614
<b>Net income before transfers</b>		<b>1,499</b>	<b>(331)</b>	<b>1,007</b>	<b>2,175</b>	<b>2,369</b>
Transfers between funds	16	29	258	(287)	-	-
<b>Net income before other recognised gains and losses</b>		<b>1,528</b>	<b>(73)</b>	<b>720</b>	<b>2,175</b>	<b>2,369</b>
Pension scheme actuarial loss	18	(938)	-	-	(938)	(635)
Gains/(losses) on foreign exchange movements	9	-	42	151	193	(162)
<b>Net movement in funds</b>		<b>590</b>	<b>(31)</b>	<b>871</b>	<b>1,430</b>	<b>1,572</b>
Reconciliation of funds:						
Total funds brought forward		31,139	5,453	9,961	46,553	44,981
<b>Total funds carried forward</b>	16	<b>31,729</b>	<b>5,422</b>	<b>10,832</b>	<b>47,983</b>	<b>46,553</b>

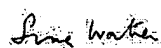
The notes on pages 30 to 49 form part of these accounts.

**ST PAUL'S GIRLS' SCHOOL**  
**CONSOLIDATED AND CHARITY BALANCE SHEETS**  
**AS AT 31 AUGUST 2020**


	Notes	Group		Charity	
		2020 £'000	2019 £'000	2020 £'000	2019 £'000
<b>FIXED ASSETS</b>					
Tangible fixed assets	7	24,989	23,012	24,989	23,012
Intangible fixed assets	8	-	10	-	10
Investments	9	17,677	18,702	17,677	18,702
		<u>42,666</u>	<u>41,724</u>	<u>42,666</u>	<u>41,724</u>
<b>CURRENT ASSETS</b>					
Stocks		15	132	15	132
Debtors	10	804	621	911	621
Cash at bank and in hand		12,622	14,910	12,402	14,910
		<u>13,441</u>	<u>15,663</u>	<u>13,328</u>	<u>15,663</u>
<b>CURRENT LIABILITIES</b>					
Creditors: amounts falling due within one year	11	(5,693)	(9,191)	(5,693)	(9,191)
<b>NET CURRENT ASSETS</b>		<u>7,748</u>	<u>6,472</u>	<u>7,635</u>	<u>6,472</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>50,414</u>	<u>48,196</u>	<u>50,301</u>	<u>48,196</u>
<b>LONG-TERM LIABILITIES</b>					
Creditors: amounts falling due after more than one year	12	(338)	(279)	(338)	(279)
<b>NET ASSETS EXCLUDING PENSION LIABILITY</b>		<u>50,076</u>	<u>47,917</u>	<u>49,963</u>	<u>47,917</u>
Pension scheme liability	18	(2,093)	(1,364)	(2,093)	(1,364)
<b>NET ASSETS INCLUDING PENSION LIABILITY</b>		<u>47,983</u>	<u>46,553</u>	<u>47,870</u>	<u>46,553</u>
<b>ENDOWMENT FUNDS</b>	15 & 16	10,832	9,961	10,832	9,961
<b>RESTRICTED FUNDS</b>	15 & 16	5,422	5,453	5,422	5,453
<b>UNRESTRICTED FUNDS</b>					
Designated funds	15 & 16	29,989	29,512	29,989	29,512
General funds	15 & 16	1,740	1,627	1,627	1,627
<b>TOTAL FUNDS</b>		<u>47,983</u>	<u>46,553</u>	<u>47,870</u>	<u>46,553</u>

The school has taken the exemption from presenting its unconsolidated statement of financial activities under section 408 of the Companies Act 2006. The net income of the school in 2020 was £2,062,000 (2019: £2,369,000).

Approved by the Board of Governors of St Paul's Girls' School on 8 December 2020 and authorised for issue and signed on its behalf by:



**Mr S Wathen**  
**Chair of Governors**



**Mrs Z Bain**

The notes on pages 30 to 49 form part of these accounts.

**ST PAUL'S GIRLS' SCHOOL**  
**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

	Notes	2020 £'000	2019 £'000
<b>NET CASH FLOWS FROM OPERATIONS</b>			
Net cash used by operating activities	19	<u>(1,453)</u>	<u>7,133</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Investment income and bank interest received		302	238
Investment management charges		(79)	(79)
Purchase of tangible fixed assets		(3,440)	(1,091)
Withdrawals from investments portfolio		4,342	2,783
Proceeds from the sale of tangible fixed assets		2	2
Purchase of investments		<u>(2,524)</u>	<u>(3,146)</u>
<b>Net cash used in investing activities</b>		<u>(1,397)</u>	<u>(1,293)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Receipt of endowment		<u>562</u>	<u>231</u>
<b>Net cash provided by financing activities</b>		<u>562</u>	<u>231</u>
Change in cash and cash equivalents in the year		<u>(2,288)</u>	<u>6,071</u>
Cash and cash equivalents brought forward		<u>14,910</u>	<u>8,839</u>
<b>Cash and cash equivalents carried forward</b>	20	<u>12,622</u>	<u>14,910</u>

The notes on pages 30 to 49 form part of these accounts.

