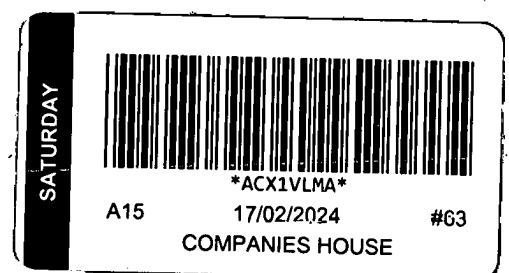


The Francis Holland (Church of England) Schools Trust

(Company Number 257981)
(Registered Charity Number 312745)

Annual Report and Financial Statements

Year ended 31 August 2023



The Francis Holland (Church of England) Schools Trust
Annual Report
Year ended 31 August 2023

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The Francis Holland (Church of England) Schools Trust
Registered office and advisors

Registered Office:

Francis Holland (Church of England) Schools Trust
35 Bourne Street
London
SW1W 8JA

Bankers:

National Westminster Bank PLC
69 Victoria Street
London
SW1E 5NA

Lloyds Bank
25 Gresham Street
London
EC2V 7HN

Solicitors:

Veale Wasborough Vizards
Orchard Court
Orchard Lane
Bristol, BS1 5WS

Auditor:

Haysmacintyre LLP
10 Queen Street Place
London, EC4R 1AG

Insurers:

Zurich Insurance PLC
The Zurich Centre
3000 Parkway
Whiteley
Fareham
Hampshire
PO15 7JZ

Investment advisors:

Rathbones Investment Management
8 Finsbury Circus
London, EC2M 7AZ

The Francis Holland (Church of England) Schools Trust
Council Report (incorporating the Strategic Report)
For the year ended 31 August 2023

MEMBERS OF THE COUNCIL

The following are the current serving members of the Council:

| | | |
|--------------------|-----------|-----------------|
| Mr P Sherrington | 1,2,3,4,5 | Chairman |
| Mr A Fincham | 3,4 | Deputy Chairman |
| Mrs F Angel | 1,5 | |
| Dr F Baawuah | 3,5 | |
| Mr R Backhouse | 1,4 | |
| Dr C Barker | 1 | |
| Mr G Bennett | 2 | |
| Mr M Cuthbert | 2 | |
| Prof C Gwenlan | 1,5 | |
| Mrs S Nedas | 3 | |
| Mr I Ramsay | 2,4 | |
| Ms E Regina | 2 | |
| Mrs N de Renzo | 2 | |
| Dr M Short | 1 | |
| Dr H A Spoudeas | 4 | |
| Revd Dr A Walker | 1 | |
| Ms J Woodham-Smith | 2,3 | |

The following changes to membership have occurred since 1 September 2023:

| | |
|--------------|--|
| Mrs F Angel | Appointed - 14 th November 2022 |
| Mr G Bennett | Retired – 14 th September 2023 |

OFFICERS

| | |
|------------------------------------|--|
| The Heads | L R Elphinstone M.A. – Sloane Square Senior School S M C Dixon M.A. – Sloane Square Junior School K C Woodcock B.A. – Regent's Park School |
| Bursar and Chief Operating Officer | G T D Wilmot B.A. A.C.A. |
| Company secretary | G T D Wilmot B.A. A.C.A. |

- 1 - Education Committee
- 2 - Finance and Estates Committee
- 3 - Governance and Nominations Committee
- 4 - Remuneration and Human Resources Committee
- 5 - Safeguarding Sub-Committee

The Francis Holland (Church of England) Schools Trust
Council Report (incorporating the Strategic Report)
For the year ended 31 August 2023

The Twenty-first Report of the Council (incorporating the Strategic Report) for the year ended 31 August 2023 will be presented at the Eighty Ninth Annual General Meeting to be held at Sloane Square on 14th March 2024.

CONSTITUTION

Francis Holland (Church of England) Schools Trust is a company limited by guarantee and a registered charity.

I) PRINCIPAL ACTIVITIES AND OBJECTIVES

The principal activities of the charitable company continue to be the provision of education for girls, including religious instruction in accordance with the principles of the Church of England.

The Charity

The Trust, founded in 1878, is registered with the Charity Commission under charity number 312745 and is a company limited by guarantee as number 257981 at Companies House. The Trust is responsible for three schools operating from two sites: a senior school at Regent's Park founded in 1878 and both a senior and a junior school at Sloane Square founded in 1881. The Charity owns a subsidiary trading company FHS International, company number 12161646, incorporated in the England and Wales with share capital of £1. The registered address is 35 Bourne Street, SW1W 8JA. The company was dormant in the year. On that basis the accounts are not consolidated.

Governing Document

The charity is governed by the Memorandum and Articles of Association most recently amended on 19 July 2019.

Charitable Objects

The Trust's objects as described in the Memorandum of Association are to provide for and carry on in the United Kingdom public day and boarding schools for the education of girls, to provide religious instruction and training therein in accordance with the principles of the Church of England, and generally to foster education and moral and religious training therein. The members of the Council (also called Governors), as the trustees of the charity, have paid due regard to the Charity Commission guidance on public benefit. The Governors are satisfied that the charity's aims and activities are in accordance with the regulations on public benefit.

Aims

With these objects in mind, the Trust's aim is to provide a broad and stimulating independent education, both through strong academic tuition, and through developing wider sporting, artistic and social skills in all its pupils. This is intended to provide an environment where each pupil can develop and fulfill her potential, thus to build self-confidence and to contribute to the wider community.

The schools aim to establish efficient lines of communication with parents and involve them, whenever practicable, in their daughters' school careers. The schools are supported by active Parents' Associations, Friends and Old Girls' Associations.

II) STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Body

The structure of the charity consists of a single governing body, the Council, responsible for all three schools. The Governors, as the charity trustees and directors of the charitable company, are legally responsible for the overall management and control of the Regent's Park and Sloane Square Schools. There may be up to twenty-four Governors but, typically, Council numbers are maintained in the region of fifteen.

Recruitment and Training of Governors

The Council maintains a standing Governance and Nominations Committee that is responsible for recruiting potential candidates for appointment as Governor. Nominees are considered with regard to the need to maintain a broad balance of disciplines, backgrounds, sex and age and cultural diversity. From time to time, according to the articles of association, nominations are put forward to the Council for approval and appointment.

On appointment all new Trustees are inducted into the workings of the charity and its schools through the provision of a comprehensive induction, by meetings with the Heads and the Chief Operating Officer and through periodic governor workshops and seminars. Governors are encouraged to attend appropriate external

The Francis Holland (Church of England) Schools Trust

Council Report (incorporating the Strategic Report)

For the year ended 31 August 2023

training events where these will facilitate the undertaking of their role. Governors visit the schools on a rota basis, observing lessons, meeting staff, participating in Health & Safety walk-arounds and are encouraged to attend school events.

Organisational Management

The schools' Committee and Council level policies are reviewed regularly by the Committees and Council for approval. The day to day running of each of the three schools is delegated to the Heads and their Senior Leadership Teams, and the Chief Operating Officer, supported by Bursary staff servicing each site.

During the year the Council met four times. Committee meetings take place regularly. The Education Committee is chaired by Mr Richard Backhouse and met three times during the year. The other principal committees are the Finance & Estates Committee chaired by Mr Ian Ramsay, the Remuneration and Human Resources Committee chaired by Mr Anthony Fincham, and the Governance and Nominations Committee chaired by Ms Julia Woodham-Smith. The Finance and Estates Committee met five times during the year, the Governance & Nominations Committee met three times, and the Remuneration and Human Resources Committee met three times.

The remuneration of the Officers of the Trust is set with the objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the success of the schools. The appropriateness and relevance of the remuneration policy is reviewed periodically, including reference to comparisons with other independent schools to ensure that the Trust remains sensitive to issues affecting pay and employment conditions in both the national and local markets. The Governors are not remunerated.

III) STAKEHOLDER ENGAGEMENT

Section 172 of the Companies Act 2006 requires Directors to take into consideration the interests of stakeholders in their decision making. The Governors, as directors of the charitable company, continue to have regard to the interests of the Trust's employees and other stakeholders, including the impact of its activities on the community, the environment and the Trust's reputation, when making decisions. Acting in good faith and fairly between members, the Governors consider what is most likely to promote the success of the Trust for its members in the long term. Whilst the importance of giving due consideration to our stakeholders is not new, we are explaining in more detail this year how the Council engages with our stakeholders, thus seeking to comply, with the requirement to include a statement setting out how our Governors have discharged this duty.

- The Governors are aware of their responsibilities to promote the success of the Company in accordance with section 172 of the Companies Act 2006.
- The Council regularly reviews the Trust's principal stakeholders and how the Trust engages with them. The stakeholder voice is brought to Council both directly and through its sub-committees via information provided by management as well as direct engagement with stakeholders. Page 5 of the Strategic report sets out the Trusts principal stakeholders, and how we engage with these stakeholders.
- The relevance of each stakeholder group may increase or decrease depending on the matter or issue in question, so the Council seeks to consider and balance the needs and priorities of each stakeholder group during its discussions and as part of its decision making.
- The Trust aims to work responsibly with our suppliers.

Key Stakeholders

- Current Pupils – Senior management represent the interests of the pupils and ensure they have the necessary resources to serve their pupils via the medium-term financial plan and annual budgets.
- Former Pupils – Former pupils remain an important part of the community and are represented via their associations (Quondam for Regent's Park and The Old Girls Association for Sloane Square both of which are represented on the governing body) and by the Alumni Network run by the Trust. Their contributions to the Schools continue, in particular through public service as well as the regular school events they organise and support.
- Parents - Parents have on-going correspondence with and access to senior management. Parent Associations are active and engaged members of the school communities and represent the parent

The Francis Holland (Church of England) Schools Trust

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voice. The contact details of the Governing Council are provided on the website should parents wish to communicate directly with governors.

- **Staff** - Staff interests are represented by senior management at Council level. Staff members are invited to present to Council and its committees at meetings. Informal meetings take place in advance of annual Council meetings. These provide an alternative forum for communication between staff and Governors.
- **Local communities** – The Schools work closely with a number of local schools and charities. Greater detail on these relationships is provided under the 'Public Benefit' section of this report.
- **Church of England** – The Church of England is represented on the governing body. Church services are part of the structure of the school week.
- **Suppliers** – The Trust works with suppliers who can help it deliver a level of service to its stakeholders which is consistent with the standards set by senior management.

