

Company Registration No. 07469330 (England and Wales)

**LANCASTER ROYAL GRAMMAR SCHOOL**  
**(A COMPANY LIMITED BY GUARANTEE)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2019**



# LANCASTER ROYAL GRAMMAR SCHOOL

## REFERENCE AND ADMINISTRATIVE DETAILS

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### Trustees

Professor Martin Alexander (\*)  
Mr William Bancroft (Appointed 12 July 2019)  
Dr John Bentham (\*)  
Mrs Alison Bland (Appointed 1 November 2018)  
Mr Roderick Burgess (\*)  
Mr Michael Burrow (\*)  
Mr Douglas Cameron (\*)  
Mr Hugh Castle  
Mr Paul Fitton (\*)  
Professor Anthony Guenault (\*) (Resigned 10 November 2018)  
Professor David Hutchison (Appointed 12 July 2019)  
Mrs Ena Lund (\*)  
Ms Gillian Manklow (\*) (Resigned 12 July 2019)  
Mr Richard Mellon  
Mr Andrew Neal (\*)  
Dr Navita Parekh (\*) (Appointed 1 October 2018)  
Mrs Wendy Preston (\*)  
Dr Christopher Pyle (Accounting Officer)  
Mr Howard Roberts (\*) (Chair of Governors)  
Mr Kevin Roberts  
Mrs Margaret Sinclair  
HHJ Phillip Sycamore (\*)  
Mrs Sarah Troughton  
Mr Douglas Walker (\*) (Appointed 1 October 2018)  
Mr Andrew Whipp (Appointed 1 November 2018)

Those marked with an asterisk \* are Members of the Academy Trust (for the purposes of the Companies Act, these are members of the Company). The Governors are Directors of the Academy Trust (for the purposes of the Companies Act) and the Trustees for the charitable activities of the school (for the purposes of the Charities Act). The Governors collectively comprise the Governing Body. It is the Governing Body which holds responsibility for these accounts.

### Senior management team

- Deputy Headteacher	Mr M Chambers
- Assistant Headteacher	Ms S Haigh
- Assistant Headteacher	Mr J Hallsworth
- Headteacher	Dr C Pyle
- Assistant Headteacher	Dr D Rowe
- Director of Finance and Support Services	Mr R Thomas
- Deputy Headteacher	Mr I Whitehouse (Retired 31st August 2019)

### Company secretary

Mr Richard Gittins

### Company registration number

07469330 (England and Wales)

### Registered office

East Road  
Lancaster  
LA1 3EF

# LANCASTER ROYAL GRAMMAR SCHOOL

## REFERENCE AND ADMINISTRATIVE DETAILS

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### **Independent auditor**

RSM UK Audit LLP  
Bluebell House  
Brian Johnson Way  
Preston  
Lancashire  
PR2 5PE

### **Bankers**

Barclays Bank Plc  
38 Market Street  
Lancaster  
LA1 1HR

### **Solicitors**

Veale Wasbrough Vizards LLP  
Narrow Quay House  
Narrow Quay  
Bristol  
BS1 4QA

# **LANCASTER ROYAL GRAMMAR SCHOOL**

## **TRUSTEES REPORT**

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The Trustees present their annual report together with the financial statements and auditors' reports of the charitable company for the period 1 September 2018 to 31 August 2019. The annual report serves the purposes of both a trustees' report and a directors' report under company law.

The Academy Trust operates an academy for pupils aged 11 to 18 serving a catchment area in Lancaster and surrounding areas. It had a roll of 1080 in the school census on 18 January 2019.

### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

#### **Constitution**

The Academy Trust is a company limited by guarantee and an exempt charity. The charitable company's memorandum and articles of association are the primary governing documents of the Academy Trust.

The trustees of Lancaster Royal Grammar School are also the directors of the charitable company for the purposes of company law. The charitable company is known as Lancaster Royal Grammar School. The Trustees also make up the Governing Body of the Academy and each Trustee is a Governor of the Academy.

Details of the Trustees who served during the year are included in the Reference and Administrative Details on page 1.

#### **Members' liability**

Each member of the charitable company undertakes to contribute to the assets of the charitable company in the event of it being wound up while they are a member, or within one year after they cease to be a member, such amount as may be required, not exceeding £10, for the debts and liabilities contracted before they ceased to be a member.

#### **Trustees indemnities**

The Academy has purchased indemnity insurance to protect Trustees and officers of the Academy Trust from claims arising from negligent acts, errors or omissions occurring whilst on Academy business.

#### **Principal activities**

The principal activity of the Academy is to carry on a selective state-funded school, principally for boys in years 7 to 11 and from 1st September 2019 coeducational in the 6th Form, known as Lancaster Royal Grammar School (independent of Local Authority control). The Academy will provide secondary education predominantly for pupils aged 11-18 years old with a curriculum that satisfies legal requirements, that is balanced and broad. The pupils will be wholly or mainly drawn from the area in which the Academy is situated.

In addition, the Academy provides boarding accommodation to assist in its objective of providing education for its pupils.

The charge for the boarding to parents of the pupils concerned will not exceed the full cost of the Academy providing the board and lodgings.

#### **Method of recruitment and appointment or election of Trustees**

The company's Articles of Association (Article 46) provide for the Trustees to be constituted as follows:

1. Up to 15 Trustees appointed by the Members
2. 3 staff Trustees, if appointed by the Members
3. Up to 1 Local Authority (LA) Trustee if appointed by the LA
4. 3 Parent Trustees
5. The Headmaster (an ex officio Trustee)
6. Up to 1 Co-opted Trustee appointed by the rest of the Trustees

# LANCASTER ROYAL GRAMMAR SCHOOL

## TRUSTEES REPORT (CONTINUED)

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### **Policies and procedures adopted for the induction and training of Trustees**

Most of the Trustees appointed would be familiar with the work of the Academy, and would be asked to join the Trustee body if it was thought they could bring skills that would enhance the Academy's operations. The training and induction provided for new Trustees would depend on their existing experience. Where necessary, induction will provide training on charity, educational, legal and financial matters. All new Trustees will be provided with a tour of the Academy and given the opportunity to meet staff and pupils. All Trustees are provided with copies of policies, procedures, minutes, accounts, budgets, plans and other documents that they will require to fulfil their role as a Trustee. Induction is tailored to the specific individual based on prior experience and interests.

### **Organisational structure**

The management structure consists of the Trustees, the senior leadership team, a complex array of middle managers and coordinators. The aim of the management structure is to devolve responsibility and encourage decision making at all levels of the Academy operations.

The Trustees are responsible for setting the overall strategic policy decisions of the Academy adopting an annual plan and budget forecasts, monitoring the results of the Academy by way of forecasts against the budgets and making the major decisions about the direction of the Academy, capital expenditure and senior staff appointments.

The senior leadership team comprising the Headteacher, 2 Deputy Headteachers, 3 Assistant Headteachers, and Director of Finance & Support Services control the Academy at a day to day level, implementing the policies that have been agreed by the Trustees and then reporting back to them.

### **Risk management**

The trustees have assessed the major risks to which the Academy is exposed, in particular those relating to the curriculum, political, operational, financial, personnel, governance, technological and school expansion risks. The Trustees are satisfied that systems and procedures are in place to mitigate exposure to major risks.

### **Arrangements for setting pay and remuneration of key management personnel**

The pay and remuneration of the Headmaster and the Senior Leadership team is set at a meeting of the Governing Body Pay Committee. The performance of the Headmaster and Senior Leadership team is reviewed with comparison to previously set objectives when the committee makes its decision. Individuals may appeal any decision to the Governing Body Pay Appeals Committee. There were no appeals made in the year to 31st August 2019.

# LANCASTER ROYAL GRAMMAR SCHOOL

## TRUSTEES REPORT (CONTINUED)

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### Trade union facility time

#### Relevant union officials

Number of employees who were relevant union officials during the relevant period	2
Full-time equivalent employee number	150.00

#### Percentage of time spent on facility time

Percentage of time	Number of employees
0%	1
1%-50%	1
51%-99%	-
100%	-

#### Percentage of pay bill spent on facility time

Total cost of facility time	147
Total pay bill	5,452,000
Percentage of the total pay bill spent on facility time	-

#### Paid trade union activities

Time spent on paid trade union activities as a percentage of total paid facility time hours	-
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### Related parties and co-operation with other organisations

The Academy Members are also the same Members as those of the Lancaster Royal Grammar School Charity, registered number 526602. The purpose of this charity is to assist the Trustees in the running of the Academy. It does not meet the definition of a connected charity.

Details of transactions between the two entities are included within note 23 in the financial statements.

## OBJECTIVES AND ACTIVITIES

### Objects and aims

The Academy Trust's principal object is specifically restricted to the advance for public benefit of education in the United Kingdom, in particular but without prejudice to the generality of the foregoing by establishing, maintaining, carrying on, managing and developing a school offering a broad and balanced curriculum.

In accordance with the funding agreement dated 15 April 2011, made under Section 1 of the Academies Act 2010 between the Secretary of State for Education and the Academy Trust, the Academy is governed by a board of Trustees which exercises its powers and functions with a view to fulfilling a largely strategic role in the running of the school. The funding agreement specifies the admission arrangements, amongst other items, and that the curriculum, in substance, complies with the statutory requirements of Section 78 Education Act 2002.