**ST PAUL'S GIRLS' SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**1. ACCOUNTING POLICIES**

St Paul's Girls' School is a Public Benefit Entity registered as a charity in England and Wales (charity number: 1119613) and a company limited by guarantee (company number: 06142007). Its registered office is St Paul's Girls' School, Brook Green, London W6 7BS.

**1.1 Basis of preparation of financial statements**

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

St Paul's Girls' School meets the definition of a Public Benefit Entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

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

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

**1.2 Going concern**

As highlighted in the Trustees' report, having assessed the charity's financial position, its plans for the foreseeable future, the risks to which it is exposed and the detailed cash projections the Trustees are satisfied that it remains appropriate to prepare the financial statements on a going concern basis.

**1.3 Critical accounting judgements and key sources of estimation uncertainty**

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

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

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described in the accounting policies and are summarised below:

Pension liabilities – The charity recognises its liability to its defined benefit pension scheme which involves a number of estimations as disclosed in note 18.

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

**1.4 Basis of Consolidation**

The consolidated financial statements incorporate the financial statements of the Charity and its 100% owned subsidiary, SPGS International Limited (Company number 12094047) which was incorporated on 9 July 2019 to contract with third parties to establish SPGS International schools overseas.



**ST PAUL'S GIRLS' SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**1. ACCOUNTING POLICIES (continued)**

**1.5 Fees and similar income**

Fees receivable and charges for services and use of premises are accounted for in the year in which services are provided.

Fees receivable are stated after deducting bursaries, scholarships and other remissions allowed by the school, but include contributions received from restricted bursary funds and third parties.

Registration fees are non-refundable and are credited to income when received.

Deposits are included as a liability until refunded or, on ceasing to be refundable, are credited to income. Although under normal circumstances these will be repaid over future years when the pupils complete their education at the school, pupils can leave at earlier dates. The school does not therefore have an unconditional right to retain the individual deposits for at least 12 months after the balance sheet date and, in line with the requirements in FRS 102, the balance of the deposits held is included within current liabilities.

Advance fees are treated as deferred income and are credited to income as and when they fall due.

**1.6 Income**

Rents are stated gross and are included on an accruals basis. Interest is included on an accruals basis. Dividends from investment funds are included as receivable on the due dates.

**1.7 Donations**

Donations are accounted for in the financial year in which they are received. Donations received for the general purposes of the school are credited to unrestricted funds. Donations subject to specific wishes of the donors are credited to the relevant restricted fund or to endowment funds where the amount is held as expendable capital. Donations and legacies are accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the school is considered probable.

**1.8 Government Grants**

Government grants are recognised on the performance model, when the school has complied with any conditions attaching to the grant and the grant will be received. The grant in connection to the job retention scheme has been recognised in the period to which the underlying furloughed staff costs relate to.

**1.9 Expenditure**

All expenditure is included on an accruals basis and is allocated to activities on a direct basis. Support costs mainly represent office administration. Irrecoverable VAT is charged to the Statement of Financial Activities as incurred. Governance costs comprise the costs of running the school, including strategic planning for its future development, external audit, legal advice and all the costs of complying with constitutional and statutory requirements.

Grants payable are charged in the year when the offer is conveyed to the recipient in cases where the offer is conditional, such grants being recognised as expenditure when the conditions have been fulfilled.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

**ST PAUL'S GIRLS' SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**1. ACCOUNTING POLICIES (continued)**

**1.10 Intangible fixed assets and amortisation**

Intangible assets costing £5,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably. Intangible assets are initially recognised at cost and are subsequently measured at cost net of amortisation and any provision for impairment.

Intangible assets comprise software costs which are amortised on a straight line basis over 4 years.

**1.11 Tangible fixed assets and depreciation**

All assets purchased are included at their purchase price, together with any incidental expenses of acquisition. Assets with a cost below £5,000 are not capitalised.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Charitable properties	-	20 - 50 years
Furniture, fittings and equipment	-	4 - 10 years
IT equipment	-	3 - 4 years

Assets held under construction are not depreciated until they are brought into use.

**1.12 Investments**

Investments are stated at market value.

Unrealised gains and losses for the year reflect the movement in market values. Realised gains and losses represent the difference between proceeds on disposal and the market value brought forward. All gains and losses are shown net in the Statement of Financial Activities.

Cash held by investment managers, not expected to be utilised by the school other than for investing activity, is also classified as investments.

**1.13 Operating leases**

Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight line basis over the lease term.

**1.14 Stocks**

Stock represents books and kitchen supplies and is stated at the lower of cost and estimated realisable value. All stock is finished goods and goods for resale.