Key decisions in the year

The Council's key decisions in the year related to the appointment of a new Head at Sloane Square School and the creation of a Safeguarding Sub-Committee to monitor and evaluate the provisions at each school. Further detail is provided under the 'Review of Activities in the Year' section in the Strategic Report below. Relocation of the Junior School to allow for two form entry has been a longstanding strategic objective. After the year end, the Trust entered an agreement to acquire the trade of The Hampshire School and agree a new lease of the property with the landlord, RBKC. For further information please see note 26.

The Council sought to ensure they reviewed and considered potential headwinds in the political and financial environments affecting the independent school sector during the forthcoming academic year, and considered and debated educating girls for the future - developing a curriculum for Generation Alpha and beyond, at their Away Day in April.

Other key financial decisions in the year included the decision to increase school fees for the 2023/24 academic year, and to increase salaries in September 2023. As explained above, the Council sought to ensure that the interests of the key stakeholder groups were given due consideration and that these groups, in particular parents and staff, were treated fairly. The Teachers' Pension Scheme was closed to new joiners.

Environmental Impact

The Trust is committed to acting responsibly and sustainably in considering the impact of its operations on the environment. The principal focus of its activities in this regard is in 4 areas, which are the subject of an annual report to governors. These are: Waste – minimising waste sent to landfill and through increasing recycling; Energy – reducing carbon footprint through investing in more efficient technologies and reduced energy usage; Procurement – incorporating environmental considerations in purchasing decisions and ensuring supplier compliance with relevant policies and guidelines; Construction – reducing the environmental impact of our estate through the application of sustainability criteria in contract specifications.

Total energy use during the year was approximately 1,610,930 kilowatt hours (2022: 1,942,674), which is the equivalent of 386,623 kg CO₂, (2022: 463,776kg), 300 kg CO₂ per pupil (2022: 372kg) or 0.29 tonnes CO₂ per pupil (2022: 0.37). Total energy used was equivalent to 105,573kg of carbon (2022: 126,641kg) or 0.08 tonnes per pupil (2022: 0.12).

STRATEGIC REPORT

IV) ACHIEVEMENTS AND PERFORMANCE IN THE YEAR

Strategic objectives for the Year

The Trust's primary continuing focus is on the delivery of the best possible education and learning environment to equip girls to lead happy and productive lives. The Trust's schools seek to deliver a broad-based education, enabling its pupils not only to achieve excellent academic results but also to develop the resilience, creativity and enterprise necessary to equip them for adulthood. The Trust also aims to encourage in its pupils a strong sense of social responsibility. In this context, a key focus of the Trust is to widen access to its education to those without the financial resources to afford it and to ensure that it acts responsibly with regard to the environmental impact of its activities.

The Francis Holland (Church of England) Schools Trust

Council Report (incorporating the Strategic Report)

For the year ended 31 August 2023

Strategies to Achieve the Year's Objectives

The strategies employed to meet those objectives included:

- provide a balanced, challenging and stimulating curriculum and co-curricular activities encouraging innovation, critical thinking and emotional intelligence and an outward looking international perspective;
- support the quality of teaching and learning and pastoral care;
- monitor the educational and pastoral provision within the schools;
- share best practice and improve the quality of the working environment;
- support and encourage the recruitment and retention of high quality staff;
- consolidate and improve financial performance;
- develop opportunities for and the capacity of the Trust to generate income;
- oversee compliance with statutory obligations and proportionate risk management;
- consolidate compliance with the public benefit requirement – seek optimum opportunity for outreach with local state schools and enhance the ability to increase means-tested remissions through fundraising;
- optimize the use of ICT and digital technology;
- incorporate environment and sustainability issues within decision-making, policies and practices;
- identify and explore opportunities to renew and develop space and facilities;
- reaffirm the affordable development of the built environment in which the Trust operates.

V) PUBLIC BENEFIT

1. Financial Support

The Trust is committed to ensuring that the education provided is not restricted to those who can afford the school fees. The Trust has the ability to offer a number of bursaries. The beneficiaries of these awards can receive a reduction of up to 100% of fees charged, in addition to financial assistance with other associated costs of schooling such as school trips and examination fees. The appropriateness and adequacy of these awards is reviewed annually as is the overall affordability and the impact these awards have on the financial standing of the Trust. In addition to these awards, each school makes efforts to improve the take-up of annual scholarship awards that are based on all-round academic potential or potential in specific fields including music and art. Other assistance is afforded to the daughters of clergy and members of staff.

This year, the value of scholarships, bursaries, grants, prizes and other awards made to the schools' pupils out of unrestricted funds was £1,469,000 (2022: £1,414,000), the equivalent of 4.9% (2022: 5.2%) of fee income as set out in note 5 to the accounts. This provided assistance to 200 (2022: 173) of the Trust's pupils of which 37 (2022: 36) pupils benefited from a full remission of fees. The Trust wishes to increase the number of awards it is able to offer but acknowledges that it is unlikely to be able to provide for the cost of such increase purely from the fees paid by fee paying parents. Donations are accordingly required in order to ensure the long-term financial viability of the Trust's commitment to increase bursaries.

2. Use of resources, facilities and staff of the Trust by pupils of non-Trust schools alongside pupils of Trust schools

In addition to providing financial support to pupils who might otherwise be unable to afford fees, the Trust also provides access to the resources and facilities of the schools to pupils from other schools from the maintained sector. The Trust's schools have further developed partnerships with local schools over the last year.

A number of staff across both FHS senior schools offer Oxbridge advice to candidates from other local schools, sharing their expertise and wisdom to non-Trust pupils. Our success with remote delivery and streaming talks continued to provide the opportunity to share content from Sixth Form talks with pupils from other local schools, who benefitted from our impressive range of speakers. We were also able to invite our partner schools to more in person academic enrichment events post-Covid.

FHS Sloane Square's partner schools continued to be invited to Sixth Form Enrichment and Futures initiatives. In 2022-23, 10 students from **Pimlico Academy** and **Chelsea Academy** were invited to join a Zoom 'preparation for medical interviews' workshop with medics from Imperial College and Lawyer Portal LNAT prep

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with FHS Sloane Square Sixth Form. Senior teachers from FHS Sloane Square also provided mock interviews for students from Pimlico Academy for Oxbridge.

FHS Regent's Park's three partner secondary schools (**St Marylebone School**, **All Saints Catholic College** and **King Solomon's Academy**) joined the inaugural "**Hale Lecture Series**", hosted at FHS, when it was launched in September 2022. Named after Baroness Lady Hale, the first female President of the UK Supreme Court, the Hale Lecture Series is a student-led, interactive interview programme featuring high-profile speakers. In 2022-23, Sixth Form leaders at FHS worked together to develop a varied line-up including eminent speakers from a variety of fields including law, political activism, STEM, feminist writing, academia and medicine management: Baroness Lady Hale, Gina Martin, Dr Anne-Marie Imafidon, Dr Hannah Dawson and Amanda Pritchard. In collaboration with partner schools, pupils lead the conversations and Q&A with guest speakers, breaking away from the traditional format of an extended lecture. Year 9 FHS pupils have also collaborated with St Marylebone School and the **Royal Institute of British Architects** on an exciting architecture project. In Autumn 2022, FHS welcomed 100 students from state schools across London and Bristol to attend their **GCSE German Speaking Day**. In 2023, the event will run again as both a GCSE and A Level Outreach Day with approximately 150 students attending, two thirds of whom will be from state schools.

The outreach work from FHS Regent's Park's Classics Department to **St Marylebone School** continued throughout 2022/23. The programme offered after school Latin sessions to around 60 St Marylebone pupils in Years 8, 9, 10 and 11 and 5 girls from St Marylebone took GCSE Latin last summer, mainly achieving 8s and 7s. St Marylebone pupils, and other state school pupils from all over London and the South-East including **Maria Fidelis Catholic School**, also benefitted from attending the annual FHS Classics Symposium in January 2023, featuring lectures from key academics. In addition, one teacher in the FHS Classics Department is one of the co-founders, along with academic **Peter Jones**, of **Classics For All**, a charity which helps state schools to teach Classical subjects. FHS now also offers GCSE Physics teaching to St Marylebone students.

FHS Regent's Park hosted a one-day conference called '**Teachers like me**', in November 2021, looking to support school leaders in developing a more racially diverse workforce as well as providing a forum to showcase best practice and support career development for teachers of all ethnicities. This conference was attended by 120 headteachers across the independent and state-maintained sector and was a collaboration between FHS Regent's Park and its three partner secondary schools.

In Summer 2023, FHS Regent's Park hosted an anti-racism guidance event specifically for primary and prep schools, in collaboration with the **Afro Caribbean Education Network**, **Highgate School** and **Wimbledon High Junior School**, welcoming primary and prep school Heads, senior teachers and industry leaders from all over the UK, including **FHS Sloane Square Junior School**.

3. Access to the resources and facilities of the Trust amongst the wider community

Several members of staff are governors at state or independent schools, charity trustees and community volunteers.

At FHS Sloane Square, the gymnasium, netball court, Carmel Hall and the Centre for Creative Enterprise were let outside of school hours to the local community for sports clubs, meetings, training and charitable purposes, to organisations including **In-Deep**, **Gaskell Society** and **London Garden Trust**.

During Summer 2022, the Senior Hall and Playground were the setting of the first '**In-Deep Greatest Showman Summer Workshop**'; a drama, dance, art and music therapy workshop for almost 40 young people with special learning needs. The £5,000 programme was fully funded by student donations. FHS Sloane Square also hosts an annual Tea Party at FHS for elderly people supported by In-Deep, at which FHS students serve refreshments.

FHS Sloane Square continues to host the annual **Beanstalk Bookfest** on site (600 primary school pupils, often from disadvantaged backgrounds, visit the school to listen to author talks) every October Half Term, and has done since 2016. FHS Sixth Formers volunteer at the Bookfest, and our Director of Creative Enterprise attended the charity's 50th anniversary.

Facilities such as the swimming pool at FHS Regent's Park were used weekly by **Swimmer's Corner**, who offer lessons to adults and children in the local community, and **Swimunity**, who offer free swimming lessons to women and children in North Kensington. **St Edward's Catholic Primary School** will be using the pool for swimming lessons later in 2023. The Gloucester Room was let for meetings of local **Residents' Associations**, for example, and **Chinmaya Mission** hired classrooms for weekly prayer groups.