The main objectives of the Academy during the year ended 31st August 2019 are summarised below

- to encourage the highest standards of personal and corporate behaviour
- to promote the highest standards of academic achievement
- to foster a sense of community within the school in which each individual's contribution is valued
- to instil a respect for knowledge and the means by which it may be acquired

# LANCASTER ROYAL GRAMMAR SCHOOL

## TRUSTEES REPORT (CONTINUED)

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- to promote the development of individual skills in such areas as:
  - the use of language;
  - numeracy;
  - reasoning;
  - problem solving;
  - scientific investigation;
  - the expressive and creative arts;
  - the use of information technology;
  - interpersonal relationships, management, leadership and organisation;
  - the co-ordination of body and mind essential to the development of physical skills.
- to ensure that all pupils, irrespective of background or ability, are exposed to the following areas:
  - fluent and accurate use of English and at least one other language;
  - mathematical, scientific and technical methods;
  - the appreciation of artistic, creative and aesthetic talents;
  - the knowledge and understanding of mankind and the world in which we live;
  - an appreciation of our cultural heritage, human achievements and aspirations.
- to provide vocational guidance and advice to pupils to assist them to make informed, realistic decisions about future opportunities.
- to encourage respect for religious and moral values, respect for others and, above all, self respect.

It is the Trustees' view that if the Academy succeeds in putting these aims into practice, pupils will feel at home in the complex and rapidly changing world of the future and will be able to contribute fully to the community and society of which they will be a part.

### **Objectives, strategies and activities**

The Academy's main strategy is to raise the standards of achievement through a continued focus on improvement of all aspects of the Academy. The core purpose of the Academy is the teaching and learning of its pupils. Resources are consistently and regularly measured by the contribution they make to the overall quality of teaching and learning, and therefore the standards that the pupils achieve.

In addition to its educational aims for its pupils, the Academy will also aim:

- to ensure that every pupil enjoys a high standard of extra-curricular opportunity and pastoral care
- to be at the heart of the Lancaster community, promoting community cohesion and sharing facilities with other schools and the wider community
- to provide for the efficient use of money and funds expended
- to continually improve the effectiveness of the Academy by keeping key aspects such as the curriculum, pastoral support and management structure under review
- to conduct the Academy's business in an open, effective manner, with the highest standards of integrity and openness.

In order to support the Academy in these aims, the Academy will evaluate, manage and maintain:

- a clear organisational structure of governance which allows staff and pupils to understand their roles in the Academy
- a review of staff performance and provision of necessary professional development
- robust quality assurance processes which are transparent and provide a basis for action plans
- appropriate structures to provide resources to support both staff and pupils in achieving their goals.

### **Equal opportunity policy**

The Trustees understand that it is important for good practice within the workplace, that equal opportunities should exist. The Academy aims to establish equal opportunity in all areas of its activities including creating a working environment in which the contribution and needs of all people are fully valued.

### **Public benefit**

The Governors have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the public benefit guidance published by the Charities Commission in defining the strategic direction of the Academy.

# LANCASTER ROYAL GRAMMAR SCHOOL

## TRUSTEES REPORT (CONTINUED)

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### STRATEGIC REPORT

#### Achievements and performance

The academy educates approximately 1,110 pupils aged from 11 to 18, including 155 boarders and a sixth form of around 300 pupils. In September 2017 the academy trust has increased its admission number to recruit 150 day pupils and 24 boarders into Year 7 each year. From 1st September 2019 our 6th Form became coeducational. We have welcomed 34 girls alongside the normal annual intake of 30-40 new boys who join the sixth form each year. Funding for the additional pupils is lagged by one year from the date of entry.

2018-19 was another strong year for the academy's examination results. At A2, Students achieved A\*, A or B grades in 75.5% of all exams which they sat, 54.0% of those entered received grades of A\* or A and 23.2% received the top A\* grade.

GCSE results were also strong. New grading has been introduced for most examinations and now are numbered from 9 at the top to 1 at the bottom. A grade 9 is only given to the very best entries and 18.2% of all our entries achieved a grade 9 with 40.4% achieving either a grade 9 or grade 8 which is the equivalent to an A\*. 62.8% of our pupils passed with grades 9-7.

It was a very strong year for A-level results and this was mirrored by progression to a wide range of high-quality post-18 opportunities. 117 students accepted places through UCAS for September / October entry, with a wide range of settings.

Seven secured their places at Oxford and five at Cambridge, including one boy who also achieved an organ scholarship. Other popular destinations included the following universities which each received three or more LRGS students: Bristol, Durham, Imperial, Loughborough, Leeds, Leicester, Manchester, Newcastle, Sheffield, Swansea and UCL. It was pleasing to support successful applications for a very wide variety of courses across the Arts, Humanities and Sciences.

Subjects included Aeronautics and Astronautics, Ancient History, Artificial Intelligence, French and German, Chemical Engineering, Classics, Dentistry, Drama, English Literature, Forensic Science, Geography, Law, Marketing, Musical Theatre, Psychology, Spanish and Urban Planning amongst others. The most popular courses (five or more students) included Accounting & Finance, Biological Sciences, Computer Science, Economics, Engineering and Medicine. One student succeeded on being accepted to the Guildhall School of Music and Drama in London, and two achieved places at the prestigious Glasgow School of Art.

A number of students gained places on high quality apprenticeships, such as with EY, and a small number at overseas universities.

The school's successes in extra-curricular activities are well documented on the website [www.lrgs.org.uk](http://www.lrgs.org.uk). Of particular note were the following:

**Athletics:** 1st in County athletics 100 m, Represented NW region Lancashire Schools at English Schools Regional Combined Event Athletics finals.

**British Maths Olympiad:** 1 Distinction and 3 merits.

**British Biology Olympiad:** 2 Golds with one entrant selected to participate in International Biology Olympiad; 5 Silver and 3 Bronze awards.

**British Physics Olympiad:** 1 entrant selected to attend the Oxford Masterclass.

**Intermediate Biology Olympiad:** 3 Gold, 8 Silver, and 8 Bronze awards

**Intermediate Maths Olympiad:** 1 Distinction and 2 Merit awards

**Junior Maths Olympiad:** 2 Merit awards

**Business and Management:** Highest mark nationally in Business and Management in Cambridge Pre U examination.

**Cambridge Chemistry Challenge:** 3 Gold, 9 Silver and 10 Copper awards.

**Chemistry Olympiad:** 4 Gold and 5 Silver awards

# LANCASTER ROYAL GRAMMAR SCHOOL

## TRUSTEES REPORT (CONTINUED)

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**CCF:** 2 winners and a runner up as Best Cadet on the Cadet Leadership Course.

**Climbing:** One pupil qualified as a climbing instructor.

**Computing:** Finalist at UK Bebras Computational Thinking Challenge at Department of Computer Science at Oxford University.

**Cricket:** LRGS 1st XI winners of Royal Grammar School Cricket Festival; 38 boys involved in District and County representative cricket; 2 boys trained with the England, India and Pakistan World Cup cricket teams as net practice bowlers; 3 boys were selected to be members of Lancashire County Cricket Academy teams.

**Cycling:** One boy represented LRGS in British Schools Circuit Race Championships and was places 2nd in Year 8/9 category. He has also competed in all National Road Races this season achieving 11th place in the Isle of Man.

**Duke of Edinburgh Award:** 10 Gold, 12 Silver and 70 Bronze DofE awards were awarded.

**Duke of York Inspiring Digital Enterprise Award:** 1 Bronze award.

**Football:** 1 pupil signed for Morecambe FC as an academy player; 2 players in the winning team of Lancashire School Football Championships; First X1 runners up in Lancashire Cup.

**Golf:** 1 pupil qualified for Junior European Open Finals in Spain and the National Faldo series in Trentham also being selected to represent NW England GOMF U18 regional squad and Lancashire in National U16 championships.

**Handball:** 4 pupils selected to play for NW England; 1 pupil represented England in Future handball team and selected for a 2 year sports Excellence Diploma.

**Hockey:** Pupil selected by England Hockey to register on level 3 BTEC Diploma in Sporting Excellence

**Javelin:** 1st place in Lancaster District competition

**Senior Maths Challenge:** 14 Y13 and 4 Y12 Gold awards.

**Intermediate Maths Challenge:** 12 Y11, 10 Y10 and 5 Y9 Gold awards.

**Junior Maths Challenge:** 28 Y8 and 10 Y7 Gold awards

**UKMT Maths Challenge:** Overall winners of UKMT Team Maths Challenge and 47th place in National Challenge.

**Senior Maths Team Challenge:** Runners Up

**London Academy of Music and Dramatic Arts (LAMDA):** 6 Gold and 4 Silver medallists.

**Lenten Charity Fundraising:** Over £24,000 raised in support of selected charities. One class raised £3,600 with one pupil raising £300 alone.

**Music and Drama productions:** Spring Concert including ensembles from String Group, Brass Band, Choir, Chamber Choir, Joint Vocal group with LGGS, Rock School, Jazz Orchestra and Big Band.

*Production of music from Stage and Screen and a drama production of Twelfth Night.*

**Nobel Laureate:** Sir Peter Ratcliffe (OL) for Physiology or Medicine in 2019

**Orienteering:** Northern M18 champion representing Great Britain in at the World Orienteering Championships in Estonia.

**Parallel Histories Project:** 6 boys were key figures in the project:

**Physics Olympiad:** 2 Golds with one pupil placed in top 50 in country and selected to go on National Physics Olympiad Training Camp. 2 Bronze awards.

**Physics Olympiad AS Challenge:** 1 Gold, 1 Silver and 3 Bronze awards.

**Pokemon Championships:** 2nd place in European International Championships

**Quiz:** Team qualified for senior quiz semi-finals and tied for 3rd place school in the country.

**Rowing:** 15th place in J14 quads in UK

**Rugby Union:** Under 12s winner in the Manchester A and B, Audenshaw and Kings Macclesfield 7s Tournaments; U13 Lancashire Cup winners; U16 Lancashire plate joint winners; U18 Lancashire Cup. Stoneyhust 7s and QES Kirby Lonsdale 7s winners. 16 players selected to play with professional rugby club academies; 1 player selected for North of England U18s; 3 players selected for Lancashire U18s; 5 players selected for Lancashire U17s; 1 player selected for Lancashire U16s; 1 player selected for Lancashire U15s.

**Running:** Pupil selected to represent Great Britain in World Mountain Running Championships in Argentina.

**Salter Chemistry Festival:** Year 8 team came 2nd in the Salters' Challenge and 3rd in the University Challenge on Friday 26th April.