**1.15 Debtors**

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

**1.16 Cash at bank and in hand**

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

**ST PAUL'S GIRLS' SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

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**1. ACCOUNTING POLICIES (continued)**

**1.17 Liabilities and provisions**

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

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

**1.18 Financial instruments**

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand and debtors, excluding prepayments. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand comprises cash held in instant access bank accounts and used as working capital and short term deposit accounts. Financial liabilities held at amortised cost comprise all creditors except deferred income, including fees in advance, social security and other taxes and provisions.

**1.19 Pensions**

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

The school also contributes to the St Paul's Schools' Non-Teaching Staff Pension Fund. The school has fully adopted the requirements of FRS 102. Following the closure of the non-teaching staff defined benefits scheme to new members, certain non-teaching members of staff contribute into a separate defined contribution scheme. Costs associated with this scheme are charged to the Statement of Financial Activities when incurred.

**1.20 Fund accounting**

The school has three types of funds:

Endowment - where the capital is held in perpetuity to generate distributable income;

Restricted - where the purposes for which the funds may be used have been restricted by donors;

Unrestricted - where the fund is not restricted as to use other than in furthering the objects of the school. These include designated funds, where the funds are unrestricted but the Trustees have designated them for a specific purpose.

**1.21 The Rowan Education Trust**

The Charity Commission for England and Wales under the power given in the Charities Act 2011 appointed St Paul's Girls' School as sole corporate trustee of the Rowan Education Trust (Charity number 280158) as of 6 April 2018.

**ST PAUL'S GIRLS' SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**2. SCHOOL FEES**

	<b>Group</b>	
	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>
The school's fee income comprised:		
Gross fees	<b>19,288</b>	<b>18,990</b>
Less: total bursaries, scholarships and allowances	<b>(2,218)</b>	<b>(2,342)</b>
	<b>17,070</b>	<b>16,648</b>
Add: bursaries and other awards paid for by restricted funds	<b>1,409</b>	<b>1,480</b>
	<b>18,479</b>	<b>18,128</b>

**3. GRANTS AND DONATIONS**

	<b>Group</b>	
	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>
Grants and donations includes:		
Donations	<b>1,165</b>	<b>1,236</b>
Legacies	<b>10</b>	<b>250</b>
Trusts and Foundations	<b>303</b>	<b>276</b>
Corporate donations	<b>26</b>	<b>32</b>
Government Job Retention Scheme grant	<b>323</b>	<b>-</b>
	<b>1,827</b>	<b>1,794</b>

**ST PAUL'S GIRLS' SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**4. ANALYSIS OF GROUP EXPENDITURE**

	Staff costs £'000	Amortisation and Depreciation £'000	Other costs £'000	Total 2020 £'000	Total 2019 £'000
<b>Raising funds:</b>					
Financing	-	-	30	30	30
Fundraising	162	-	20	182	175
Non-ancillary trading	-	-	-	-	3
Investment management	-	-	79	79	79
International schools	208	-	76	284	-
	<u>370</u>	<u>-</u>	<u>205</u>	<u>575</u>	<u>287</u>
<b>Charitable activities:</b>					
Education	9,841	88	1,881	11,810	11,007
Welfare	663	-	357	1,020	1,024
Premises	797	1,385	1,473	3,655	3,786
Support costs and governance	1,451	-	340	1,791	1,839
Grants, awards and prizes	-	-	1,410	1,410	1,500
Ancillary trading costs	24	-	233	257	270
	<u>12,776</u>	<u>1,473</u>	<u>5,694</u>	<u>19,943</u>	<u>19,426</u>
Total Group expenditure	<u>13,146</u>	<u>1,473</u>	<u>5,899</u>	<u>20,518</u>	<u>19,713</u>

Support costs include governance costs of £104,000 (2019: £94,000).

**2019 ANALYSIS OF GROUP EXPENDITURE**

	Staff costs £'000	Amortisation and Depreciation £'000	Other costs £'000	Total 2019 £'000
<b>Raising funds:</b>				
Financing	-	-	30	30
Fundraising	159	-	16	175
Non-ancillary trading	-	-	3	3
Investment management	-	-	79	79
	<u>159</u>	<u>-</u>	<u>128</u>	<u>287</u>
<b>Charitable activities:</b>				
Education	8,968	86	1,953	11,007
Welfare	601	-	423	1,024
Premises	752	1,285	1,749	3,786
Support costs and governance	1,453	-	386	1,839
Grants, awards and prizes	-	-	1,500	1,500
Ancillary trading costs	27	-	243	270
	<u>11,801</u>	<u>1,371</u>	<u>6,254</u>	<u>19,426</u>
Total Group expenditure	<u>11,960</u>	<u>1,371</u>	<u>6,382</u>	<u>19,713</u>