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The benefit of offering the Trust facilities in central London to certain charities should not be underestimated. **The Listening Place**, named 'Charity of the Year with an income below £1-million' at the Charity Times Awards in September 2021, highlighted the value our facilities provide to the wider community in the following statement: *"We will endeavour to build on this achievement to further our cause and ultimately save yet more lives at risk of suicide. Of course, none of this would be possible without the support of people such as yourselves. You allow us to persevere in our ambitious aim to change the face of suicide-support in London, and we hope that you will be pleased to know that you are supporting an award-winning charity. This award is yours for your trust in us, which allows us to support more people who are suicidal every year; it is our volunteers for their commitment and the compassionate care they provide; and it is our visitors for the courage they show in seeking out support during the most desperate times of their lives."*

The Trust hosted an increased number of community events on the schools' premises in 2022-23, following the removal of pandemic restrictions.

4. Community engagement and volunteering by pupils and staff of the Trust schools amongst the wider community

Pupils in the Lower Sixth at FHS Sloane Square volunteer for an hour (or often more) per week at the **Katherine Low Settlement** (a local community centre, "KLS"), **In-Deep** (a local befriending charity), **St Barnabas** (a local primary school), **St Matthew's** (another local primary school), **Eden Court Retirement Village**, and **Hammersmith and Fulham Foodbank**. Staff, parents and younger students also take an active role and the school is always looking to expand opportunities to link with charities for the purposes of volunteering.

- Longstanding links between FHS Sloane Square and **KLS** remained very strong, with Year 7 and 8 pupils and parent and staff volunteers buying and wrapping Christmas presents and carol singing for elderly residents in December 2022, before buying and wrapping easter eggs, as well as making handmade cards, and personally giving them to elderly residents at their Elders' Lunch in March 2023. This has had a profound positive impact on the residents; particularly in the aftermath of Covid and for residents suffering with diseases such as dementia. This support will continue in 2023/24. Year 2 parents, pupils and staff from FHS Junior School also maintain the garden at KLS, after completely renovating it in 2021.
- The FHS Sloane Square Exams Officer offers exam-based support to refugee families linked to **KLS**. This often involves an online Zoom call with translators helpfully supporting in Urdu. The FHS IT Department have run IT workshops at KLS, including a repair café.
- **St Barnabas** pupils have continued to join After School Science Clubs, used the library and playground facilities and had their Trips programme fully funded by FHS Sloane Square donations. In 2022-23, two FHS Sixth Formers held a lunchtime Basketball Club at St Barnabas where they held their own 'NBA League', which was very popular among students.
- Local charity **In-Deep** is supported through collections and joint projects; large boxes of foodstuffs were donated as part of Harvest Festival to be turned into Christmas Hampers and distributed to vulnerable elderly people in Westminster and Lambeth. Three Sixth Form pupils supported In-Deep Music Therapy last year, and our Director of Music conducts the over 50s' choir.
- FHS Sloane Square students, staff and parents have been giving monthly donations to **Hammersmith and Fulham Foodbank** since November 2022, which were consecutively the largest ever single donations received by the Foodbank in November and December 2023. FHS donations now amount to 1/6 of all total donations and amounted to 3.5 tonnes overall in the 2022-23 academic year. Student and parent volunteers have also volunteered at the foodbank sorting warehouse, and FHS Sloane Square will be the first school to fully sort donations onsite at school in October 2023.
- Sixth Form volunteers also made strong links with **Eden Court Retirement Village** in Battersea in 2022-23, where Sixth Formers visited to read poems and plays to elderly residents, and **St Matthew's Primary School**, where Sixth Formers helped with the Monday Homework Club and helped run the choir.

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- The School continued its longstanding partnership with **Mvumi School** in Tanzania; where the FHS raised £43,000 to build a new ablutions block in 2021. FHS continues to sponsor four visually impaired pupils at the school: this covers the cost of their boarding and tuition fees. In 2022-23, a Year 8 FHS student raised £3,000 for a braille reader, new resources for the library and other essential pieces of equipment.
- Other volunteering takes place throughout the school, often via local places of worship or in support of the **Duke of Edinburgh Award** scheme.
- FHS Sloane Square began an '**Outreach Superstar of the Week**' programme in Summer 2023, which celebrates individuals or groups' achievements each week and encourages further fundraising and volunteering.

The School also supports individual teachers' charitable initiatives, for example a teacher held a **Charity Disney Film Night** in September 2023 for **Reachout Now**, a children's charity which works with local communities to improve education, healthcare and quality of life. The School also held a '**Going the Extra Mile for Ukraine**' initiative where 12 marathons were run in the playground, raising £3,500 for those suffering in the conflict in Ukraine, and a '**Pea-throwing World Championships**' for **Christian Aid Week** to better support sustainable and drought resistant farming in rural Malawi.

Similarly, at FHS Regent's Park volunteering in the local community is a core component of Sixth Form life. Pupils are encouraged to seek their own placements in line with their interests, for example volunteering in homework clubs in local libraries, helping in local schools, such as **St Edward's Primary School** and **Swiss Cottage Specialist School**, or visiting the elderly who are housebound. In terms of the latter, there is a longstanding relationship with **St John's Wood Neighbourhood Care**, where Lower Sixth pupils also volunteer with the Mosaic Club, supporting a long-established Art Department initiative. The **FHS Summer Camp** has traditionally been another well-supported pupil and staff collaboration offering holidays to looked after children in Westminster, during the school's summer holiday, which we are hoping to resume.

In July 2023, a group of Sixth Form students embarked on a two week **World Challenge Trip to Nepal**, where they took part in a variety of community engagement activities including building earthquake resistant and eco-friendly housing.

In 2022-2023, our student-led fundraising organisation (the **Help Fund**) raised a total of £36,551 for a range of charities, including our longstanding partners **Swiss Cottage Specialist School** and the Rainbow Centre, Sri Lanka. We donated £19,000 to **SecondaryFirst**, the secondary breast cancer research charity, raised through our annual Sponsored Walk in October 2022. Nearly £22,000 has been raised in the 2023 Sponsored Walk for **Great Ormond Street Hospital**. Cake sales, mufti days, song and dance contests, second hand clothes sales and House charity days were the other primary sources of fundraising.

FHS Sloane Square and FHS Regent's Park also continued to make use of many local resources and facilities in the local area in mutually beneficial partnerships. For FHS Sloane Square, these include **Cadogan Hall**, where the annual School Prize-Giving takes place, **Holy Trinity** and **St Columba's Churches**, where multiple annual concerts take place, and **St Mary's, Bourne Street**, where assemblies, concerts and academic enrichment initiatives take place on a weekly basis. Similarly, FHS Regent's Park has continued to hold concerts and the annual School Prize-Giving at **St Marylebone Parish Church**, and concerts, workshops, conferences and enrichment initiatives at **St Cyprian's, Clarence Gate**.

5. Charitable fundraising work of pupils and staff of the Trust schools

In keeping with the Christian foundation and ethos of the Trust's schools, service to the wider community is central to the Trust aims and there is a comprehensive programme of support and help to many local charities and organisations at each school. As with a number of other areas of school life, the pandemic offered further opportunities for each school to reach out to its partners both virtually and in practical visiting and fundraising.

FHS Sloane Square raises money for three charities with which it has longstanding relationships: In-Deep, KLS and Mvumi Secondary School in Tanzania. In the last year alone, events organised by the School saw a combined total of over £15,000 raised for these organisations. For Mvumi, several fundraising campaigns have taken place. Four boarding pupils are sponsored at Mvumi Secondary School (£800 per year for each pupil); one of which is funded by the Senior School Parents' Association. The focus on developing girls' wellbeing and education continued with over £6,000 raised for Mvumi. Closer to home, St Barnabas' Church of England

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Primary School was supported through the raising of over £4,000, for their trips programme. Parents are invited to pay a voluntary contribution when paying for their own daughter's Expeditions Week. This voluntary contribution of £20 enables disadvantaged pupils at St Barnabas' to attend day trips and residentials and benefit from experiences which otherwise they might be unable to afford.

In addition to more traditional fundraising approaches, the Creative Enterprise programme at FHS Sloane Square, where girls are encouraged to develop a small business, fosters a social enterprise model where pupils keep up to 90% of their profit whilst donating 10% or more to charity.

FHS Junior School pupils have supported a range of fundraising initiatives with a particular focus on refugees (from their journey through to re-habitation) with charitable partners in Safe Passage, KLS and Bees and Refugees, as well as maintaining their long-standing support for In-Deep. Initiatives such as 'Bring a Parent to Breakfast', Enterprise Fairs, Bake Sales and Quiz Nights contributed to raising over £10,500.

FHS Regent's Park raises money for over twenty different charities, however in collaboration with the Parent's Association two key charities are supported namely Swiss Cottage Specialist School and The Rainbow Centre, Sri Lanka.

The pupil-led FHS Regent's Park Help Fund and the Parents' Association have had record-breaking years for fundraising and volunteering opportunities. As ever, students decorated boxes and filled them with donations for North London Action for Homeless at the Harvest Festival. We also donated hundreds of toys and gifts to the Salvation Army for Christmas 2022. The Sponsored Walk 2022 raised a record £19,000 for SecondaryFirst, a charity that the school pupils voted to support in an assembly. As well as charity mufti days, dance events and cake sales, house charity days were introduced this year. Each house organised a fair with various games, raising over £1,000 in total and building house spirit. The Sixth Form Geography students organised the sale of charity house t-shirts for sports day, which raised over £600 for child refugees in Calais. The students have been increasingly keen to respond to regional disasters by organising mufti days and cake sales, for example for the flooding in Pakistan and the earthquake in Turkey and Syria. In total, the students raised £36,551 in 2022, and the outstanding Parent's Association Christmas Fair raised an additional £10,000, which was split between the Rainbow Centre and Swiss Cottage Specialist School.

The long-established Young Enterprise programme ensures that a percentage of the profits from the pupils' start-up businesses go to charity to reinforce an ethos of giving-back. Other charitable fundraising took place through activities that continued throughout the year such as a photography course which raises funds for the HvH Arts Foundation to help finance the teaching of photography to local schools.

Pupils at all three schools supported initiatives to improve the environment and reduce energy usage. By setting a good example, we aim to help to influence the expectations and behaviour of our pupils as future citizens and leaders providing public benefit.

VI) ACTIVITIES IN THE YEAR

FHS Regent's Park Senior School

An average of 552 girls attended the school in the year (2022: 533) and benefited from the range of academic and co-curricular opportunities delivered in a friendly and supportive atmosphere.