**Save the Children:** Winners of "Words not Weapons" competition.

**Scouts:** 5 Chief Scout Gold awards.

**School Spelling Bee competition:** Winners in Spanish, French and German.

**Spelling Bee National Final in Cambridge:** Semi-finalist in German.

**Speech and Drama Awards:** 5 Merit and 2 distinctions; One Grade 8 and 1 Grade 7 award.

**Swimming:** Winner of 100 m Freestyle Gold and Bronze in 200m Freestyle at Lancashire County Swimming Championships.

**Table Tennis:** Competitor in the National Championships.

**Triumph Design Award:** Winner of Triumph Motor Cycle Design award and winner of Innovation award.

# LANCASTER ROYAL GRAMMAR SCHOOL

## TRUSTEES REPORT (CONTINUED)

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### Financial review

The majority of the Academy's income is derived from the Education and Skills Funding Agency (ESFA) in the form of annual grants and from income in respect of boarding fees from parents of the boarders to fund the costs of running the boarding houses. These sources of income are all shown within restricted funds in the Statement of Financial Activities.

The Academy's income fell during the year as a consequence of a reduced number of boarders. Salaries and employment costs continue to increase but this year the cost of the increase was partially supported by a payment of a special grant funded by the ESFA.

The Lancaster Royal Grammar School Charity (Charity number 526602) gave donations totalling £165,964. The donations were to support the schools outreach programme to local primary school, the extra-curricular programme that is run for all pupils at the school, to support the general running costs of the school and for capital projects. Friends of LRGS made donations of £12,558 for the purchase of equipment for a number of small projects.

At 31st August 2019 the net book value of fixed assets was £40,535,000 (2018: £39,215,000) and movements in tangible fixed assets are shown in note 12 to the financial statements. The assets were used for providing education and the associated support services to the students of the Academy.

### Reserves policy

The Trustees review the level of reserves in the Academy annually. This includes a review of all the expected income and expenditure streams, the need to match income with commitments and the nature of the reserves. The reserves on the General Annual Grant (GAG) fund are dictated by the Education Skills Funding Agency (ESFA) rules on carry forward, and it is the Academy's aim to stay within the 2% unrestricted carry forward. The level of reserves remains significantly below the level the trustees would like to operate with. It is the intention to increase the amount held in reserves over the coming years but given significant cost pressures and further reductions in funding this remains a long term ambition.

### Investment policy

Apart from the cash held for the operation of the Academy, Lancaster Royal Grammar School has no material investments. With respect to its cash holdings the Trustees have adopted a low risk strategy.

### Going concern

After making appropriate enquiries, the board of Trustees has a reasonable expectation that the Academy Trust has access to adequate resources to continue in operational existence for the foreseeable future. Trustees have noted potential cash flow risks caused by the timing of receipts of funding from the ESFA and of boarding fees. The Academy will therefore need the support of the Lancaster Royal Grammar School Charity in 2019/20. Trustees are confident that the Lancaster Royal Grammar School Charity has sufficient funds to provide the support envisaged in the forecasts but they are developing additional risk management strategies for the next 12 months in particular. These include additional cash-flow monitoring, controls on expenditure and efforts to expand donations through vehicles such as the Annual Fund. Increased funding rates and the expansion of the number of pupils should enable the Academy to operate without support from the Charity in 2020/21 and beyond. For these reasons the Academy Trust continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

### Key financial performance indicators

The Academy complies with the terms and conditions of its funding agreement with the Secretary of State for Education dated 15 April 2011.

# LANCASTER ROYAL GRAMMAR SCHOOL

## TRUSTEES REPORT (CONTINUED)

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### Plans for future periods

The Government have indicated that there will be an increase in the per pupil funding rates in 2020/21. However payments are subject to local adjustments made by Lancashire County Council. The methodology that the Council will use is subject to annual consultation and will not be finalised until spring 2020. This poses a major challenge for the academy in planning beyond the current year and poses a threat to the delivery of education with the same breadth of curriculum.

There is an urgent need to upgrade the fabric of some of our school and boarding facilities. This is dependent on successful bids for an allocation from the ESFA Condition Improvement Fund. However success in winning these bids is becoming more difficult, rendering some of the sports facilities unusable. This has an adverse effect on the delivery of physical education to our pupils and reduces our ability to hire facilities to external community groups. There is now an expectation that the academy will provide an injection of funds from its own resources or for it to use of Salix loans for energy projects. The academy will however continue to submit bids for funding from the Condition Improvement Fund for projects that will ensure that the school's estate is fit for purpose.

The Academy was selected for funding through ESFAs Priorities Schools Building Programme 2 which funds major building projects to meet the needs of the academy. A new science block containing two new laboratories was completed ready for the 2018/19 academic year. Work was also completed on former boarding accommodation in the grade 2 listed Old School House which provides new classrooms as well as a new sixth form centre and cafeteria.

Since September 2017 the school has started an expansion programme with the addition of a new form in Year 7. The funding for the expanded number of pupils on the roll is lagged by one year but will bring financial benefits to the academy in the longer term. The school has changed its admissions policy to admit girls to the sixth form with effect from September 2019 and into boarding in September 2020.

### Principal risks and uncertainties

Risks are prioritised using a consistent scoring system and are reviewed at all Governors' meetings. Plans to mitigate against these risks is then managed by the Academy. The material risks that have been identified are shown in the section below.

The risks to the Academy are those of sufficient funding being available to continue the operation.

In common with other state boarding schools, the principal risks and uncertainties of the Academy are:

- the availability of sufficient educational funding when reserves have been exhausted
- reductions in 6th Form and other EFA funding
- financial impact of expanding when funding is based on the previous year's census of pupil numbers.
- unexpected expenditure leading to a significant year end deficit
- significant increases in the cost of utilities
- unfunded pay increases for teachers and support staff
- the deficit on the Local Government Pension Scheme
- the increasing maintenance requirements of the property estate some of which is in a very poor state of repair
- the uncertainty of boarding revenues from year to year
- the non-payment of boarding fees by parents
- the uncertainty of how to fund improvements in the academy's boarding provision

### Fundraising

Fundraising for the school is managed through the Lancaster Royal Grammar School Charity. We seek voluntary donations from Parents of our pupils and from our alumni known as Old Lancastrians. The management of fundraising is performed by employees of the school and overseen by the Headmaster and the Director of Finance & Support Services. The fundraising is monitored by the Trustees of the Charity and any complaints should be directed to the Chair of the Charity Trustees. We are also supported by The Friends of LRGS which is principally a parents' organisation which supports the school through various social and fundraising activities.

# LANCASTER ROYAL GRAMMAR SCHOOL

## TRUSTEES REPORT (CONTINUED)

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### EMPLOYEE CONSULTATION AND DISABLED EMPLOYEES

The Trustees understand that it is important for good practice within the workplace, that equal opportunities should exist. The Academy aims to establish equal opportunity in all areas of its activities including creating a working environment in which the contribution and needs of all people are fully valued.

### AUDITOR

RSM UK Audit LLP have indicated its willingness to continue in office, and a resolution to appoint them will be proposed at the annual general meeting.

### Statement as to disclosure of information to auditor

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- Each of the trustees have confirmed that they have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

The Trustees report is approved by order of the board of Trustees and the strategic report (included therein) is approved by the board of Trustees in their capacity as the directors at a meeting on 13/12/2019 and signed on its behalf by:



Mr Howard Roberts  
Chair of Governors

# LANCASTER ROYAL GRAMMAR SCHOOL

## GOVERNANCE STATEMENT

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### Scope of responsibility

As Trustees, we acknowledge we have overall responsibility for ensuring that Lancaster Royal Grammar School has an effective and appropriate system of control, financial and otherwise. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

The board of Trustees has delegated the day-to-day responsibility to the Headteacher, who is the Accounting Officer, for ensuring financial controls conform with the requirements of both propriety and good financial management and in accordance with the requirements and responsibilities assigned to it in the Funding Agreement between Lancaster Royal Grammar School and the Secretary of State for Education. They are also responsible for reporting to the Board of Trustees any material weaknesses or breakdowns in internal control.

### Governance

The information on governance included here supplements that described in the Trustees' Report and in the Statement of Trustees' Responsibilities. The board of Trustees has formally met three times during the year. Meetings were attended by 76% of eligible Trustees.

Mr William Bancroft was appointed as a governor on 12th July 2019  
Mrs Alison Bland was appointed as a parent governor on 1st November 2018  
Professor Anthony Guenault resigned as a member and governor on 10th November 2018  
Professor David Hutchison was appointed as a governor on 12th July 2019  
Mrs Gillian Manklow resigned as a member and governor on 12th July 2019  
Dr Navita Parekh was appointed as a member and governor on 1st October 2018  
Mr Douglas Walker was appointed as a member and governor on 1st October 2018  
Mr Andrew Whipp was appointed as a parent governor on 1st October 2018

The finance committee is a sub-committee of the main board of Trustees and is chaired by a qualified and experienced accountant. Its purpose is to assist the decision making process of the Academy's governing body, by enabling more detailed consideration to be given to the best means of fulfilling the governing body's responsibility to ensure sound management of the Academy's finances and resources. Three meetings were held during the year. These were attended by 84% of eligible committee members.

The audit committee is a sub-committee of the main board of Trustees. Its purpose is to review the effectiveness of the Academy's corporate governance arrangements, risk management and systems for internal control. Its remit covers all significant risks to the Academy, both financial and reputational. The committee receives reports directly from the external auditors and Responsible Officer. Three meetings were held during the year. These were attended by 75% of eligible committee members.

The properties committee is a sub-committee of the main board of Trustees. Its purpose is to review the management, upkeep and development of the estate and to review health and safety policies and practice throughout the school for the benefit of all students, staff and visitors. Two meetings were held during the year. These were attended by 78% of eligible committee members.