**ST PAUL'S GIRLS' SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**5. AUDITOR'S REMUNERATION**

	2020 £'000	2019 £'000
Fees payable (excluding irrecoverable VAT) to the group's auditor and its associates in respect of:		
The auditing of accounts of the group	25	23
All other non-audit services not included above	26	19

**6. STAFF COSTS AND GOVERNOR COSTS**

	2020 £'000	2019 £'000
Staff costs for the group were as follows:		
Wages and salaries	9,888	9,203
Social security costs	1,125	1,051
Pension contributions	1,858	1,426
Peripatetic costs	223	230
Medical insurance	52	50
	<u>13,146</u>	<u>11,960</u>

During the year there were redundancy or termination payments made totalling £164,000 (2019: £nil). There was £nil (2019: £nil) outstanding at the year-end in respect of these payments.

The average number of employees in the year was 249 (2019: 239) of which 126 (2019: 119) were teaching staff.

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

	2020	2019
£ 60,000 - £69,999	32	36
£ 70,000 - £79,999	13	10
£ 80,000 - £89,999	2	6
£ 90,000 - £99,999	4	2
£100,000 - £109,999	2	2
£130,000 - £139,999	-	1
£150,000 - £159,999	1	-
£210,000 - £219,999	-	1
£240,000 - £249,999	1	-

Contributions of £797,000 (2019: £599,000) were made to the Teachers' Pension defined benefits scheme for 48 of the higher paid employees (2019: 51 employees). Contributions were made to a defined contribution scheme for 7 of the higher paid employees of £76,000 (2019: 7 employees - £78,000).

	2020 £'000	2019 £'000
Aggregate employee benefits of key management personnel	<u>1,385</u>	<u>1,200</u>

The Governors have not received any emoluments during the year (2019: £nil). Two Governors (2019: three) incurred travel and subsistence expenses of £1,528 (2019: £3,650) which were reimbursed or paid for directly by the school. Governors received gifts worth £323 (2019: £265).

**ST PAUL'S GIRLS' SCHOOL**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**7. TANGIBLE FIXED ASSETS**

Group and Charity	Charitable Properties £'000	Assets under Construction £'000	Furniture Fittings and Equipment £'000	IT Equipment £'000	Total £'000
<b>Cost</b>					
At 1 September 2019	27,593	258	3,153	1,209	<b>32,213</b>
Additions	1,427	1,230	142	641	<b>3,440</b>
Disposals	-	-	(59)	(149)	<b>(208)</b>
At 31 August 2020	<b>29,020</b>	<b>1,488</b>	<b>3,236</b>	<b>1,701</b>	<b>35,445</b>
<b>Depreciation</b>					
At 1 September 2019	5,812	-	2,632	757	<b>9,201</b>
Charge for the year	1,003	-	165	295	<b>1,463</b>
Disposals	-	-	(59)	(149)	<b>(208)</b>
At 31 August 2020	<b>6,815</b>	<b>-</b>	<b>2,738</b>	<b>903</b>	<b>10,456</b>
<b>Net book value</b>					
At 31 August 2020	<b>22,205</b>	<b>1,488</b>	<b>498</b>	<b>798</b>	<b>24,989</b>
At 31 August 2019	<b>21,781</b>	<b>258</b>	<b>521</b>	<b>452</b>	<b>23,012</b>

**8. INTANGIBLE FIXED ASSETS**

Group and Charity	Computer Software £'000
<b>Cost</b>	
At 1 September 2019 and 31 August 2020	<b>37</b>
<b>Amortisation</b>	
At 1 September 2019	<b>27</b>
Charge for the year	<b>10</b>
At 31 August 2020	<b>37</b>
<b>Net book value</b>	
At 31 August 2020	<b>-</b>
At 31 August 2019	<b>10</b>

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**9. INVESTMENTS**

**Group and Charity**

	<b>Listed Investments £'000</b>	<b>Cash £'000</b>	<b>Total 2020 £'000</b>
Valuation at 1 September 2019	13,332	5,370	<b>18,702</b>
Additions	2,456	68	<b>2,524</b>
Disposal proceeds	(2,802)	(1,540)	<b>(4,342)</b>
Gains on foreign exchange movements	-	193	<b>193</b>
Gains on investments	600	-	<b>600</b>
At 31 August 2020	<u>13,586</u>	<u>4,091</u>	<u><b>17,677</b></u>
Historical cost of investments	<u>10,610</u>	<u>4,091</u>	<u><b>14,701</b></u>

The breakdown of listed investments is as follows:	<b>2020 £'000</b>	<b>2019 £'000</b>
UK equities	<b>2,788</b>	2,762
Overseas equities	<b>6,921</b>	6,105
Fixed interest - UK	<b>2,979</b>	3,651
Alternative investments - UK	<b>822</b>	814
Alternative investments - overseas	<u><b>76</b></u>	<u>-</u>
At 31 August 2020	<u><b>13,586</b></u>	<u><b>13,332</b></u>

The total amount of UK investments is £6,589,000 (2019: £7,227,000) and the total amount of overseas investments is £6,997,000 (2019: £6,105,000).