Academic Performance

A Level: At A level 82% (2019: 75%) of subjects were graded A* to B. 26% of subjects were graded A* at A level (2019: 21%). The pass rate was 99% (2019: 99%). The grades at the top end are significant improvements since 2019, the benchmark for grading this year. There is additional academic provision through the Extended Project Qualification which equates to ½ A Level. This has once again been successful, with 76% (2019: 100%) A* and A grades in 2023 and 100% awarded A* to B. This year saw 25 pupils complete the EPQ, our highest number to date.

GCSE: The proportion of grades at 7, 8 or 9 was 89% (2022: 94%). 100% of papers were awarded grades at 4 to 9 (2022: 99%). 29% of all exams achieved the top grade of 9 (2022: 36%) and 75% were graded 8 or 9 (81% in 2022). These marks reflect the hard work of this cohort in difficult circumstances, displaying tenacity and perseverance from the start of their GCSE journeys.

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Leavers' destinations this year have included: Bath, Bristol, Cambridge, Durham, Edinburgh, Exeter, King's College London, Royal Veterinary College, St Andrews and Trinity College, Dublin, alongside other top Russell Group and European universities. In addition, two students were offered places at American universities, including the University of Notre Dame in Indiana.

Co-Curriculum and Pastoral

Students are encouraged to extend their intellectual curiosity and creativity, both in the classroom and through the lively co-curricular schedule of over ninety weekly clubs covering everything from drama, arts, sport, science and music.

Conventional clubs such as debating, art club, book clubs, equestrian club, and science clubs are complemented by more eclectic co-curricular activities such as our time, coding club, comic book club, diversity society, green fingers, mythical monsters and Globe-trotters. Other co-curricular activities include the Duke of Edinburgh scheme and Young Enterprise for Sixth Form and all Sixth Form pupils volunteer in the local community, working primarily with the elderly or local schools. Many of the clubs are led by students in the Fifth and Sixth Form allowing them to develop their leadership skills while exploring their interests.

Drama

There are school plays every term and Theatre Studies productions at both A Level and GCSE make an important contribution to school drama every April / May. The Inter-House Drama Competition took place in February 2023 and was a resounding success, enjoyed by pupils and teachers alike; this annual competition involves the lower school form groups performing and producing a 20- to 30-minute play of their choice (sometimes written by pupils themselves). Almost 40% of the school take speech and drama lessons in addition to co-curricular drama clubs and the drama lessons taught within the curriculum. There was a Junior production of *A Midsummer Night's Dream* in the Summer Term. The Senior play, which took place before Christmas was *Grease*, a joint collaboration between Drama and Music.

Music

The Music Department continues to cater for pupils across the age range and approximately 60% of the pupils have additional instrumental/singing lessons in the school, beyond curriculum lessons. Music scholarships are offered at 11+ and 16+. There were over a dozen concerts last year, including three joint events with Harrow school where the choirs from FHS Regent's Park continue to develop their ecclesiastical repertoire, alongside other music. The new "Sing and Swing" jazz concert moved into its new residence of St Cyprian's Church. We also introduced the Young Musician of FHS competition which took place in September as well as the very loud and exciting House music competition held just before Easter.

Sports

Sport is regarded as a vital part of the all-round educational provision which helps the girls to learn the values that will equip them throughout their lives. The school, therefore, recognises the importance of participating in both team and individual sports. Several pupils are county and national level players in sports such as swimming, netball and athletics and sports scholarships are offered at 16+. During 2022/2023 our Director of Sport fully embraced the return of sporting events, with a multitude of sporting occasions taking place including a badminton masterclass with Olympic medalist Gail Emms at the annual Sports Awards evening. There has been school-wide celebration of the rise of Women's Football, and Francis Holland entered a team in the Play It Forwards charity football tournament this year and made it all the way to the final. We also enjoyed our second visit to Finsbury Park for the FHS inter-house Sports Day.

FHS Sloane Square Senior School

An average of 575 senior girls and 165 junior girls (2022: 551 and 169) attended the schools in the year and benefited from the strength and breadth of academic and co-curricular opportunities and impressive pastoral care.

Academic Performance

A Level: At A level 89% (2022: 97%) of subjects were graded A*-B. 29% of subjects were graded A* at A level (2022: 40%). The pass rate was 100% (2022: 100%). These were strong results, particularly impressive given that these were the first ever public exams this cohort had sat. There is additional academic provision through the Extended Project Qualification which equates to ½ A Level. This has once again been successful, with 54%

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(2022: 77%) A* and A grades in 2023. All Sixth Formers have the opportunity to take the EPQ.

GCSE: Eight girls achieved all grade 9s and 34% (2022: 36%) all grade 9-8s and 75% of grades were 9-8 (A*). 100% of papers were awarded grades at 9 to 4 (2022: 100%). 89% of grades were 9-7 (A*/A), (2022: 94%) particularly extraordinary in light of the obstacles this cohort faced due to the pandemic. FHS Sloane Square is in the top thirty independent schools nationally for value-added with on average a grade higher than the baseline predictions being achieved at GCSE.

Destinations for leavers this year have included Imperial College, Durham, Edinburgh, Exeter, KCL, LSE, Oxford, UCL and St Andrews, alongside other top Russell Group universities as well as Art and Drama schools. In addition, ten students were offered places at top European and US universities including Princeton and McGill, UCLA, IE (Madrid) and University of Chicago.

Co-Curriculum and Pastoral

The co-curricular timetable plays an important role in challenging the girls and helping them to develop character, resilience and adaptability. Social enterprise and creativity are particularly fostered and pupils are encouraged to develop the skills and attributes needed for a fast-changing technological world, and increasing numbers are being mentored to set up their own businesses. Our pioneering Creative Enterprise programme won two national awards in 2021-22.

The school also strives to encourage a genuine love of learning and a curiosity about the world and the co-curricular timetable, with over sixty clubs and societies as well as many lectures, helps to achieve this aim. Ballet is a key feature and dance scholarships are offered at 11+ and 16+. Other co-curricular activities include the Duke of Edinburgh scheme, the Tycoon in Schools programme and the Leadership development programme, all of which help foster the skills necessary to lead and work in a team. Lower school pupils have programmes introducing them to business skills and enterprise and Years 7 and 8 partake in Thinking Innovatively and Problem Solving (TIPS) Week, a bespoke programme of over 20 workshops challenged to inspire girls to tackle a diverse set of problems in groups and individually. This takes place in the Summer Term as an alternative to a traditional exam week. We are supporting the GSA in their aspirations to develop a culture of creativity, innovation and enterprise and empowering female entrepreneurship in girls' schools. Debating and public speaking have become a strength of the school through a programme to provide training to every pupil, and pupils continue to benefit from a TEDx license which has provided invaluable opportunities for our eldest years. All Sixth Form pupils volunteer in the community, working with the elderly, refugees and the homeless.

A Mindfulness programme in both Junior and Senior schools continues to help pupils to cope with anxiety and stress and boost wellbeing, with many of the staff being trained in teaching the techniques. Thorough provision is made for the support of the emotional and mental wellbeing of both pupils and staff, and a team of five in-house counsellors (and a Hungarian vizsla Therapy Dog!) offer both drop-in and personal support every day at ContemPlace in the school's wellbeing suite.

Drama

The highlight of our dramatic year was undoubtedly our whole school musical *Guys and Dolls* at the Riverside Studios, Hammersmith in January 2023 involving 80 FHS students. Brilliantly devised Drama performances also took place in the Autumn Term by our GCSE and A Level groups, as well as a wonderful performance of Roald Dahl's *The BFG* by the Lower School in the Summer Term, featuring a cast of 60 students.

Drama scholarships are offered at 11+ and 16+ and pupils are encouraged to explore drama through different time periods and cultures with an understanding of traditional and contemporary techniques. A consistently large number of pupils take individual or group speech and drama lessons which build confidence and encourage empathy, and results are uniformly outstanding. In addition, numbers electing for curriculum Drama have grown quickly in the past six years, with very strong GCSE and A level results. Numerous London based theatre trips took place in the department and A Level students visited the prestigious Edinburgh Fringe Festival.

Music

The Church of England foundation of the school ensures music plays an invaluable role in the spiritual and emotional life of its community. Most days start with hymn-singing within a reflective Christian assembly which is accessible to all faiths and none. Music scholarships are offered at 11+ and 16+ and an array of bands, orchestras and choirs give all students the opportunity to develop their musical skill and find a love of performance in the frequent concerts. Public performances in London, and tours at home and abroad, continue to extend that pleasure to many, and in particular, to the elderly and sick. We held the full array of concerts in

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the annual FHS musical calendar and more, from the Christmas Carol Concert to Evensong at St George's Chapel to the Summer Festival of Music, and it was a joy that the numbers of participants continue to grow

The Spring Concert continues to be a highlight of the year when the massed choirs of the school sing their annual choral work (students, parents, staff and orchestra) as well as solos from the VI form leavers to celebrate their huge contributions to school music. This time an epic performance of Hubert Parry's 'I was Glad' reflected this historic Coronation year. And we ventured abroad again, for the first time since Covid, and took the Lower Choir on a very successful tour of Florence and Tuscany.

Sport

The PE department continued to contribute to the development of the physical and mental resilience of the girls at the school through a programme of competitive sport and fitness from yoga and pilates to rowing and boot camp. Sports scholarships are offered at 11+ and 16+ and the department encourages the development of courage, character and resilience through enthusiastic participation in matches – win or lose. That said, the success rate of teams in tournaments at all levels is exceptional, with regional success in swimming, netball, cricket and cross country. Pupils participate in PE through to the end of Year 13 with options to suit all levels and areas of interest. A number of girls compete at national and international level in swimming, fencing, gymnastics, eventing, skating and skiing. Gymnastics teams have also seen considerable progress being made both as a group and in the individual performances of some elite gymnasts at international level. Inter-school matches remain a large part of the FHS programme and all year groups compete throughout the week and on weekends. FHS enjoy hosting their annual netball tournaments as well as our legendary Varsity Netball against FHS Regent's Park and attending the GSA Netball Weekends in Shropshire.

FHS Sloane Square Junior School

Francis Holland Junior School gives priority to fostering care and awareness of the needs of others both at the school and in the wider community. Parents know the school has an 'open door' policy and they are crucially involved in their daughter's education and development.

Academic performance

The school has a record of excellent results at 11+ and the pupils benefit from specialist teachers and facilities. There are Junior teacher specialists, enabling a specialist model of teaching that best prepares the girls for the 11+ and transition to senior schools. The girls move onto a variety of leading schools including Francis Holland Senior School, other London day schools and boarding schools. The aim is always to find the best school, most suited to each individual girl, where she will thrive emotionally and academically throughout her senior education.