The personnel committee is a sub-committee of the main body of Trustees. Its purpose is to review issues concerning the development, well being and compliance with the human resource policies as they affect all employees at the Academy. It also has responsibility for the monitoring of child protection and safeguarding. Three meetings were held during the year. These were attended by 83% of eligible committee members.

The pay committee is a sub-committee of the main body of Trustees. It is responsible for approving variations in the remuneration of all employees of the Academy. Two meetings were held during the year. These were attended by 100% of eligible committee members.

The curriculum committee is a sub-committee of the main body of Trustees. It is responsible for monitoring the effectiveness of the delivery of the education to the students in the Academy and of the provision of services to boarders. Three meetings were held during the year. These were attended by 93% of eligible committee members.

# LANCASTER ROYAL GRAMMAR SCHOOL

## GOVERNANCE STATEMENT (CONTINUED)

The boarding committee is a sub-committee of the main body of Trustees. It is responsible for monitoring the boarding quality, standards and practice, and developing and evaluating strategic priorities for boarding are the main responsibilities of the new committee. Three meetings were held during the year and these were attended by 63% of the eligible committee members.

Attendance during the year at meetings of the board of Trustees and sub-committee meetings was as follows:

	Governing Body		Finance Cttee		Audit Cttee		Properties Cttee	
Governor	Attended	Possible	Attended	Possible	Attended	Possible	Attended	Possible
Prof M Alexander	2	3	3	3				
Dr J Bentham	2	3					2	3
Mr R Burgess	2	3					1	2
Mr M Burrow	2	3			3	3	2	2
Mrs A Bland	3	3						
Mr D Cameron	1	3	1	3				
Mr H Castle	2	3	2	3				
Mr P Fitton	3	3	3	3			2	3
Mrs E Lund	2	3	3	3			2	3
Mrs G Manklow	3	3						
Mr R Mellon	3	3	3	3			3	3
Mr A Neal	2	3			3	3		
Dr N Parekh	3	3	1	2				
Mrs W Preston	3	3			3	3	3	3
Dr C Pyle	3	3	3	3			2	3
Mr K Roberts	0	3						
Mr H Roberts	3	3	3	3			3	3
Mrs M Sinclair	2	3	3	3				
HHJ P Sycamore	1	3			0	3		
Mrs S Troughton	3	3						
Mr D Walker	3	3						
Mr A Whipp	2	3	1	2			1	2
	50	66	26	31	9	12	21	27
Percentage attendance	76%		84%		75%		78%	

# LANCASTER ROYAL GRAMMAR SCHOOL

## GOVERNANCE STATEMENT (CONTINUED)

	Personnel Ctte		Pay Ctte		Curriculum Ctte		Boarding Ctte	
Governor	Attended	Possible	Attended	Possible	Attended	Possible	Attended	Possible
Prof M Alexander	2	2			3	3		
Dr J Bentham					3	3		
Mr R Burgess			1	1			1	3
Mr M Burrow								
Mrs A Bland	1	1			2	2		
Mr D Cameron					2	3	2	3
Mr H Castle	2	2			3	3		
Mr P Fitton			1	1			2	3
Mrs E Lund								
Mrs G Manklow							2	3
Mr R Mellon					2	3	3	3
Mr A Neal								
Dr N Parekh	0	1						
Mrs W Preston	2	2			3	3	2	3
Dr C Pyle	2	2			3	3	2	3
Mr K Roberts								
Mr H Roberts			1	1			2	3
Mrs M Sinclair	1	2					2	3
HHJ P Sycamore							0	3
Mrs S Troughton					3	3		
Mr D Walker					2	2	2	2
Mr A Whipp								
	10	12	3	3	26	28	20	32
Percentage attendance	83%		100%		93%		63%	

### Review of value for money

As accounting officer the headmaster has responsibility for ensuring that the academy trust delivers good value in the use of public resources. The accounting officer understands that value for money refers to the educational and wider societal outcomes achieved in return for the taxpayer resources received.

The accounting officer considers how the trust's use of its resources has provided good value for money during each academic year, and reports to the board of trustees where value for money can be improved, including the use of benchmarking data where available.

The accounting officer sets out below how he has ensured that the academy trust's use of its resources has provided good value for money during the academic year.

### Improving educational standards

We continue to scrutinise our curriculum spending to ensure that expenditure matches the school priorities agreed by the Headmaster and the Governing Body. Budgets for each subject area and for all areas of learning support are reviewed regularly to ensure that our spending will have the maximum impact on educational outcomes and pupil achievements.

### Staff numbers

Staff numbers have reduced by one in total with the reduction of one teacher. This is despite the fact that the school is expanding. Whenever a member of staff leaves, careful consideration is taken on whether they need to be replaced on a like for like basis and we take the opportunity to review working practices to improve efficiency.

# LANCASTER ROYAL GRAMMAR SCHOOL

## GOVERNANCE STATEMENT (CONTINUED)

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### ***Financial governance and oversight***

The Governing Body is provided with regular financial information on expenditure to date and the forecast outturn for the year. Meetings are timed so that reports are current and represent the latest available information upon which to make decisions.

The audit committee members take an active interest in ensuring that financial and non financial risks are identified and prioritised with appropriate action plans produced to mitigate them. Regular meetings are held with the external auditors and the responsible officer to ensure that appropriate financial controls are used within the Academy.

The finance committee are responsible for monitoring and reviewing expenditure and ensuring compliance with the overall financial plan for the Academy, drawing any matters of concern to the attention of the Governing Body. Budgetary control reports on the Academy's financial position are considered at every meeting, including actions planned to contain expenditure within the budget and to deliver value for money.

The Senior Leadership Team meets every week with finance as a standing agenda item for each meeting. The SLT also hold focus meetings twice a term for an in depth look at the financial position and challenges faced by the school.

### ***Purchasing efficiencies***

We have tight controls on the purchase of goods and services and regularly review whether we are obtaining value for money with suppliers. This ensures that the goods and services are fit for purpose and that suppliers have the right degree of flexibility to meet the academy's needs.

We collaborated with a local school to obtain better prices for consumable items such as copier paper. We took advantage of a national procurement exercise for the supply of water and have switched our insurance to the ESFA RPA scheme. All of these actions will deliver cost savings in 2019/20.

### ***Income generation***

The Academy receives income from the provision of boarding facilities. We continue to closely monitor the accounts to ensure that boarding fees are paid in a timely manner and that appropriate action is taken to collect any outstanding debts.

The school generates income through the letting of its facilities to local community groups and sports clubs. In February 2018 we entered into an agreement with Schools Lettings Solutions Limited who now have the job of increasing the occupancy rates of our facilities and managing our premises while the lets take place.

### ***Reviewing controls and managing risks***

The risk register is reviewed regularly and delegated to appropriate Governors' committees for oversight and to members of staff for action to ensure that the highest risks that are identified can be mitigated and managed. The audit committee reviews the gifts and hospitality register to ensure that the small number of gifts received comply with the policy and to ensure that probity is maintained. All staff receive reminders of their responsibilities to prevent fraud and the need for probity when offered gifts or hospitality from parents or suppliers.

### ***The purpose of the system of internal control***

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of Academy's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the Academy for the year ended 31 August 2019 and up to the date of approval of the annual report and financial statements.

# LANCASTER ROYAL GRAMMAR SCHOOL

## GOVERNANCE STATEMENT (CONTINUED)

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### Capacity to handle risk

The board of Trustees has reviewed the key risks to which the Academy Trust is exposed together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The board of Trustees is of the view that there is a formal ongoing process for identifying, evaluating and managing the Academy Trust's significant risks that has been in place for the year ended 31 August 2019 and up to the date of the approval of the annual report and financial statements. This process is regularly reviewed by the board of Trustees.

### The risk and control framework

The Academy Trust's system of internal financial control is based on a framework of regular management information and administrative procedures including the segregation of duties and a system of delegation and accountability. In particular it includes:

- comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by board of Trustees;
- regular reviews by the finance committee of reports which indicate performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- regular reviews by the audit committee of reports from management, the auditor and responsible officer on risks, systems, processes and financial controls in the school. An annual report from the audit committee is made to the Governing Body;
- setting targets to measure financial and other performance;
- clearly defining purchasing guidelines;
- delegation and segregation of duties;
- identification and management of risks.
- completion of a governance self evaluation exercise
- audit review of risks and the effectiveness of solutions to mitigate the risk

The Board of Trustees has considered the need for a specific internal audit function and has decided not to appoint an internal auditor. With effect from 1st September 2014 the Trustees have appointed RSM Risk Assurance Services LLP to perform internal checks.

The Academy is following the directives of the Academies Financial Handbook as published by the ESFA.

### Review of effectiveness

As accounting officer, the Headmaster has responsibility for reviewing the effectiveness of the system of internal control. During the year in question the review has been informed by:

- the work of the responsible officer
- the work of the external auditor
- the financial management process
- the work of the executive managers within the Academy Trust who have responsibility for the development and maintenance of the internal control framework.

The Accounting Officer has been advised of the implications of the result of their review of the system of internal control by the audit committee and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Approved by order of the board of Trustees on 18/12/2019 and signed on its behalf by:



Dr Christopher Pyle  
Accounting Officer



Mr Howard Roberts  
Chair of Governors

# LANCASTER ROYAL GRAMMAR SCHOOL

## STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE

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As accounting officer of Lancaster Royal Grammar School I have considered my responsibility to notify the Academy Trust board of Trustees and the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with ESFA terms and conditions of all funding received by the academy trust, under the funding agreement in place between the Academy Trust and the Secretary of State for Education. As part of my consideration I have had due regard to the requirements of the Academies Financial Handbook 2018.

I confirm that I and the Academy Trust's board of Trustees are able to identify any material irregular or improper use of funds by the Academy Trust, or material non-compliance with the terms and conditions of funding under the Academy Trust's funding agreement and the Academies Financial Handbook 2018.

I confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date. If any instances are identified after the date of this statement, these will be notified to the board of Trustees and ESFA.

CPyL

Dr Christopher Pyle  
Accounting Officer

13/12/2019

# LANCASTER ROYAL GRAMMAR SCHOOL

## STATEMENT OF TRUSTEES RESPONSIBILITIES

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The trustees (who are also the directors of Lancaster Royal Grammar School for the purposes of company law) are responsible for preparing the Trustees report (including the strategic report) and the financial statements in accordance with the Academies Accounts Direction issued by the Education and Skills Funding Agency, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. 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 of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 and the Academies Accounts Direction 2018 to 2019;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records 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 enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for ensuring that in its conduct and operation the charitable company applies financial and other controls, which conform with the requirements both of propriety and of good financial management. They are also responsible for ensuring that grants received from ESFA/DfE have been applied for the purposes intended.

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

Approved by order of the members of the board of Trustees on 13/12/2019 and signed on its behalf by:



Mr Howard Roberts  
Chair of Governors

# **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LANCASTER ROYAL GRAMMAR SCHOOL**

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## **Opinion**

We have audited the financial statements of Lancaster Royal Grammar School (the "charitable company") for the year ended 31 August 2019 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the 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, United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice), and the Academies: Accounts Direction 2018 to 2019 issued by the Education and Skills Funding Agency.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2019 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006; and
- have been prepared in accordance with the Academies Accounts Direction 2018 to 2019 issued by the Education and Skills Funding Agency.

## **Basis for opinion**

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

## **Conclusions relating to going concern**

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 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.

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

We have nothing to report in this regard.

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

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

- the information given in the Trustees Report and the incorporated 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 Trustees Report and the incorporated Strategic Report have been prepared in accordance with applicable legal requirements.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LANCASTER ROYAL GRAMMAR SCHOOL (CONTINUED)

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees Report and the incorporated Strategic Report.

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

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

### Responsibilities of Trustees

As explained more fully in the Statement of Trustees Responsibilities set out on page 18, the Trustees (who act as trustees for the charitable activities of the charitable company are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

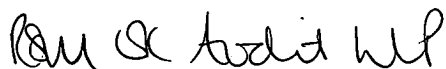
### Auditor's responsibilities for the audit of the financial statements

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

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

### Use of our report

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



Karen Musgrave (Senior Statutory Auditor)  
For and on behalf of RSM UK Audit LLP, Statutory Auditor  
Chartered Accountants  
Bluebell House  
Brian Johnson Way  
Preston  
Lancashire, PR2 5PE  
17/12/19

# LANCASTER ROYAL GRAMMAR SCHOOL

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 AUGUST 2019

		Unrestricted Funds	Restricted General Funds	Restricted Fixed Asset Funds	Total 2019	Total 2018
	Notes	£'000	£'000	£'000	£'000	£'000
<b>Income and endowments from:</b>						
Donations and capital grants	4	-	222	367	589	2,494
Charitable activities:						
- Funding for educational operations	5	-	4,838	-	4,838	4,682
- Funding for boarding activities	24	-	1,770	-	1,770	1,777
Other trading activities	6	13	128	-	141	130
<b>Total</b>		<u>13</u>	<u>6,958</u>	<u>367</u>	<u>7,338</u>	<u>9,083</u>
<b>Expenditure on:</b>						
Charitable activities:						
- Educational operations	8	-	6,097	445	6,542	6,210
- Boarding activities	24	-	1,571	-	1,571	1,461
<b>Total</b>	7	<u>-</u>	<u>7,668</u>	<u>445</u>	<u>8,113</u>	<u>7,671</u>
<b>Net income/(expenditure)</b>		13	(710)	(78)	(775)	1,412
Transfers between funds	17	(13)	13	-	-	-
<b>Other recognised gains/(losses)</b>						
Actuarial (losses)/gains on defined benefit pension schemes	22	-	(820)	-	(820)	577
<b>Net movement in funds</b>		-	(1,517)	(78)	(1,595)	1,989
<b>Reconciliation of funds</b>						
Total funds brought forward		-	(2,170)	40,549	38,379	36,390
Total funds carried forward		<u>-</u>	<u>(3,687)</u>	<u>40,471</u>	<u>36,784</u>	<u>38,379</u>

## LANCASTER ROYAL GRAMMAR SCHOOL

BALANCE SHEET  
AS AT 31 AUGUST 2019

	Notes	2019 £'000	2018 £'000
<b>Fixed assets</b>			
Tangible assets	12	40,535	39,215
<b>Current assets</b>			
Stocks	13	22	19
Debtors	14	522	1,994
Cash at bank and in hand		316	768
		860	2,781
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	15	(1,493)	(1,657)
<b>Net current (liabilities)/assets</b>		(633)	1,124
<b>Net assets excluding pension liability</b>		39,902	40,339
Defined benefit pension scheme liability	22	(3,118)	(1,960)
<b>Total net assets</b>		36,784	38,379
<b>Funds of the Academy Trust:</b>			
<b>Restricted funds</b>	17		
- Restricted fixed asset funds		40,471	40,549
- Restricted income funds		(569)	(210)
- Pension reserve		(3,118)	(1,960)
<b>Total restricted funds</b>		36,784	38,379
<b>Unrestricted income funds</b>	17	-	-
<b>Total funds</b>		36,784	38,379

The financial statements on pages 21 to 44 were approved by the board of Trustees and authorised for issue on 13/12/2019 and are signed on their behalf by:



Mr Howard Roberts  
Chair of Governors

# LANCASTER ROYAL GRAMMAR SCHOOL

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 AUGUST 2019

	Notes	2019 £'000	£'000	2018 £'000	£'000
<b>Cash flows from operating activities</b>					
Net cash provided by/(used in) operating activities	20		946		(795)
<b>Cash flows from investing activities</b>					
Capital grants from DfE Group		346		2,171	
Capital funding received from sponsors and others		21		79	
Purchase of intangible fixed assets		-		(229)	
Purchase of tangible fixed assets		(1,765)		(871)	
<b>Net cash (used in)/provided by investing activities</b>			(1,398)		1,150
<b>Net (decrease)/increase in cash and cash equivalents in the reporting period</b>			(452)		355
Cash and cash equivalents at beginning of the year			768		413
<b>Cash and cash equivalents at end of the year</b>			316		768

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 AUGUST 2019

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#### 1 Accounting policies

##### General information

Lancaster Royal Grammar School is a charitable company. The address of its principal place of business is given on page 1 and the nature of its operations are set out in the Trustees report.

A summary of the principal accounting policies adopted (which have been applied consistently, except where noted), judgements and key sources of estimation uncertainty, is set out below.

##### Basis of preparation

The financial statements of the Academy Trust have been prepared under the historical cost convention in accordance with the Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102), the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)), the Academies Accounts Direction 2018 to 2019 issued by ESFA, the Charities Act 2011 and the Companies Act 2006. The Academy Trust is a public benefit entity under FRS 102 and has therefore applied the relevant public benefit requirements of FRS 102.

The financial statements are presented in sterling which is also the functional currency of the Academy Trust.

Monetary amounts in these financial statements are rounded to the nearest whole £1,000, except where indicated.

##### Going concern

After making appropriate enquiries, the board of Trustees has a reasonable expectation that the Academy Trust has access to adequate resources to continue in operational existence for the foreseeable future. Trustees have noted potential cash flow risks caused by the timing of receipts of funding from the ESFA and of boarding fees. The Academy will therefore need the support of the Lancaster Royal Grammar School Charity in 2019/20. Trustees are confident that the Lancaster Royal Grammar School Charity has sufficient funds to provide the support envisaged in the forecasts but they are developing additional risk management strategies for the next 12 months in particular. These include additional cash-flow monitoring, controls on expenditure and efforts to expand donations through vehicles such as the Annual Fund. Increased funding rates and the expansion of the number of pupils should enable the Academy to operate without support from the Charity in 2020/21 and beyond. For these reasons the Academy Trust continues to adopt the going concern basis in preparing the financial statements.

##### Income

All incoming resources are recognised when the Academy Trust has entitlement to the funds, the receipt is probable and the amount can be measured reliably.

##### Grants

Grants are included in the statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of meeting any performance-related conditions there is not unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met. Where entitlement occurs before income is received, the income is accrued.

General Annual Grant is recognised in full in the statement of financial activities in the period for which it is receivable, and any abatement in respect of the period is deducted from income and recognised as a liability.

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2019

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#### 1 Accounting policies (Continued)

Capital grants are recognised in full when there is an unconditional entitlement to the grant. Unspent amounts of capital grants are reflected in the balance sheet in the restricted fixed asset fund. Capital grants are recognised when there is entitlement and are not deferred over the life of the asset on which they are expended.

##### Sponsorship income

Sponsorship income provided to the Academy Trust which amounts to a donation is recognised in the statement of financial activities in the period in which it is receivable (where there are no performance-related conditions), where the receipt is probable and it can be measured reliably.

##### Donations

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

##### Other income

Other income, including the hire of facilities, is recognised at fair value of the consideration received or receivable in the period it is receivable and to the extent the Academy Trust has provided the goods or services.

##### Donated goods, facilities and services

Goods donated for resale are included at fair value, being the expected proceeds from sale less the expected costs of sale. If it is practical to assess the fair value at receipt, it is recognised in stock and 'Income from other trading activities'. Upon sale, the value of the stock is charged against 'Income from other trading activities' and the proceeds are recognised as 'Income from other trading activities'. Where it is impractical to fair value the items due to the volume of low value items they are not recognised in the financial statements until they are sold. This income is recognised within 'Income from other trading activities'.

##### Donated fixed assets

Where the donated good is a fixed asset it is measured at fair value, unless it is impractical to measure this reliably, in which case the cost of the item to the donor is used. The gain is recognised as income from donations and a corresponding amount is included in the appropriate fixed asset category and depreciated over the useful economic life in accordance with the Academy Trust's accounting policies.