	<b>Group</b>		<b>Charity</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Investments in subsidiaries	<u>-</u>	<u>-</u>	<u><b>1</b></u>	<u>-</u>

**10. DEBTORS**

	<b>Group</b>		<b>Charity</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Fees debtors	<b>61</b>	13	<b>61</b>	13
Loans to staff	<b>34</b>	57	<b>34</b>	57
Sundry debtors	<b>404</b>	218	<b>181</b>	218
Amounts owed by group undertakings	-	-	<b>363</b>	-
Prepayments and accrued income	<u><b>305</b></u>	<u>333</u>	<u><b>272</b></u>	<u>333</u>
	<u><b>804</b></u>	<u><b>621</b></u>	<u><b>911</b></u>	<u><b>621</b></u>

The loans to staff mainly represent housing loans to teaching employees of the school. The loans are repayable over periods of one to five years and are interest free while employees remain at the school.



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**11. CREDITORS: amounts due within one year**

	<b>Group and Charity</b>	
	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>
Trade creditors	837	893
Social security and other taxation	277	263
Fees received in advance	777	4,680
Refundable deposits (note 13)	2,746	2,574
Advanced fees scheme (note 13)	85	105
Other creditors	280	61
Accruals	691	615
	<u>5,693</u>	<u>9,191</u>

**12. CREDITORS: amounts due after more than one year**

	<b>Group and Charity</b>	
	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>
Fees received in advance	155	54
Advanced fees scheme (note 13)	140	225
Accruals	43	-
	<u>338</u>	<u>279</u>

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**13. REFUNDABLE DEPOSITS AND ADVANCED FEES SCHEME**

**Refundable Deposits**

Deposits are placed when pupils join the school and credited against fees and disbursements for their last term. The Governors have reviewed the contract terms under which pupil fee deposits are held by the school. Although under normal circumstances these will be repaid over future years when the pupils complete their education at the school, pupils can leave at earlier dates. The school does not therefore have an unconditional right to retain the individual deposits for at least 12 months after the balance sheet date and, in line with the requirements in FRS 102, the balance of the deposits held at 31 August 2020 have been included within current liabilities. The prior year pupil fee deposits balance has been similarly represented.

The total amount held in relation to fee deposits of £2,746,000 is included in note 11 above. In the normal course of business the expected repayment of these amounts will be £356,000 within one year and £2,390,000 after more than one year.

**Advanced fees scheme**

Parents may enter into a contract to pay to the school up to the equivalent of seven years' fees in advance. The money may be returned subject to specific conditions on the receipt of one term's notice. Assuming pupils will remain in the school, the contractual liability of the school is shown below.

	<b>Group and Charity</b>	
	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>
Within one year	85	105
After more than one year:		
Between one and two years	57	85
Between two and five years	83	112
Over five years	-	28
Total	<u>225</u>	<u>330</u>

Advanced fees represent the accrued liability under the contracts; appropriate investments are held so that on maturity the proceeds will match these liabilities. The movements during the year were:

	<b>Group and Charity</b>	
	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>
At 1 September 2019	330	41
Amounts accrued to contracts	1	1
New contracts	-	347
Amounts utilised in payment of fees	<u>(106)</u>	<u>(59)</u>
At 31 August 2020	<u>225</u>	<u>330</u>

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**14. GROUP FINANCIAL INSTRUMENTS**

	2020 £'000	2019 £'000
Financial assets measured at amortised cost (a)	13,090	15,121
Financial assets measured at fair value (b)	17,677	18,702
Financial liabilities measured at amortised cost (c)	(4,791)	(4,527)

(a) Financial assets include cash, trade and fee debtors, sundry debtors and accrued income.

(b) Financial assets measured at fair value include assets held as investments.

(c) Financial liabilities include refundable deposits, trade creditors, accruals, pension contributions and other creditors.

Income received in the year from financial assets measured at amortised cost totalled £107,000 (2019: £113,000). During the year, total gains in relation to financial assets held at fair value totalled £793,000 (2019: £452,000) and income received totalled £169,000 (2019: £136,000).