Co-Curriculum and Pastoral

The Junior School offers a wide variety of experiences alongside the core curriculum. There are creative clubs such as pottery, art, crafts, sewing and calligraphy; language clubs; academic clubs in science, 'STEAM' and creative writing; active clubs in netball, running, dance, yoga, gymnastics and judo; musical choirs, theatrical clubs, construction club and more. Eco club is increasingly popular since being awarded an Eco-Schools Green Flag.

Clubs run before school, during lunch break and after school, although we like to ensure girls balance all these tempting options with play and relaxation during breaktimes too. They also have focus days or weeks within the school day such as Arts Week in Summer Term 2023.

The pastoral care within the Junior School is achieved through assemblies, PSHE, RE, motto, ethos, class teachers, all other Junior School staff and their lessons and the wider support if the Deputy Head Pastoral and wider Senior School pastoral care network. There is a constant, passionate focus on kindness and understanding of each other and those in the wider world. We are currently introducing the 'Friendology' programme in response to the need for more character and resilience teaching.

Drama, Ballet & Music

The Junior School pupils have many opportunities to work together towards performances where they can entertain others as well as fulfilling their own creative learning opportunities. They have regular seasonal concerts, a Key Stage 1 Nativity, a large Key Stage 2 musical every summer, drama showcase events and also go out to the wider community to sing or help. The girls all take ballet lessons until the end of Year 3 and often continue with this passion. There are ballet, dance and gymnastic displays during each year too, and we held a spectacular Junior Gym & Dance Display in the Summer Term. The Junior School produced the musical

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'Seussical', with two different casts due to level of interest and participation, which brought together all of the year groups and supported the wellbeing of the girls moving onto Senior Schools.

Sports

The Junior School aims to engage all of the girls in sport, through PE lessons in the playground and on Battersea Park, swimming, clubs, learning different sports, training and their first fixtures. This develops a love of team sports and individual aims, working together in a team and learning more about how to look after themselves. They also start to understand about competition, commitment and mastery through playing matches against other schools and enjoying the wider community that this embraces.

VII) PRINCIPAL RISKS & UNCERTAINTIES

The principal risks to which the charity is exposed are considered to be:

- Health and safety of pupils, staff and volunteers
- Continuity of education by the Trust
- Financial sustainability of the Trust
- Reputation and brand of the Trust

The Senior Leadership Teams and the Chief Operating Officer assist the Council with the management of risk. The Council and the Committees review risks at every meeting. When additional risks are identified then they are delegated to the Committee that best provides the relevant skills and experience to assess them and establish a system of controls necessary for their management. The Council are responsible for maintaining the risk profile document which, together with the risk management processes, are reviewed formally on an annual basis.

The risk management strategy comprises:

- an annual review by Council of the risks the charity may face;
- a regular review of risk by each Committee;
- the establishment of systems and procedures to mitigate those risks identified in the plan; and
- the implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

Key controls include:

- vetting procedures, as required by law, for the protection of the vulnerable
- formal written procedures
- formal agendas for all Committee and Council activity
- detailed terms of reference for all Committees
- regular strategic planning, budgeting and management accounting
- clear authorisation and approval levels
- the on-going monitoring of risk, the risk profile document and the risk management process

VIII) FINANCIAL REVIEW

The financial results of the Trust for the year ended 31 August 2023 are as set out in the Statement of Financial Activities on page 20 of the Financial Statements. The charity returned an overall surplus of £1,628,000 for the year (2022: £999,000). The surplus included donations totaling £1,182,000 (2022: £421,000), recognised as restricted income, which will be applied in the current financial year where appropriate, and unrealised investment losses of £145,000 (2022: £377,000).

Reserves

At 31 August 2023 the Trust had total funds of £39,808,000 (2022: £38,180,000). Of this total £1,085,000 (2022: £433,000) is represented by funds over which there are restrictions on the way they can be used. A further £38,720,000 (2022: £39,128,000) is represented by tangible fixed assets and could only be realised by the disposal of these assets. The Trust also has contractual commitments relating building works of nil (2022: £59,000) as set out in note 19 to the accounts. The Trust's liabilities include £2,976,000 (2022: £2,747,000) represented by fee deposits repayable that are included in amounts falling due after more than one year and which are offset against reserves.

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At the balance sheet date the total value of free reserves, after adjusting for restricted and capital reserves, contractual commitments relating to building works and fee deposits repayable after more than one year, was £2,979,000 (2022: £1,366,000). The level of free reserves is currently £979,000 above the £2m minimum level required by the policy.

Investments

Under the Memorandum and Articles of Association, the charity has the power to invest any funds not immediately required in such investments, securities or property as the Trustees wish. As at 31 August 2023 approximately £3,593,000 (2022: £3,647,000) was held in cash and unit trusts with Rathbones, the Trust's appointed investment manager. In addition to this, the Trustees have operated a policy of keeping available funds in an interest bearing deposit account.

IX) FUNDRAISING APPROACH AND PERFORMANCE

The Trust is committed to the highest standards of conduct in all its activities related to fundraising and development, as set out in the Trust Development policy. The Trust is registered with the Fundraising Regulator and undertakes fundraising activity in line with the Fundraising Code of Practice set by the Regulator. Fundraising activity is concentrated on fundraising events and postal campaigns which are supported with email and telephone correspondence. Fundraising events and activities resulted in high levels of participation in giving to bursaries from parents. The Trust plans to launch a campaign targeting alumni, to include a legacy appeal. All fundraising initiatives are carried out by employees of the Trust. No complaints were received in the year.

X) FUTURE PLANS

At the Council Strategy Day in the year, Council agreed on three key strategic objectives to focus on over the next five years consisting of:

- The relocation of the Junior School to enable two-form entry
- Double the number of bursaries offered by Francis Holland Schools Trust
- Develop Francis Holland Schools Trust as a recognized centre of excellence for professional development in teaching and learning for the benefit of the pupils

The Governors' Strategy Plan remained in continuous development. Further consideration will be given to aspects of the individual school improvement plans.

Key objectives include:

- To deliver our mission statement within the context of our charitable status with good management and governance, providing bursaries to enhance social access.
- To achieve the highest standards of academic attainment and pastoral care and safeguarding for all girls in both schools.
- To be known for co-curricular excellence, whilst offering a wide range of opportunities beyond the classroom.
- To recruit and retain staff of the highest calibre.
- To create the context in which to enhance the schools with long term strategic development.
- To provide excellent facilities and resources within high quality buildings.

Auditor

A resolution for the appointment of Haysmacintyre LLP will be proposed at the forthcoming annual general meeting. The Council Report, which includes the Strategic Report, was approved by Council on 7th December 2023.

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Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Council Report (incorporating the Strategic Report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the 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 charity and of the incoming resources and application of resources, including its income and expenditure, of the charity for the year. In preparing those financial statements the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement Of Recommended Practice, ('SORP');
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the requirements of the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each Member is aware, there is no information needed by the auditor in connection with preparing the audit report of which the auditor is unaware. Each individual member has taken all the steps that he/she ought to have taken as a Member in order to make himself/herself aware of any relevant audit information and to establish that the auditor is aware of that information.

ON BEHALF OF THE COUNCIL



35 Bourne Street
London, SW1W 8J

Patrick Sherrington
Chairman

Independent auditor's report to the members of The Francis Holland (Church of England) Schools Trust

Opinion

We have audited the financial statements of The Francis Holland (Church of England) Schools Trust for the year ended 31 August 2023 which comprise Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

Independent auditor's report to the members of The Francis Holland (Church of England) Schools Trust (continued)

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 Council Report (which incorporates the strategic report and the directors' 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 by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement, as set out on page 16, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations, such as Independent Schools Inspectorate regulations, safeguarding regulations, health and safety requirements, GDPR, employment law and Charity Commission's general guidance and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, the Statement of Recommended Practice for Charities (SORP 2015) (Second edition, effective 1 January 2019) and consider other factors such as payroll tax and VAT.

**Independent auditor's report to the members of
The Francis Holland (Church of England) Schools Trust (continued)**

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting inappropriate journal entries and management bias in certain accounting estimates and judgements. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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

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

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.



Siobhan Holmes (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditor
Date: 8 February 2024

10 Queen Street Place
London
EC4R 1AG

The Francis Holland (Church of England) Schools Trust

Statement of Financial Activities Incorporating income and expenditure account For the year ended 31 August 2023

| | Notes | Unrestricted Funds General £'000 | Restricted Funds £'000 | 2023 £'000 | 2022 £'000 |
|---|-------|--|------------------------------|---------------|---------------|
| INCOME FROM: | | | | | |
| Charitable activities | | | | | |
| School fees | 5 | 29,734 | - | 29,734 | 26,935 |
| Raising funds | | | | | |
| Investment income and interest | 6 | 205 | - | 205 | 89 |
| Donations | 16 | - | 1,182 | 1,182 | 421 |
| Government grants | | - | - | - | - |
| Trading income | | 15 | - | 15 | 15 |
| Total income | | 29,954 | 1,182 | 31,136 | 27,460 |
| Expenditure on: | | | | | |
| Raising funds: | | | | | |
| Fundraising and Development | | 165 | - | 165 | 220 |
| Charitable Activities | | | | | |
| Education | 7 | 29,198 | - | 29,198 | 25,864 |
| Total expenditure | | 29,363 | - | 29,363 | 26,084 |
| Net income before transfers and Investment gains / (losses): | | 591 | 1,182 | 1,773 | 1,376 |
| Gain / (loss) on investments | 11 | (145) | - | (145) | (377) |
| Transfers between funds | 16 | 530 | (530) | - | - |
| Net movement in funds | | 976 | 652 | 1,628 | 999 |
| Funds at 1 September 2022 | 23,24 | 37,747 | 433 | 38,180 | 37,181 |
| Funds at 31 August 2023 | | 38,723 | 1,085 | 39,808 | 38,180 |

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above.

The notes on pages 24 to 37 form part of these financial statements.

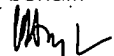
Full comparative figures for the year ended 31 August 2022 are shown in note 22.