##### **Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

All resources expended are inclusive of irrecoverable VAT.

##### Expenditure on raising funds

This includes all expenditure incurred by the Academy Trust to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2019

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### 1 Accounting policies (Continued)

#### Charitable activities

These are costs incurred on the Academy Trust's educational operations to further its charitable aims for the benefit of the beneficiaries, including support costs and costs relating to the governance of the Academy Trust apportioned to charitable activities.

#### **Tangible fixed assets and depreciation**

Assets costing £1,000 or more are capitalised as tangible fixed assets and are carried at cost, net of depreciation and any provision for impairment.

Where tangible fixed assets have been acquired with the aid of specific grants, either from the government or from the private sector, they are included in the balance sheet at cost and depreciated over their expected useful economic life. Where there are specific conditions attached to the funding that require the continued use of the asset, the related grants are credited to a restricted fixed asset fund in the statement of financial activities and carried forward in the balance sheet. Depreciation on the relevant assets is charged directly to the restricted fixed asset fund in the statement of financial activities. Where tangible fixed assets have been acquired with unrestricted funds, depreciation on such assets is charged to the unrestricted fund.

Depreciation is provided on all tangible fixed assets other than freehold land, so as to write off the cost of assets less their residual values over their useful lives on the following bases:

Land and buildings	2% straight line
Plant and machinery	33% straight line
Computer equipment	33% straight line
Fixtures, fittings and equipment	33% straight line
Motor vehicles	33% straight line

Assets in the course of construction are included at cost less any identified impairment loss. Cost includes professional fees and other directly attributable costs that are necessary to bring the property to its operating condition. Depreciation on these assets is not charged until they are brought into use and reclassified to freehold or leasehold land and buildings.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the statement of financial activities.

#### **Liabilities**

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 Academy Trust 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.

#### **Leased assets**

Rentals payable under operating leases are charged against income on a straight line basis over the period of the lease.

#### **Financial instruments**

The Academy Trust has chosen to adopt Sections 11 of FRS 102 in full in respect of financial instruments.

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2019

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#### 1 Accounting policies (Continued)

##### Financial assets and liabilities

Financial assets and financial liabilities are recognised when the Academy Trust becomes a party to the contractual provisions of the instrument.

Financial liabilities are classified according to the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form.

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. A financial asset or financial liability that is payable or receivable in one year is measured at the undiscounted amount expected to be received or paid net of impairment, unless it is a financing transaction. If an agreement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and financial liabilities are offset only when there is a current legally enforceable right to set off the recognised amounts and the intention to either settle on a net basis, or to realise the asset and settle the liability simultaneously.

##### Derecognition of financial assets and liabilities

A financial asset is derecognised only when the contractual rights to cash flow expire or are settled, or substantially all the risks and the rewards of ownership are transferred to another party, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party. A financial liability (or part thereof) is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

##### **Stock**

Stock is valued at the lower of cost and net realisable value.

##### **Taxation**

The Academy Trust is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Academy Trust is potentially exempt from taxation in respect of income or capital gains received within categories covered by chapter 3 part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

##### **Pensions benefits**

Retirement benefits to employees of the Academy Trust are provided by the Teachers' Pension Scheme ('TPS') and the Local Government Pension Scheme ('LGPS'), which are multi-employer defined benefit schemes.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the Academy Trust in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit method. The TPS is a multi-employer scheme but there is insufficient information available to use defined benefit accounting, it is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2019

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#### 1 Accounting policies (Continued)

The LGPS is a funded multi-employer scheme and the assets are held separately from those of the Academy Trust in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each reporting date. The amounts charged to net income are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the statement of financial activities and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in other recognised gains and losses. Actuarial gains and losses are recognised immediately in other recognised gains and losses.

#### **Fund accounting**

Unrestricted income funds represent those resources which may be used towards meeting any of the charitable objects of the Academy Trust at the discretion of the Trustees.

Restricted fixed asset funds are resources which are to be applied to specific capital purposes imposed by funders where the asset acquired or created is held for a specific purpose.

Restricted general funds comprise all other restricted funds received with restrictions imposed by the funder/donor and include grants from the Department for Education.

#### 2 Critical accounting estimates and areas of judgement

Accounting estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

#### Critical accounting estimates and assumptions

The Academy Trust makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 22, will impact the carrying amount of the pension liability. Furthermore a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2016 has been used by the actuary in valuing the pensions liability at 31 August 2019. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

#### Critical areas of judgement

The Trustees do not consider there to be any areas of judgement that are critical to the Academy Trust's financial statements.

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2019

#### 3 General Annual Grant (GAG)

Under the funding agreement with the Secretary of State, the Academy Trust was subject to limits at 31 August 2019 on the amount of GAG that could be carried forward from one year to the next. An amount equal to 12% of GAG could be carried forward, of which up to 2% could be used for general recurrent purposes, with any balance being available for premises/capital purposes.

The Academy Trust has not exceeded these limits during the year ended 31 August 2019.

#### 4 Donations and capital grants

	Unrestricted funds £'000	Restricted funds £'000	Total 2019 £'000	Total 2018 £'000
Private sponsorship	-	38	38	34
Capital grants	-	346	346	2,171
Other donations	-	205	205	289
	-	589	589	2,494

The income from donations and capital grants was £589,000 (2018: £2,494,000) of which £222,000 was restricted (2018: £244,000) and £367,000 was restricted fixed assets (2018: £2,250,000).

#### 5 Funding for the Academy Trust's educational operations

	Unrestricted funds £'000	Restricted funds £'000	Total 2019 £'000	Total 2018 £'000
<b>DfE / ESFA grants</b>				
General annual grant (GAG)	-	4,725	4,725	4,595
Other DfE group grants	-	75	75	61
	-	4,800	4,800	4,656
<b>Other government grants</b>				
Local authority grants	-	38	38	26
<b>Boarding activities income</b>				
	-	1,770	1,770	1,777
	-	6,608	6,608	6,459

The income from funding for educational operations was £6,608,000 (2018: £6,459,000) of which £6,608,000 was restricted (2018: £6,459,000).

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

### 6 Other trading activities

	Unrestricted funds £'000	Restricted funds £'000	Total 2019 £'000	Total 2018 £'000
Hire of facilities	-	35	35	24
Other income	13	93	106	106
	<u>13</u>	<u>128</u>	<u>141</u>	<u>130</u>

The income from other trading activities was £141,000 (2018: £130,000) of which £13,000 was unrestricted (2018: £4,000) and £128,000 was restricted (2018: £126,000).

### 7 Expenditure

	Staff costs £'000	Non Pay Expenditure Premises £'000	Other £'000	Total 2019 £'000	Total 2018 £'000
Academy's educational operations					
- Direct costs	3,836	339	359	4,534	4,563
- Allocated support costs	887	625	496	2,008	1,647
Boarding activities					
- Allocated support costs	769	296	506	1,571	1,461
Total support costs	<u>5,492</u>	<u>1,260</u>	<u>1,361</u>	<u>8,113</u>	<u>7,671</u>

#### Net income/(expenditure) for the year includes:

	2019 £'000	2018 £'000
Operating lease rentals	6	-
Depreciation of tangible fixed assets	445	433
Net interest on defined benefit pension liability	50	54
Fees payable to RSM UK Audit LLP and its associates in respect of both audit and non-audit services are as follows:		
- Audit	9	9
- Other services	3	3

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2019

#### 8 Charitable activities

	2019 £'000	2018 £'000
All from restricted funds:		
<b>Direct costs</b>		
Educational operations	4,534	4,563
<b>Support costs</b>		
Educational operations	2,008	1,647
Boarding activities	1,571	1,461
	<u>8,113</u>	<u>7,671</u>

The expenditure on charitable activities was £6,542,000 (2018: £6,210,000) of which £6,097,000 was restricted (2018: £5,777,000) and £445,000 was restricted fixed assets (2018: £433,000).

The expenditure on boarding activities was £1,571,000 (2018: £1,461,000) of which £1,571,000 was restricted (2018: £1,461,000).

	Boarding £'000	Educational operations £'000	Total 2019 £'000	Total 2018 £'000
<b>Analysis of support costs</b>				
Support staff costs	769	895	1,664	1,377
Depreciation	-	106	106	91
Premises costs	296	519	815	829
Other support costs	506	432	938	771
Governance costs	-	56	56	40
	<u>1,571</u>	<u>2,008</u>	<u>3,579</u>	<u>3,108</u>

#### 9 Staff

##### Staff costs

Staff costs during the year were:

	2019 £'000	2018 £'000
Wages and salaries	4,142	4,073
Social security costs	403	384
Pension costs	907	748
	<u>5,452</u>	<u>5,205</u>
Staff costs - employed	5,452	5,205
Agency staff costs	40	31
	<u>5,492</u>	<u>5,236</u>
Staff development and other staff-related costs	24	23
	<u>5,516</u>	<u>5,259</u>
Total staff expenditure	<u>5,516</u>	<u>5,259</u>

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2019

#### 9 Staff (Continued)

##### Staff numbers

The average number of persons employed by the Academy Trust during the year was as follows:

	2019 Number	2018 Number
Teachers	71	72
Administration and support	72	72
Management	7	7
	<u>150</u>	<u>151</u>

##### Higher paid staff

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2019 Number	2018 Number
£60,000 - £70,000	1	2
£70,001 - £80,000	1	-
£90,001 - £100,000	1	1
	<u>3</u>	<u>3</u>

##### Key management personnel

The key management personnel of the Academy Trust comprise the Trustees and the senior management team as listed on page 1. The total amount of employee benefits (including employer pension contributions) received by key management personnel for their services to the Academy Trust was £600,653 (2018: £583,415).