**15. ANALYSIS OF NET ASSETS**

The group's net assets are held for various funds and advance fees as follows:

	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	24,989	-	-	24,989
Investments	3,771	3,046	10,860	17,677
Net current assets/(liabilities)	5,400	2,376	(28)	7,748
Long term liabilities and pension deficit	(2,431)	-	-	(2,431)
	<u>31,729</u>	<u>5,422</u>	<u>10,832</u>	<u>47,983</u>

*Analysis of net assets between funds - prior year*

	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Intangible fixed assets	10	-	-	10
Tangible fixed assets	23,012	-	-	23,012
Investments	5,415	3,197	10,090	18,702
Net current assets/(liabilities)	4,345	2,256	(129)	6,472
Long term liabilities and pension deficit	(1,643)	-	-	(1,643)
	<u>31,139</u>	<u>5,453</u>	<u>9,961</u>	<u>46,553</u>

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**16. GROUP STATEMENT OF FUNDS**

**Statement of funds – current year**

	At 1 September 2019 £'000	Income £'000	Expenditure £'000	Transfers £'000	Gains/ (losses) £'000	At 31 August 2020 £'000
<b>Endowed funds</b>						
Bursary funds	9,953	562	-	(287)	595	10,823
Prize funds	8	-	-	-	1	9
	<u>9,961</u>	<u>562</u>	<u>-</u>	<u>(287)</u>	<u>596</u>	<u>10,832</u>
<b>Restricted funds</b>						
Foundation bursary funds	4,410	894	(1,457)	361	142	4,350
Rowan Trust fund	814	10	(32)	-	57	849
Partnership/community	1	42	(39)	-	-	4
Prize funds	87	1	(1)	-	5	92
Sundry restricted funds	141	147	(58)	(103)	-	127
	<u>5,453</u>	<u>1,094</u>	<u>(1,587)</u>	<u>258</u>	<u>204</u>	<u>5,422</u>
<b>Unrestricted funds</b>						
General reserves	1,627	20,437	(18,931)	(448)	(945)	1,740
Designated funds - buildings	6,500	-	-	(1,500)	-	5,000
Designated fixed asset fund	23,012	-	-	1,977	-	24,989
	<u>31,139</u>	<u>20,437</u>	<u>(18,931)</u>	<u>29</u>	<u>(945)</u>	<u>31,729</u>
<b>Total funds</b>	<u>46,553</u>	<u>22,093</u>	<u>(20,518)</u>	<u>-</u>	<u>(145)</u>	<u>47,983</u>

**Endowed funds**

Endowed funds are for bursary and prize funds. For these funds the capital is endowed and the arising income is restricted for the expenditure as shown by the type of endowment fund. All endowed funds are expendable endowments.

**Restricted funds**

The bursary funds represent accumulated income on various restricted and endowed gifts intended to fund bursaries for pupils. The prize fund represents the accumulated income on various endowed and restricted gifts intended to fund the award of various annual prizes. The sundry restricted fund represents the accumulated income on a number of small donations received to fund specific projects.

A transfer of £296,000 (2019: £316,000) between restricted and endowed funds has been made to reflect the value of endowed bursaries funded from capital gains.

Other restricted transfers relate to capital goods purchased with donated monies for which the restriction on these funds have been met.

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**16. GROUP STATEMENT OF FUNDS (continued)**

**Designated funds**

The buildings fund was set up by the Trustees during the period to 31 August 2015 to set aside an amount towards the school's building redevelopment. £1,786,000 (2019: £239,000) of the designated funds has been spent in the year. A transfer of £286,000 (2019: £1,239,000) from unrestricted general reserves to the designated fund was made at 31 August 2020.

The designated fund for fixed assets represents resources invested in the school's tangible fixed assets. The fund is therefore not readily available for other purposes.

**Statement of funds – prior year**

	At 1 September 2018 £'000	Income £'000	Expenditure £'000	Transfers £'000	Gains/ (losses) £'000	At 31 August 2019 £'000
<b>Endowed funds</b>						
Bursary funds	9,636	231	-	(316)	402	9,953
Prize funds	8	-	-	-	-	8
	<u>9,644</u>	<u>231</u>	<u>-</u>	<u>(316)</u>	<u>402</u>	<u>9,961</u>
<b>Restricted funds</b>						
Foundation bursary funds	3,975	1,613	(1,531)	316	37	4,410
Rowan Trust fund	825	8	(32)	-	13	814
Prize funds	86	4	(4)	-	1	87
Buildings	-	1	-	(1)	-	-
Sundry restricted funds	<u>145</u>	<u>58</u>	<u>(37)</u>	<u>(24)</u>	<u>-</u>	<u>142</u>
	<u>5,031</u>	<u>1,684</u>	<u>(1,604)</u>	<u>291</u>	<u>51</u>	<u>5,453</u>
<b>Unrestricted funds</b>						
General reserves	24,806	19,553	(18,109)	(23,987)	(636)	1,627
Designated funds - buildings	5,500	-	-	1,000	-	6,500
Designated fixed asset fund	<u>-</u>	<u>-</u>	<u>-</u>	<u>23,012</u>	<u>-</u>	<u>23,012</u>
	<u>30,306</u>	<u>19,553</u>	<u>(18,109)</u>	<u>25</u>	<u>(636)</u>	<u>31,139</u>
<b>Total funds</b>	<u>44,981</u>	<u>21,468</u>	<u>(19,713)</u>	<u>-</u>	<u>(183)</u>	<u>46,553</u>

**17. CAPITAL COMMITMENTS**

	2020 £'000	2019 £'000
At 31 August 2020 the charitable group had capital commitments as follows:		
Contracted for but not provided in these financial statements	<u>985</u>	<u>380</u>

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**18. PENSION SCHEMES**

**Defined benefit schemes**

Teachers' Pension Scheme

The school participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,447,000 (2019: £1,002,000) and at the year-end £176,000 (2019: £137,000) was accrued in respect of contributions to this scheme.