The Francis Holland (Church of England) Schools Trust
Balance Sheet
As at 31 August 2023
Company Number 257981

| | | | <u>2023</u> | <u>2022</u> |
|---|-------------|---------|-------------|-------------|
| | <u>Note</u> | £'000 | £'000 | £'000 |
| Fixed Assets | | | | |
| Tangible fixed assets | 9 | | 38,720 | 39,128 |
| Investment property | 10 | | 675 | 675 |
| Listed investments | 11 | | 3,593 | 3,647 |
| | | | <hr/> | <hr/> |
| | | | 42,988 | 43,450 |
| Current Assets | | | | |
| Debtors | 12 | 1,110 | | 977 |
| Short term deposits | | 6,224 | | 5,612 |
| Cash at bank and in hand | | 429 | | 1,891 |
| | | <hr/> | <hr/> | |
| | | 7,763 | | 8,480 |
| Current Liabilities | | | | |
| Creditors: amount falling due within one year | 13 | (5,581) | | (5,730) |
| | | <hr/> | <hr/> | |
| Net Current Assets | | | 2,182 | 2,750 |
| | | | <hr/> | <hr/> |
| Total Assets Less Current Liabilities | | | 45,170 | 46,200 |
| Creditors: amount falling due after more than one year | 13, 14 | | (5,362) | (8,020) |
| | | | <hr/> | <hr/> |
| Net assets | | | 39,808 | 38,180 |
| | | | <hr/> | <hr/> |
| Funds | | | | |
| Unrestricted General Funds | 15, 23 | | 38,723 | 37,747 |
| Restricted Funds | 16, 24 | | 1,085 | 433 |
| | | | <hr/> | <hr/> |
| | | | 39,808 | 38,180 |
| | | | <hr/> | <hr/> |

Note: Funds include a cumulative unrealised gain of £259,000 (2022: £404,000) arising on revaluation of investments and a gain of approximately £490,000 (2022: £490,000) arising on the valuation of an investment property.

Approved and authorised for issue by the Members of the Council on 7th December 2023 and signed on their behalf:



Mr P Sherrington



Mr I Ramsay

Members of the Council

The Francis Holland (Church of England) Schools Trust
Cashflow Statement
For the year ended 31 August 2023
Company Number 257981

| | <u>Note</u> | <u>2023</u> | <u>2022</u> |
|---|-------------|----------------|----------------|
| | | £'000 | £'000 |
| Net cash flow from operations | (i) | 4,028 | 4,124 |
| Cash flows from investing activities | | | |
| Payments for tangible fixed assets | | (1,458) | (8,797) |
| Investment income and Interest | | 117 | 89 |
| Payments to acquire fixed asset investments | | | (83) |
| Net cash used in investing activities | | (1,341) | (8,791) |
| Cash flows from financing activities | | | |
| Loan drawdown net of repayments | | (3,221) | 6,015 |
| Finance costs | | (316) | (123) |
| Net cash used in financing activities | | (3,537) | 5,892 |
| Change in cash and cash equivalents in the year | | (850) | 1,225 |
| Cash and cash equivalents at the beginning of the year | | 7,503 | 6,278 |
| Cash and cash equivalents at end of the year | | 6,653 | 7,503 |
| Reconciliation of net cash flow to movement in net funds | | | |
| Increase (decrease) in cash in the year | | (1,462) | 1,078 |
| Increase (decrease) in liquid resources in the year | | 612 | 147 |
| | | (850) | 1,225 |
| Net funds at 1 September 2022 | | 7,503 | 6,278 |
| Net funds at 31 August 2023 | (ii) | 6,653 | 7,503 |

The Francis Holland (Church of England) Schools Trust
Cashflow statement
For the year ended 31 August 2023

Notes to the Cashflow Statement

(i) Reconciliation of net cash inflow from operating activities

| | <u>2023</u> <u>£'000</u> | <u>2022</u> <u>£'000</u> |
|---|-----------------------------|-----------------------------|
| Net income | 1,628 | 999 |
| Depreciation | 1,842 | 1,647 |
| Loss on disposal | 20 | - |
| Investment (gain) / loss | 145 | 377 |
| Interest | (205) | (89) |
| Finance costs | 316 | 172 |
| (Decrease) / increase in debtors | (133) | 428 |
| (Decrease) / increase in creditors | 415 | 590 |
| | <hr/> | <hr/> |
| Net cash inflow from operating activities | 4,028 | 4,124 |
| | <hr/> | <hr/> |

(ii) Analysis of movement in net funds

| | <u>31 August</u> <u>2023</u> <u>£'000</u> | <u>Cash flow</u> <u>£'000</u> | <u>1 September</u> <u>2022</u> <u>£'000</u> |
|-----------------------------|---|----------------------------------|---|
| Cash at bank and in hand | 429 | (1,462) | 1,891 |
| Treasury reserve deposit | 6,224 | 612 | 5,612 |
| | <hr/> | <hr/> | <hr/> |
| Total funds | 6,653 | (850) | 7,503 |
| | <hr/> | <hr/> | <hr/> |
| Loan: Less than one year | (456) | 335 | (791) |
| Loan: Greater than one year | (2,386) | 2,887 | (5,273) |
| | <hr/> | <hr/> | <hr/> |
| Net funds | 3,811 | 2,372 | 1,439 |
| | <hr/> | <hr/> | <hr/> |

The Francis Holland (Church of England) Schools Trust

Notes to the Financial Statements For the year ended 31 August 2023

1 Company information

The Francis Holland (Church of England) Schools Trust is a company which does not have share capital and is limited by the guarantee of the Members to a maximum of £1 each. The Trust is governed by the Memorandum and Articles of the company. The Trust is a Public Benefit Entity registered as charity in England and Wales (charity number: 312745) and a company limited by guarantee (company number: 257981). The registered office is 35 Bourne Street, SW1W 8JA.

The subsidiary trading company FHS International, company number 12161646, incorporated in the England and Wales with share capital of £1, was registered in August 2020 with a registered address of 35 Bourne Street, SW1W 8JA. The company was dormant in the year. The accounts of dormant company are immaterial. Consolidated accounts are not prepared.

2 Statement of compliance

These financial statements have been prepared in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 – 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' ('FRS 102'), and with the Companies Act 2006 and the Statement of Recommended Practice (second edition) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Ireland ('FRS 102') – effective 1 January 2019. The financial statements have been prepared on the historic cost basis except for the modification to a fair value basis for certain financial instruments as specified in the accounting policies below.

The standard format for the income and expenditure account as required by the Companies Act 2006 Part 1 of Schedule 1 to The Large & Medium-sized Companies & Groups (Accounts & Reports) Regulations 2008 has been adapted to provide more appropriate information which reflects the activities of the Trust.

The financial statements are presented in Sterling (£). The functional currency of the Trust is considered to be Sterling because that is the currency of the primary economic environment in which the Trust operates.

Going concern

After reviewing the forecasts and projections of the charity, together with the expected ongoing demand for places, the members have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and consider that there were no material uncertainties over the Trust's financial viability. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

3 Significant judgements and estimates

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affected current and future periods. The items in the financial statements where these judgements and estimates have been made include:

- The estimated useful life of the fixed assets
- The valuation of the fee debtors, expressed net of the provision for bad debt

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

The Francis Holland (Church of England) Schools Trust

Notes to the Financial Statements For the year ended 31 August 2023

4 Accounting policies

(a) Tangible fixed assets

Tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is calculated to write down the cost less estimated residual value of all tangible fixed assets, other than freehold land, over their expected useful lives, using the straight-line method. The rates applicable are:

| | | |
|-----------------------------------|---|---------------|
| Freehold buildings | - | 50 years |
| Fixtures, furniture and equipment | - | 3 to 10 years |
| Long leasehold | - | 4 to 99 years |

Assets under the course of construction are not depreciated until brought in to use.

The Members of the Council review the schools' freehold and long leasehold buildings for impairment at the end of each financial year, in accordance with FRS 102. Assets costing more than £1,000 are capitalised.

(b) Impairment of assets

At each reporting date fixed assets are reviewed to determine whether there is any indication that those assets have suffered an impairment loss. If there is any indication of possible impairment, the recoverable amount of any affected asset is estimated and compared with its carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount and an impairment loss is recognised immediately in profit or loss.

(c) Investment property

Investment property is included in the accounts at fair value. Fair value is based upon a valuation performed by an independent surveyor with a recognised professional qualification and recent experience in the location and class of property valued.

(d) Investments and investment income

Investments represent holdings in a publicly traded fund and are included in the financial statements at fair value. Changes in fair value are recognised in the Statement of Financial Activities. Fair value is established using the bid price at the balance sheet date.

(e) Financial Instruments

The Trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Cash at bank and in hand

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

Debtors

Parent debtors are measured at transaction price, less any impairment. Parent and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors

Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs.

The Francis Holland (Church of England) Schools Trust

Notes to the Financial Statements For the year ended 31 August 2023

(f) Leases

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

(g) Provisions for liabilities

Provisions are recognised when the charity has a present obligation (legal or constructive) as a result of a past event, it is probable that the charity will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

(h) Fees receivable

School fees are credited to income in the period for which they are receivable. Fees receivable are stated after deducting allowances, scholarships and other remissions granted by the school from restricted funds but includes contributions received from endowment and restricted funds for scholarships, bursaries and other monies received from third parties. Fees that are received in advance of the academic year to which they relate are treated as creditors and released in the year to which they relate.

(i) Donations

Donations are accounted for when entitlement arises, the amount can be reliably quantified and the economic benefit to the Trust is considered probable.

Voluntary income for the Trust's general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, voluntary income is credited to the relevant restricted fund.

(j) Investment Income

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

(k) School expenditure

General educational expenditure is accounted for as incurred on the accruals basis and is charged directly to the expenditure category to which it relates. Expenditure attributable to more than one cost category in the Statement of Financial Activity is apportioned to them on the basis of the estimated amount attributable to each activity in the year, either by reference to staff time or the use made of the underlying assets, as appropriate. Irrecoverable VAT is included with the item of expenditure to which it relates.

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

(l) Pension costs

Retirement benefits to employees of the School are provided through two pension schemes. The pension costs charged in the Statement of Financial Activities are determined as follows:

- i. The Teachers' Pension Scheme - This scheme is a multi-employer pension scheme. It is not possible to identify the School's share of the underlying assets and liabilities of the Teachers' Pension Scheme on a consistent and reasonable basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. The Trust's contributions, which are in accordance with the recommendations of the Government Actuary, are charged in the period in which the salaries to which they relate are payable.

The Francis Holland (Church of England) Schools Trust

Notes to the Financial Statements
For the year ended 31 August 2023

(m) **Pension costs (cont.)**

- ii. The Trust Group Personal Pension Plan – This is a defined contribution group personal pension plan with Friends Provident. Employers' pension costs are charged in the period in which the salaries to which they relate are payable.

(n) **Employee benefits**

Short term benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service was received.

Employee settlement benefits

Settlement benefits are accounted for on an accrual basis in line with FRS102.