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2019

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### 10 Trustees remuneration and expenses

One or more of the Trustees has been paid remuneration or has received other benefits from an employment with the Academy Trust. The Headteacher and other staff Trustees only receive remuneration in respect of services they provide undertaking the roles of Headteacher and staff members under their contracts of employment, and not in respect of their services as Trustees. Other trustees were not paid any remuneration nor received any other benefits from employment with the Academy Trust.

The value of Trustees remuneration and other benefits was as follows:

Dr C Pyle (Headteacher and Trustee)

Remuneration £99,158 (2018: £95,333)

Employers pension contributions £16,341 (2018: £15,711)

Mrs M Sinclair (Staff Trustee)

Remuneration £15,000 - £20,000 (2018: £20,000 - £25,000)

Employers pension contributions £Nil (2018: £Nil)

Mr R Mellon (Staff Trustee)

Remuneration £50,000 - £55,000 (2018: £50,000 - £55,000)

Employers pension contributions £5,000 - £10,000 (2018: £5,000 - £10,000)

Mr H Castle

Remuneration £45,000 - £50,000 (2018: £45,000 - £50,000)

Employers pension contributions £5,000 - £10,000 (2018: £5,000 - £10,000)

During the period ended 31 August 2019, travel and subsistence expenses totalling £Nil (2018: £Nil) were reimbursed to governors.

Other related party transactions involving the Trustees are set out in note 23.

### 11 Trustees and officers insurance

In accordance with normal commercial practice, the Academy Trust has purchased insurance to protect Trustees and officers from claims arising from negligent acts, errors or omissions occurring whilst on Academy Trust business. The insurance provides cover up to £2,000,000 on any one claim and the cost for the year ended 31 August 2019 was £820 (2018: £1,406). The cost of this insurance is included in the total insurance cost.

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2019

### 12 Tangible fixed assets

	Land and buildings	Plant and machinery	Assets under construction	Computer equipment	Fixtures, fittings and equipment	Motor vehicles	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Cost</b>							
At 1 September 2018	41,259	8	229	49	242	36	41,823
Transfer	260	-	(260)	-	-	-	-
Additions	1,564	-	31	9	161	-	1,765
At 31 August 2019	43,083	8	-	58	403	36	43,588
<b>Depreciation</b>							
At 1 September 2018	2,398	3	-	43	156	8	2,608
Charge for the year	339	2	-	7	85	12	445
At 31 August 2019	2,737	5	-	50	241	20	3,053
<b>Net book value</b>							
At 31 August 2019	40,346	3	-	8	162	16	40,535
At 31 August 2018	38,861	5	229	6	86	28	39,215

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

<b>13</b>	<b>Stocks</b>	<b>2019</b>	<b>2018</b>
		<b>£'000</b>	<b>£'000</b>
	Educational stationery	22	19
		<u>22</u>	<u>19</u>
<b>14</b>	<b>Debtors</b>	<b>2019</b>	<b>2018</b>
		<b>£'000</b>	<b>£'000</b>
	Trade debtors	175	296
	VAT recoverable	31	108
	Other debtors	198	261
	Prepayments and accrued income	118	1,329
		<u>522</u>	<u>1,994</u>
		<u>522</u>	<u>1,994</u>
<b>15</b>	<b>Creditors: amounts falling due within one year</b>	<b>2019</b>	<b>2018</b>
		<b>£'000</b>	<b>£'000</b>
	Trade creditors	554	871
	Other creditors	185	594
	Accruals and deferred income (see note 16)	754	192
		<u>1,493</u>	<u>1,657</u>
		<u>1,493</u>	<u>1,657</u>
<b>16</b>	<b>Deferred income</b>	<b>2019</b>	<b>2018</b>
		<b>£'000</b>	<b>£'000</b>
	Deferred income is included within:		
	Creditors due within one year	496	-
		<u>496</u>	<u>-</u>
		<u>496</u>	<u>-</u>
	Deferred income at 1 September 2018	-	-
	Resources deferred in the year	496	-
		<u>496</u>	<u>-</u>
	<b>Deferred income at 31 August 2019</b>	<b>496</b>	<b>-</b>
		<u>496</u>	<u>-</u>
		<u>496</u>	<u>-</u>

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2019

### 17 Funds

	Balance at 1 September 2018 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2019 £'000
<b>Restricted general funds</b>					
General Annual Grant (GAG)	(1,087)	4,725	(5,296)	13	(1,645)
Other DfE / ESFA grants	-	75	(75)	-	-
Other government grants	-	38	(38)	-	-
Boarding activities	877	1,770	(1,571)	-	1,076
Other restricted funds	-	350	(350)	-	-
Pension reserve	(1,960)	-	(338)	(820)	(3,118)
	<u>(2,170)</u>	<u>6,958</u>	<u>(7,668)</u>	<u>(807)</u>	<u>(3,687)</u>
<b>Restricted fixed asset funds</b>					
Inherited on conversion	38,903	-	-	-	38,903
DfE group capital grants	1,646	346	(445)	-	1,547
Private sector capital sponsorship	-	21	-	-	21
	<u>40,549</u>	<u>367</u>	<u>(445)</u>	<u>-</u>	<u>40,471</u>
<b>Total restricted funds</b>	<u>38,379</u>	<u>7,325</u>	<u>(8,113)</u>	<u>(807)</u>	<u>36,784</u>
<b>Unrestricted funds</b>					
General funds	-	13	-	(13)	-
<b>Total funds</b>	<u>38,379</u>	<u>7,338</u>	<u>(8,113)</u>	<u>(820)</u>	<u>36,784</u>

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2019

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### 17 Funds (Continued)

The specific purposes for which the funds are to be applied are as follows:

*Restricted general fund*

This fund represents grants received for the Academy's operational activities and development.

*Fixed assets fund*

These grants relate to funding from the DfE, ESFA and private sponsors to carry out works of a capital nature as part of the school improvement plan.

*Other restricted funds*

These funds relate to monies received from the local government, private sector and private sponsors to carry out works of a capital or revenue nature.

*Unrestricted funds*

This fund primarily relates to income from lettings and teaching school income.

The Academy trust is carrying a net deficit of £569,000 on restricted general funds (excluding pension reserve) plus unrestricted funds because funding fell short of our needs and expectations in this and previous years. The academy trust is taking action to return these funds to surplus with the addition of an extra form in year seven and as we welcome girls into our 6th Form which became co-educational for the first time in September 2019.

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2019

### 17 Funds (Continued)

#### Funds prior year

	Balance at 1 September 2017 £'000	Income £'000	Expenditure £'000	Gains, losses and transfers £'000	Balance at 31 August 2018 £'000
<b>Restricted general funds</b>					
General Annual Grant (GAG)	(587)	4,595	(5,099)	4	(1,087)
Other DfE / ESFA grants	-	61	(61)	-	-
Other government grants	-	26	(26)	-	-
Boarding activities	561	1,777	(1,461)	-	877
Other restricted funds	49	370	(419)	-	-
Pension reserve	(2,365)	-	(172)	577	(1,960)
	<u>(2,342)</u>	<u>6,829</u>	<u>(7,238)</u>	<u>581</u>	<u>(2,170)</u>
<b>Restricted fixed asset funds</b>					
Transfer on conversion	38,903	-	-	-	38,903
DfE group capital grants	(171)	2,171	(433)	79	1,646
Private sector capital sponsorship	-	79	-	(79)	-
	<u>38,732</u>	<u>2,250</u>	<u>(433)</u>	<u>-</u>	<u>40,549</u>
<b>Total restricted funds</b>	<u>36,390</u>	<u>9,079</u>	<u>(7,671)</u>	<u>581</u>	<u>38,379</u>
<b>Unrestricted funds</b>					
General funds	-	4	-	(4)	-
	<u>-</u>	<u>4</u>	<u>-</u>	<u>(4)</u>	<u>-</u>
<b>Total funds</b>	<u>36,390</u>	<u>9,083</u>	<u>(7,671)</u>	<u>577</u>	<u>38,379</u>

### 18 Analysis of net assets between funds

	Unrestricted Funds £'000	Restricted General Funds £'000	Restricted Fixed Asset Funds £'000	Total Funds £'000
<b>Fund balances at 31 August 2019 are represented by:</b>				
Tangible fixed assets	-	-	40,535	40,535
Current assets	80	780	-	860
Creditors falling due within one year	(80)	(1,349)	(64)	(1,493)
Defined benefit pension liability	-	(3,118)	-	(3,118)
<b>Total net assets</b>	<u>-</u>	<u>(3,687)</u>	<u>40,471</u>	<u>36,784</u>

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2019

#### 18 Analysis of net assets between funds (Continued)

	Unrestricted Funds £'000	Restricted funds: General £'000	Fixed asset £'000	Total Funds £'000
<b>Fund balances at 31 August 2018 are represented by:</b>				
Tangible fixed assets	-	-	39,215	39,215
Current assets	-	-	2,781	2,781
Creditors falling due within one year	-	(210)	(1,447)	(1,657)
Defined benefit pension liability	-	(1,960)	-	(1,960)
<b>Total net assets</b>	-	(2,170)	40,549	38,379

#### 19 Commitments under operating leases

At 31 August 2019 the total of the Academy Trust's future minimum lease payments under non-cancellable operating leases was:

	2019 £'000	2018 £'000
Amounts due within one year	8	-
Amounts due between one and five years	14	-
	22	-

#### 20 Reconciliation of net (expenditure)/income to net cash flow from operating activities

	2019 £'000	2018 £'000
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	(775)	1,412
Adjusted for:		
Capital grants from DfE and other capital income	(367)	(2,250)
Defined benefit pension scheme costs less contributions payable	288	118
Defined benefit pension scheme finance cost	50	54
Depreciation of tangible fixed assets	445	433
<b>Movements in working capital:</b>		
(Increase) in stocks	(3)	(6)
Decrease/(increase) in debtors	1,472	(1,047)
(Decrease)/increase in creditors	(164)	491
<b>Net cash provided by/(used in) operating activities</b>	946	(795)

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2019

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#### 21 Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he or she is a member, or within one year after he or she ceases to be a member, such amount as may be required, not exceeding £10 for the debts and liabilities contracted before he or she ceases to be a member.