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

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

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

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. A consultation was launched by the government on 16 July 2020, and closed to responses on 11 October 2020.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020 and the government is preparing to complete the cost control element of the 2016 valuations, which is expected to be completed in 2021.

In view of the above rulings and decisions the assumptions used in the 31 March 2016 Actuarial Valuation may become inappropriate. In this scenario, a valuation prepared in accordance with revised benefits and suitably revised assumptions would yield different results than those contained in the Actuarial Valuation.

Until a remedy to the discrimination conclusion has been determined by the Employment Tribunal it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly no provision for any additional past benefit pension costs is included in these financial statements.

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**18. PENSION SCHEMES (continued)**

Non-Teaching Staff Pension Fund

St Paul's Girls' School's Pension Scheme for non-teaching staff operates a defined benefit scheme in the UK which provides both pensions in retirement and death benefits to members. Pension benefits are related to the members' final salary at retirement and their length of service.

Since 1 November 2006 the scheme has been closed to new members and closed to future accrual since 1 January 2016.

A full actuarial valuation of the scheme was carried out as at 31 August 2017 and has been updated to 31 August 2020 by a qualified independent actuary. The major assumptions used by the actuary were (in nominal terms) as follows:

**Principal actuarial assumptions at the balance sheet date**

	2020	2019
Discount rate	1.50%	1.70%
Inflation assumption (RPI)	3.20%	3.20%
Inflation assumption (CPI)	2.70%	2.20%
Rate of increase in salaries	2.70%	2.60%
5% LPI pension increases	2.70%	2.20%
2.5% LPI pension increases	2.20%	1.95%

	2020	2019
Assumed life expectancy in years at age 60:		
Retiring today - Males	26.3	26.6
Retiring today - Females	28.6	28.7
Retiring in 20 years' time - Males	27.8	28.1
Retiring in 20 years' time - Females	30.1	30.3

**The amounts recognised in the balance sheet are as follows**

	2020 £'000	2019 £'000
Present value of funded obligations	(8,039)	(7,486)
Fair value of scheme assets	<u>5,946</u>	<u>6,122</u>
Net liability	<u>(2,093)</u>	<u>(1,364)</u>

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**18. PENSION SCHEMES (continued)**

**Changes in the present value of the defined benefit obligation**

	2020 £000	2019 £000
Opening defined benefit obligation	7,486	6,655
Interest cost	125	170
Actuarial losses	661	897
Benefits paid (excluding expenses)	<u>(233)</u>	<u>(236)</u>
Closing defined benefit obligation	<u>8,039</u>	<u>7,486</u>

**Changes in the fair value of the scheme assets**

	2020 £'000	2019 £'000
Opening fair value of scheme assets	6,122	5,749
Interest income	104	149
Expected return on scheme assets	(277)	262
Benefits paid	(233)	(236)
Contributions by employer	283	283
Expenses paid	<u>(53)</u>	<u>(85)</u>
Closing fair value of scheme assets	<u>5,946</u>	<u>6,122</u>

**The amounts included within the Statement of Financial Activities**

	2020 £'000	2019 £'000
Service cost – administrative costs	53	85
Net interest on the net defined benefit liability	<u>21</u>	<u>21</u>
Total charged to the Statement of Financial Activities	<u>74</u>	<u>106</u>
Net actuarial losses recognised in the year	661	897
Return on assets, excluding interest income	<u>277</u>	<u>(262)</u>
Pension scheme actuarial losses	<u>938</u>	<u>635</u>

The school expects to contribute £283,000 to the scheme in the year to 31 August 2021.



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**18. PENSION SCHEMES (continued)**

The major categories of scheme assets are:	Value at 31 August 2020 £'000	Value at 31 August 2019 £'000
Absolute return fund	2,990	3,041
Equities	2,764	2,784
Secured pensions	178	190
Cash and other assets	14	107
	<u>5,946</u>	<u>6,122</u>
Fair value of scheme assets		

The actual return on the scheme assets is -£173,000 (2019: £411,000).

The employer contributions in the year payable by the school in respect of non-teaching staff was £283,000 (2019: £283,000). The pension cost charge in the year in respect of the non-teaching staff defined contribution scheme was £366,000 (2019: £344,000).