(o) **Fund accounting**

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

Unrestricted funds

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

Restricted funds

Restricted funds are certain legacies and donations to be utilised in accordance with the terms imposed by the donors.

| 5 Fees receivable | <u>2023</u> £'000 | <u>2022</u> £'000 |
|--------------------------------------|----------------------|----------------------|
| Fees consist of: | | |
| Gross school fees | 31,156 | 28,305 |
| Less: bursaries | (1,047) | (934) |
| Less: scholarships | (237) | (283) |
| Less: staff, Clergy and other awards | (185) | (197) |
| Add: bursaries from restricted funds | 47 | 44 |
| | <hr/> 29,734 <hr/> | <hr/> 26,935 <hr/> |
| | | |
| 6 Investment income | <u>2023</u> £'000 | <u>2022</u> £'000 |
| Listed investments | 91 | 83 |
| Bank interest | 114 | 6 |
| Investment property rental income | 15 | 15 |
| | <hr/> 220 <hr/> | <hr/> 104 <hr/> |

The Francis Holland (Church of England) Schools Trust

Notes to the Financial Statements
For the year ended 31 August 2023

| 7 Educational expenditure | <u>2023</u> £'000 | <u>2022</u> £'000 |
|---|----------------------|----------------------|
| Teachers' salaries | 13,858 | 13,110 |
| Visiting teachers' salaries | 740 | 633 |
| Teaching costs | 1,759 | 1,567 |
| Premises costs | 2,545 | 1,920 |
| Welfare costs | 2,041 | 1,842 |
| Support costs of schooling | 4,225 | 3,383 |
| Bursary department costs | 1,825 | 1,546 |
| Cost of bursaries from restricted funds | 47 | 44 |
| Depreciation | 1,842 | 1,647 |
| Financing costs | 316 | 172 |
| | <hr/> 29,198 | <hr/> 25,864 |

Bursary costs include:

Auditors' remuneration net of VAT:

- current year audit services
- other services

| | |
|----|----|
| 27 | 26 |
| 2 | 1 |

| 8 Staff costs and numbers employed | <u>2023</u> £'000 | <u>2022</u> £'000 |
|------------------------------------|----------------------|----------------------|
| Wages and salaries | 13,395 | 12,545 |
| Social security | 1,546 | 1,435 |
| Pension contributions | 2,577 | 2,417 |
| | <hr/> 17,518 | <hr/> 16,397 |
| Visiting teacher costs | 630 | 569 |
| Visiting teacher pension costs | 125 | 99 |
| Supply staff costs | 32 | 83 |
| Visiting lecturers | 87 | 89 |
| Settlement payments | 64 | 110 |
| | <hr/> 18,456 | <hr/> 17,347 |

Numbers employed

| | <u>2023</u> Number | <u>2022</u> Number | <u>2023</u> Number | <u>2022</u> Number |
|----------------------------------|-----------------------|-----------------------|----------------------------|-----------------------|
| | Annual average staff | | Equivalent full-time staff | |
| Teaching | 196 | 198 | 164 | 160 |
| Administrative and Support staff | 92 | 80 | 79 | 66 |
| Visiting Teachers | 32 | 32 | - | - |
| | <hr/> 320 | <hr/> 310 | <hr/> 243 | <hr/> 226 |

The Francis Holland (Church of England) Schools Trust

Notes to the Financial Statements
For the year ended 31 August 2023

8 Staff costs and numbers employed (continued)

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

| | <u>Number</u> <u>2023</u> | Restated <u>Number</u> <u>2022</u> |
|---------------------|------------------------------|--|
| £60,001 - £70,000 | 38 | 33 |
| £70,001 - £80,000 | 33 | 41 |
| £80,001 - £90,000 | 32 | 21 |
| £90,001 - £100,000 | 9 | 3 |
| £100,001 - £110,000 | 5 | 4 |
| £110,001 - £120,000 | 2 | 7 |
| £120,001 - £130,000 | 5 | - |
| £150,001 - £160,000 | 1 | - |
| £190,001 - £200,000 | 2 | 2 |
| | <u>127</u> | <u>111</u> |

(2022: 52) higher paid staff participated in the teachers' pension scheme and 4 (2022: 5) in the defined contribution scheme. Employer's contributions for these employees to the defined benefit scheme were (2022: £900,952) and to the defined contribution scheme were (2022: £32,883).

The aggregate employee emoluments including pension contributions and employers' national insurance of key management personnel for the year was (2022: £819,926).

The Members of the Council received no remuneration for their services during the year (2022: £nil). Travelling and other expenses reimbursed to 4 (2022: 2) Members of the Council during the year amounted to £1,082 (2022: £560).

The Francis Holland (Church of England) Schools Trust

Notes to the Financial Statements
For the year ended 31 August 2023

9 Tangible fixed assets

| | Land and buildings | | Fixtures furniture equipment | Total |
|-----------------------|--------------------|-----------------------|------------------------------------|--------------|
| | <u>Freehold</u> | <u>Long leasehold</u> | <u>£'000</u> | <u>£'000</u> |
| | <u>£'000</u> | <u>£'000</u> | | |
| Cost | | | | |
| At 1 September 2022 | 21,599 | 25,664 | 5,281 | 52,544 |
| Reclassifications | (46) | | 46 | |
| Additions | 173 | 936 | 349 | 1,458 |
| Disposals | | (24) | (1,269) | (1,293) |
| | | | | |
| At 31 August 2023 | 21,726 | 26,576 | 4,407 | 52,709 |
| | | | | |
| Depreciation | | | | |
| At 1 September 2022 | 3,329 | 5,419 | 4,668 | 13,416 |
| Charge for the year | 698 | 713 | 431 | 1,842 |
| On Disposals | | | (1,269) | (1,269) |
| | | | | |
| At 31 August 2023 | 4,027 | 6,132 | 3,830 | 13,989 |
| | | | | |
| Net book value | | | | |
| At 31 August 2023 | 17,699 | 20,444 | 577 | 38,720 |
| | | | | |
| At 31 August 2022 | 18,270 | 20,245 | 613 | 39,128 |

10 Investment property

| | <u>2023</u> | <u>2022</u> |
|----------------------|--------------|--------------|
| | <u>£'000</u> | <u>£'000</u> |
| At 01 September 2022 | 675 | 675 |
| Impairment | - | - |
| | | |
| At 31 August 2023 | 675 | 675 |

The investment property is a flat owned by the Trust and is not used in the Trust's own activities. A formal valuation of the property was prepared by Knight Frank LLP, dated 8 September 2020.

11 Listed investments

| | <u>2023</u> | <u>2022</u> |
|---------------------------------------|--------------|--------------|
| | <u>£'000</u> | <u>£'000</u> |
| Market value at 1 September 2022 | 3,647 | 3,940 |
| Dividends reinvested | 91 | 84 |
| Realised & unrealised gains/(losses) | (145) | (377) |
| | | |
| Market value at 31 August 2023 | 3,593 | 3,647 |
| | | |
| Cost of investments at 31 August 2023 | 3,334 | 3,243 |
| | | |
| Investments comprised unit trusts. | | |

The Francis Holland (Church of England) Schools Trust

Notes to the Financial Statements
For the year ended 31 August 2023

| | | |
|--|--------------------|--------------------|
| 12 Debtors | <u>2023</u> | <u>2022</u> |
| | £'000 | £'000 |
| Due within one year: | | |
| School bills and extras | 567 | 367 |
| Prepayments and accrued income | 543 | 610 |
| | <hr/> | <hr/> |
| | 1,110 | 977 |
| | <hr/> | <hr/> |
| 13 Creditors | <u>2023</u> | <u>2022</u> |
| | £'000 | £'000 |
| Amounts falling due within one year: | | |
| School fees received in advance | 2,151 | 1,738 |
| Accrued Expenditure | 1,250 | 1,487 |
| Trade creditors | 510 | 576 |
| Other creditors | 402 | 388 |
| Taxation and social security | 427 | 390 |
| Trips | 32 | - |
| Fee deposits retained | 353 | 360 |
| Bank loan (see note 14) | 456 | 791 |
| | <hr/> | <hr/> |
| | 5,581 | 5,730 |
| | <hr/> | <hr/> |
| Amounts falling due after more than one year: | | |
| Fee deposits retained | 2,976 | 2,747 |
| Bank loan (see note 14) | 2,386 | 5,273 |
| | <hr/> | <hr/> |
| | 5,362 | 8,020 |
| | <hr/> | <hr/> |

Parents may pay tuition fees in advance. The money may be returned subject to certain specific conditions on the receipt of one term's notice. The split of the fee deposit balance is determined on the assumption that all pupils currently at the school will remain until completion. Prior year figures included credit notes issued related to cost saving refunds. The balance excludes credit notes exchanged for a cash refund prior to the year end and refunds donated.

14 Bank Loan

The Trust entered into an agreement with Lloyds Bank plc for a loan of £6.5m, secured against the freehold title of two freehold properties in Ivor Place, The Francis Holland School and The Gloucester Arms Public House. The loan is at floating rate interest at 1.75% above Bank of England base rate.

| | | |
|---------------------|--------------------|--------------------|
| | <u>2023</u> | <u>2022</u> |
| | £'000 | £'000 |
| After 5 years | 1,318 | 3,034 |
| Within 2 to 5 years | 977 | 1,891 |
| Within 1 to 2 years | 283 | 581 |
| Within 1 year | 264 | 558 |
| | <hr/> | <hr/> |
| | 2,842 | 6,064 |
| | <hr/> | <hr/> |

The Francis Holland (Church of England) Schools Trust

Notes to the Financial Statements
For the year ended 31 August 2023

15 Unrestricted general funds

Unrestricted funds represent accumulated income from the Trusts activities and other sources that are available for the general purposes of the Trust.

| | At 1 September <u>2022</u> £'000 | <u>Income</u> £'000 | <u>Expenditure</u> £'000 | <u>Transfers and investment gains/(losses)</u> £'000 | At 31 August <u>2023</u> £'000 |
|--------------|---|------------------------|-----------------------------|---|---|
| General Fund | 37,747 | 29,954 | (29,363) | 385 | 38,723 |

As reflected by note 9, £38,720,000 of the total funds of the charitable company is invested in tangible fixed assets (2022: £31,978,000).