#### 22 Pension and similar obligations

The Academy Trust's employees belong to two principal pension schemes: the Teachers' Pension Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Mercer. Both are multi-employer defined benefit schemes.

The latest actuarial valuation of the TPS related to the period ended 31 March 2016, and that of the LGPS related to the period ended 31 March 2016.

There were no outstanding or prepaid contributions at either the beginning or the end of the financial year.

##### Teachers' Pension Scheme

###### Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pensions 2014.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis - these contributions along with those made by employers are credited to the Exchequer.

###### Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016 and in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 except it has been prepared following the Government's decision to pause the operation of the cost control mechanisms at the time when legal challenges were still pending.

The valuation report was published in April 2019. The key results of the valuation and subsequent consultation are:

- Total scheme liabilities for service (pensions currently payable and the estimated cost of future benefits) of £218 billion
- Value of notional assets (estimated future contributions together with the proceeds from the notional investments held at the valuation date) of £196 billion
- Notional past service deficit of £22 billion
- Discount rate is 2.4% in excess of CPI

As a result of the valuation, new employer contribution rates were set at 23.68% of pensionable pay from from September 2019 onwards (compared to 16.48% during 2018/19.) DfE has agreed to pay a teachers' pension employer contribution grant to cover the additional costs during the 2019-20 academic year.

The employer's pension costs paid to the TPS in the period amounted to £480,060 (2018: £629,638).

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2019

### 22 Pension and similar obligations (Continued)

The TPS is a multi-employer pension plan and there is insufficient information to account for the scheme as a defined benefit plan so it is accounted for as a defined contribution plan.

#### Local Government Pension Scheme

The LGPS is a funded defined benefit pension scheme, with the assets held in separate trustee-administered funds. The total contribution made for the year ended 31 August 2019 was £322,000 (2018: £319,000), of which employer's contributions totalled £256,000 (2018: £254,000) and employees' contributions totalled £66,000 (2018: £65,000). The agreed contribution rates for future years are 17.9 per cent for employers and between 5.5 and 8.5 per cent for employees

Parliament has agreed, at the request of the Secretary of State for Education, to a guarantee that, in the event of academy closure, outstanding Local Government Pension Scheme liabilities would be met by the Department for Education. The guarantee came into force on 18 July 2013.

The past service cost recognised in the year relates to the effect of the McCloud judgement regarding age discrimination in respect of public service pensions.

The current valuation does not reflect the expected increase in benefits and therefore liability as a result of Guaranteed Minimum Pension ('GMP') equalisation between men and women which is required as a result of the removal of the Additional State Pension. Methodologies for a long-term solution are still being investigated by the Government as set out in the published (January 2018) outcome of the Government Consultation 'Indexation and Equalisation of GMP in Public Sector Pensions Schemes' and therefore the expected impact cannot be reliably estimated and consequently no provision/liability has been recognised.

Total contributions made	2019 £'000	2018 £'000
Employer's contributions	256	254
Employees' contributions	66	65
Total contributions	322	319

#### Principal actuarial assumptions

The following information is based upon a full actuarial valuation of the fund at 31 March 2016 updated to 31 August 2019 by a qualified independent actuary.

	2019 %	2018 %
Rate of increase in salaries	3.6	3.6
Rate of increase for pensions in payment/inflation	2.2	2.2
Discount rate for scheme liabilities	1.8	2.8
Inflation assumption (CPI)	2.1	2.1

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2019

### 22 Pension and similar obligations (Continued)

The assumed life expectations on retirement age 65 are:

	2019 Years	2018 Years
Retiring today		
- Males	22.8	22.7
- Females	25.5	25.4
Retiring in 20 years		
- Males	25.1	25.0
- Females	28.2	28.0

#### The Academy Trust's share of the assets in the scheme

	2019 Fair value £'000	2018 Fair value £'000
Equities	1,877	1,437
Other bonds	63	20
Government bonds	-	111
Cash/liquidity	71	29
Property	346	301
Other assets	1,572	1,375
Total fair value of assets	3,929	3,273

The actual return on scheme assets was £438,000 (2018: £177,000).

#### Amount recognised in the Statement of Financial Activities

	2019 £'000	2018 £'000
Current service cost	329	367
Net interest cost	50	54
Plan introductions, changes, gain/(loss) on curtailment and gain/(loss) on settlement	215	5
Total operating charge	594	426

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2019

### 22 Pension and similar obligations (Continued)

Changes in the present value of defined benefit obligations	2019 £'000
At 1 September 2018	5,233
Current service cost	329
Interest cost	145
Employee contributions	66
Actuarial loss/(gain)	1,163
Benefits paid	(99)
Past service cost	210
	<hr/>
At 31 August 2019	7,047
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Changes in the fair value of the Academy Trust's share of scheme assets	2019 £'000
At 1 September 2018	3,273
Interest income	95
Return on plan assets (excluding net interest on the net defined pension liability)	343
Employer contributions	256
Employee contributions	66
Benefits paid	(99)
Effect of non-routine settlements	(5)
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At 31 August 2019	3,929
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### 23 Related party transactions

During the year, the Academy has had transactions with the LRGS Charity and the Friends of LRGS Charity. These amounts principally relate to donations received of £165,964 (2018: £200,186) and £12,558 (2018: £16,409) respectively. During the year there was also rent paid of £175,000 (2018: 175,000) to LRGS Charity.

The Academy made purchases of £Nil (2018: £3,938) during the year from Hepworth Insurance Brokers Limited, a company in which the Chair of Governors, Howard Roberts, is a director.

# LANCASTER ROYAL GRAMMAR SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2019

24	Boarding activities trading account	2019		2018	
		£'000	£'000	£'000	£'000
	<b>Direct income</b>				
	Fee income		1,735		1,754
	Other income		35		23
			<u>1,770</u>		<u>1,777</u>
	<b>Total income</b>		1,770		1,777
	<b>Other costs</b>				
	Support staff costs	769		683	
	Rent and rates	296		302	
	Other support costs	506		476	
		<u>1,571</u>		<u>1,461</u>	
	<b>Total operating costs</b>		(1,571)		(1,461)
	<b>Surplus from boarding activities</b>		199		316
	Boarding activities balances at 1 September 2018		877		561
	<b>Boarding activities balances at 31 August 2019</b>		<u>1,076</u>		<u>877</u>

# **INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO LANCASTER ROYAL GRAMMAR SCHOOL AND THE EDUCATION AND SKILLS FUNDING AGENCY**

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## **Conclusion**

We have carried out an engagement in accordance with the terms of our engagement letter dated 17 October 2017 and further to the requirements of the Education and Skills Funding Agency ("ESFA") as included in the Academies Accounts Direction 2018 to 2019, to obtain limited assurance about whether the expenditure disbursed and income received by Lancaster Royal Grammar School during the period 1 September 2018 to 31 August 2019 have been applied to the purposes identified by Parliament and the financial transactions conform to the authorities which govern them.

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period 1 September 2018 to 31 August 2019 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.

## **Basis for conclusion**

The framework that has been applied is set out in the Academies Accounts Direction 2018 to 2019 Part 9: Regularity Reporting. We are independent of Lancaster Royal Grammar School in accordance with the ethical requirements that are applicable to this engagement and we have fulfilled our ethical requirements in accordance with these requirements. We believe the assurance evidence we have obtained is sufficient to provide a basis for our conclusion.

## **Responsibilities of Lancaster Royal Grammar School's accounting officer and Trustees**

The accounting officer is responsible, under the requirements of Lancaster Royal Grammar School's funding agreement with the Secretary of State for Education dated 1 September 2014 and the Academies Financial Handbook, extant from 1 September 2018, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. The accounting officer is also responsible for preparing the Statement of Regularity, Propriety and Compliance. The Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the proper conduct and financial operation of Lancaster Royal Grammar School and appointment of the accounting officer.

## **Reporting Accountant's responsibilities for reporting on regularity**

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Academies Accounts Direction 2018 to 2019.

The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity. A limited assurance engagement is more limited in scope than a reasonable assurance engagement and the procedures vary in nature and timing from, and are less in extent than for a reasonable assurance engagement; consequently a limited assurance engagement does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.

We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period 1 September 2018 to 31 August 2019 have not been applied to purposes identified by Parliament or that the financial transactions do not conform to the authorities which govern them.

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## **INDEPENDENT REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO LANCASTER ROYAL GRAMMAR SCHOOL AND THE EDUCATION AND SKILLS FUNDING AGENCY (CONTINUED)**

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Our work included identification and assessment of the design and operational effectiveness of the controls, policies and procedures that have been implemented to ensure compliance with the framework of authorities including the specific requirements of the funding agreement with the Secretary of State for Education, the Academies Financial Handbook 2018 published by the Education and Skills Funding Agency and high level financial control areas where we identified a material risk of irregularity is likely to arise. It also included areas assessed as presenting a higher risk of impropriety. We undertook detailed testing, on a sample basis, based on the identified areas where a material irregularity is likely to arise, or potential impropriety where such areas are in respect of controls, policies and procedures that apply to classes of transactions. Our work was undertaken with due regard to the 'Evidence to support conclusion on regularity' guidance in Academies Accounts Direction 2018 to 2019.

This work was integrated with our audit on the financial statements and evidence was also derived from the conduct of that audit to the extent it supports the regularity conclusion.

### **Use of our report**

This report is made solely to Lancaster Royal Grammar School and the ESFA in accordance with the terms of our engagement letter dated 17 October 2017. Our work has been undertaken so that we might state to the Lancaster Royal Grammar School and the ESFA those matters we are required to state in a report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Lancaster Royal Grammar School and the ESFA, for our work, for this report, or for the conclusion we have formed.



**RSM UK Audit LLP**  
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Dated: 12/12/19