**19. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATIONS**

	Group 2020 £'000	2019 £'000
Net income for the year	1,575	1,755
Non-operating cash flows eliminated:		
- Investment income	(276)	(249)
- Endowment donations	(562)	(231)
- Investment management charges	79	79
Defined benefit pension scheme adjustments	(209)	(177)
Depreciation and amortisation charge	1,473	1,371
Profit from the disposal of tangible fixed assets	(2)	(2)
Asset impairment	-	184
Decrease in stocks	117	-
Increase in debtors	(209)	(18)
(Decrease)/increase in advanced fee scheme creditors	(105)	289
Increase in refundable deposits	172	190
(Decrease)/increase in creditors (excluding advanced fee scheme and deposits)	<u>(3,506)</u>	<u>3,942</u>
Net cash (outflow)/inflow from operations	<u>(1,453)</u>	<u>7,133</u>

**20. ANALYSIS OF CASH AND CASH EQUIVALENTS**

	Group 2020 £'000	2019 £'000
Cash at bank	4,622	10,281
Deposits	<u>8,000</u>	<u>4,629</u>
Total	<u>12,622</u>	<u>14,910</u>

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**21. OPERATING LEASE COMMITMENTS**

At 31 August 2020, the group had annual commitments under non-cancellable operating leases as follows:

	2020 £'000	2019 £'000
Within one year	83	98
Between one and five years	<u>52</u>	<u>66</u>
	<u>135</u>	<u>164</u>

**22. RELATED PARTY TRANSACTIONS**

The following transactions occurred during the year with related parties:

St Paul's Schools Foundation is a charitable trust of the Mercers' Company. The Mercers' Company is the sole member of St Paul's Girls' School.

St Paul's Schools Foundation made a £50,000 (2019: £50,000) grant towards bursaries and a £25,000 grant for a partnership coordinator.

Mercers' Charitable Foundation made a £10,000 (2019: nil) grant in response to Covid-19.

The school paid rent of £1,000 (2019: £1,000) to St Paul's Schools Foundation during the year. £416 (2019: £416) remains outstanding at year end.

The High Mistress is a trustee of The School and Family Works Ltd. The school contributed £17,219 towards a food bank initiative and the costs of providing family groups. At year-end there was a £6,000 prepayment (2019: £6,000 prepayment).

The school also incurred consultancy costs of £6,666 to Anatta Ltd, a company owned by a partner of a deputy head (key management personnel). No balance remained at year-end.

**23. SPGS INTERNATIONAL LIMITED**

The school owns all of the issued share capital of SPGS International Limited, a company incorporated in England and Wales (Company number 12094047), whose registered office is St Paul's Girls' School, Brook Green, London W6 7BS. This company contracts with third parties to establish SPGS International schools overseas.

In the year ended 31 August 2020, SPGS International Limited had a turnover of £453,333 (2019: £nil), gross profit of £425,811 (2019: nil) and a profit before gift aid of £113,186 (2019: nil).

In the year ended 31 August 2020, the school charged £312,625 (2019: nil) to SPGS International for the provision of staff and administration charges. The balance owed to the school by SPGS International on 31 August 2020 was £362,938 (2019: nil).

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**24. PRIOR YEAR GROUP STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2019
	£'000	£'000	£'000	£'000
<b>Income and endowments from:</b>				
<b>Charitable activities</b>				
School fees	18,128	-	-	18,128
Other educational income	1,253	-	-	1,253
<b>Trading activities</b>				
Non-ancillary trading income	44	-	-	44
<b>Investments</b>				
Investment income	114	135	-	249
<b>Voluntary sources</b>				
Grants and donations	14	1,549	231	1,794
<b>Total income</b>	<b>19,553</b>	<b>1,684</b>	<b>231</b>	<b>21,468</b>
<b>Expenditure on:</b>				
Raising funds	208	79	-	287
Charitable activities	17,901	1,525	-	19,426
<b>Total expenditure</b>	<b>18,109</b>	<b>1,604</b>	<b>-</b>	<b>19,713</b>
<b>Net income before investment gains/(losses)</b>	<b>1,444</b>	<b>80</b>	<b>231</b>	<b>1,755</b>
Net gains/(losses) on investments	(1)	92	523	614
<b>Net income before transfers</b>	<b>1,443</b>	<b>172</b>	<b>754</b>	<b>2,369</b>
Transfers between funds	25	291	(316)	-
<b>Net income before other recognised gains and losses</b>	<b>1,468</b>	<b>463</b>	<b>438</b>	<b>2,369</b>
Pension scheme actuarial loss	(635)	-	-	(635)
Losses on foreign exchange movements	-	(41)	(121)	(162)
<b>Net movement in funds</b>	<b>833</b>	<b>422</b>	<b>317</b>	<b>1,572</b>
Reconciliation of funds:				
Total funds brought forward	30,306	5,031	9,644	44,981
<b>Total funds carried forward</b>	<b>31,139</b>	<b>5,453</b>	<b>9,961</b>	<b>46,553</b>