16 Restricted funds

| | At 1 September <u>2022</u> £'000 | <u>Income</u> £'000 | <u>Expenditure</u> £'000 | <u>Transfers</u> £'000 | At 31 August <u>2023</u> £'000 |
|------------------------------------|---|------------------------|-----------------------------|---------------------------|---|
| Regent's Park Bursary Fund | 27 | 85 | - | - | 112 |
| The Vivienne Durham Bursary Fund | 82 | - | - | - | 82 |
| Regent's Park Building Fund | 62 | - | - | (62) | - |
| Sloane Square Building Fund | - | 400 | - | (400) | - |
| Sloane Square Bursary Fund | 71 | 628 | - | (9) | 690 |
| The Morris Francis Holland Bursary | 131 | - | - | (47) | 84 |
| Sloane Square Junior Fund | 31 | - | - | - | 31 |
| The 1881 Circle | - | 62 | - | (7) | 55 |
| Other Funds | 29 | 7 | - | (5) | 31 |
| Restricted Funds | 433 | 1,182 | - | (530) | 1,085 |

Regent's Park Bursary Fund: to assist girls from financially disadvantaged backgrounds to benefit from an education at the school.

The Vivienne Durham Bursary Fund: a fund for academic pupil(s) who could not otherwise afford full fees.

Regent's Park Building Fund: a fund to support the development of the school.

Sloane Square Building Fund: a fund to support the improvement of the school's teaching facilities by the development of its site and surroundings. During the year costs associated with the project have been transferred from the fund.

Sloane Square Bursary Fund: to assist girls from financially disadvantaged backgrounds to benefit from an education at the school.

The Morris family Francis Holland Bursary: to assist girls from a financially disadvantaged background.

Sloane Square Junior Fund: A fund to provide additional resources to enable the school to enhance the educational experience.

The 1881 Circle: Funds from donors who are interested in supporting the Sloane Square School's future plans and widening access to the School.

Other Funds: a number of smaller funds holding restricted donations net of expenditure on the relevant initiative.

The Francis Holland (Church of England) Schools Trust

Notes to the Financial Statements
For the year ended 31 August 2023

17 Analysis of net assets between funds

The net assets are held for the various funds as follows:

| | <u>Unrestricted</u> <u>General</u> <u>(Note 15)</u> <u>£'000</u> | <u>Restricted</u> <u>(Note 16)</u> <u>£'000</u> | <u>Total</u> <u>2023</u> <u>£'000</u> |
|--|---|---|---|
| Tangible fixed assets | 38,720 | - | 38,720 |
| Investment property | 675 | - | 675 |
| Listed investments | 3,593 | - | 3,593 |
| Net current assets | 1,097 | 1,085 | 2,182 |
| Creditors falling due after more than one year | (5,362) | - | (5,362) |
| | <u>38,723</u> | <u>1,085</u> | <u>39,808</u> |

18 Operating lease commitments

The following future minimum lease payments under non-cancellable operating leases are set out below:

| Payment due: | <u>2023</u> | <u>2022</u> |
|---|--------------|--------------|
| | <u>£'000</u> | <u>£'000</u> |
| Not later than one year | 542 | 504 |
| Later than one year not later than five years | 1,451 | 1,521 |
| Later than five years | 7,017 | 7,380 |
| | <u>9,010</u> | <u>9,405</u> |

Included within the above operating lease commitments are two property leases under 125 year agreements. Annual rents total £13,000 and are reviewed every five years in accordance with RPI.

19 Capital commitments

At 31 August 2023 the Trust had outstanding contractual commitments for capital expenditure amounting to Nil (2022: £59,000).

20 Related party transactions

During the year, one Trustee was a parent of a senior pupil and one Trustee was a grandparent of a junior pupil. Both families paid fees at normal rates.

21 Pension Costs

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £2,389,589 (2022: £2,093,585) and at the year-end £271,206 (2022 - £262,742) was accrued in respect of contributions to this scheme.

The Francis Holland (Church of England) Schools Trust

Notes to the Financial Statements For the year ended 31 August 2023

21 Pension Costs

Teachers' Pension Scheme (continued)

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

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

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

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020, and a consultation was launched on 24 June on proposed changes to the cost control mechanism following a review by the Government Actuary. Following a public consultation, the Government have accepted three key proposals recommended by the Government Actuary and are aiming to implement these changes in time for the 2020 valuations.

The 2016 cost control valuations have since been completed in January 2022, and the results indicated that there would be no changes to benefits or member contributions required. The results of the cost cap valuation are not used to set the employer contribution rate, and HM Treasury has confirmed that any changes to the employer contribution rate resulting from the 2020 valuations will take effect in April 2024. The 31st March 2020 valuation has now been finalised, resulting in an increase in the employer contribution of 5%, giving a new total employer contribution of 28.68%, effective from April 2024.

Until the 2020 valuation is completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly, no provision for any additional past benefit pension costs is included in these financial statements.

The Teachers' Pension Scheme is now closed to new staff. Trust currently provides the following defined contribution pension arrangements for staff.

Aviva Francis Holland Schools Trust Registered Stakeholder Pension Scheme

The Trust established the Francis Holland School Trust Registered Stakeholder pension scheme with effect from 1 May 2022. Aviva provide administrative, investment management and trustee services to the scheme. Members have individual policies established in their own names on joining. The defined contribution scheme was previously managed by Friends Provident.

The Francis Holland (Church of England) Schools Trust

Notes to the Financial Statements For the year ended 31 August 2023

21 Pension Costs (continued)

The Trust's responsibilities extend to making contributions through payroll and administration, limited to providing Aviva with suitable information about employees who accept the invitation to join the scheme. The pension cost charge for these defined contribution schemes represents the amounts payable by the Trust for the year and amounted to £462,777 (2022: £236,465). The year end liability in relation to this scheme was £55,980 (2022: £31,838).

22 Comparative Statement of Income and Expenditure - Year ended 31 August 2022

| | Unrestricted Funds | Restricted General | Funds | 2022 | restated 2021 |
|---|--------------------|--------------------|---------------|---------------|---------------|
| Notes | £'000 | £'000 | £'000 | £'000 | £'000 |
| INCOME FROM: | | | | | |
| Charitable activities | | | | | |
| School fees 5 | 26,935 | - | 26,935 | 24,139 | |
| Raising funds | | | | | |
| Investment income and interest 6 | 89 | - | 89 | 86 | |
| Donations 15 | - | 421 | 421 | 1,011 | |
| Government grants | - | - | - | 69 | |
| Trading income | 15 | - | 15 | 3 | |
| Total income | 27,039 | 421 | 27,460 | 25,308 | |
| Expenditure on: | | | | | |
| Raising funds: | | | | | |
| Fundraising and Development | 186 | 34 | 220 | 47 | |
| Charitable Activities | | | | | |
| Education 7 | 25,864 | - | 25,864 | 23,194 | |
| Total expenditure | 26,050 | 34 | 26,084 | 23,241 | |
| Net income before transfers and investment gains / (losses): | 989 | 387 | 1,376 | 2,067 | |
| Gain / (loss) on investments 10,11 | (377) | - | (377) | 625 | |
| Transfers between funds | 230 | (230) | - | - | |
| Net movement in funds | 842 | 157 | 999 | 2,692 | |
| Funds at 1 September 2021 | 36,905 | 276 | 37,181 | 34,489 | |
| Funds at 31 August 2022 | 37,747 | 433 | 38,180 | 37,181 | |

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above.

The Francis Holland (Church of England) Schools Trust

Notes to the Financial Statements For the year ended 31 August 2023

Comparative fund notes:

23 Unrestricted general funds

Unrestricted funds represent accumulated income from the Trusts activities and other sources that are available for the general purposes of the Trust.

| | At 1 September 2021 £'000 | Income £'000 | Expenditure £'000 | Transfers and investment gains/(losses) £'000 | At 31 August 2022 £'000 |
|--------------|------------------------------------|-----------------|----------------------|--|----------------------------------|
| General Fund | 36,905 | 27,039 | (26,050) | (147) | 37,747 |

As reflected by note 9, £39,128,000 of the total funds of the charitable company is invested in tangible fixed assets (2021: £31,978,000).

24 Restricted funds

| | At 1 September 2021 £'000 | Income £'000 | Expenditure £'000 | Transfers £'000 | At 31 August 2022 £'000 |
|------------------------------------|------------------------------------|-----------------|----------------------|--------------------|----------------------------------|
| Regent's Park Bursary Fund | - | 27 | - | - | 27 |
| The Vivienne Durham Bursary Fund | 82 | - | - | - | 82 |
| Regent's Park Building Fund | - | 206 | (144) | - | 62 |
| Sloane Square Building Fund | - | - | - | - | - |
| Sloane Square Bursary Fund | - | 71 | - | - | 71 |
| The Morris Francis Holland Bursary | 175 | - | (44) | - | 131 |
| Sloane Square Junior Fund | - | 79 | (48) | - | 31 |
| Other Funds | 19 | 38 | (28) | - | 29 |
| Restricted Funds | 276 | 421 | (264) | - | 433 |

Regent's Park Bursary Fund: to assist girls from financially disadvantaged backgrounds to benefit from an education at the school.

The Vivienne Durham Bursary Fund: a fund for academic pupil(s) who could not otherwise afford full fees.

Regent's Park Building Fund: a fund to support the development of the school.

Sloane Square Building Fund: a fund to support the improvement of the school's teaching facilities by the development of its site and surroundings. During the year costs associated with the project have been transferred from the fund.

Sloane Square Bursary Fund: to assist girls from financially disadvantaged backgrounds to benefit from an education at the school.

The Morris family Francis Holland Bursary: to assist girls from a financially disadvantaged background.

Other Funds: a number of smaller funds holding restricted donations net of expenditure on the relevant initiative

The Francis Holland (Church of England) Schools Trust

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25 Comparative analysis of net assets between funds

The net assets are held for the various funds as follows:

| | Unrestricted General (Note 23) £'000 | Restricted (Note 24) £'000 | Total 2022 £'000 |
|--|---|----------------------------------|------------------------|
| Tangible fixed assets | 39,128 | - | 39,128 |
| Investment property | 675 | - | 675 |
| Listed investments | 3,647 | - | 3,647 |
| Net current assets | 2,317 | 433 | 2,750 |
| Creditors falling due after more than one year | (8,020) | - | (8,020) |
| | <hr/> 37,747 <hr/> | <hr/> 433 <hr/> | <hr/> 38,180 <hr/> |

26 Post Balance Sheet Event

On 28.11.23 the Trust acquired the trade of The Hampshire School, an independent primary school within the Royal Borough of Kensington and Chelsea. The educational, operational and financial implications of the purchase were reviewed at length prior to acquisition and it was agreed that the purchase would benefit the Trust and its pupils.