

**ST CHRISTOPHER SCHOOL  
(LETCWORTH) LIMITED  
DIRECTORS' REPORT  
AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2014**

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**ST CHRISTOPHER SCHOOL (LETCHWORTH) LIMITED**  
**DIRECTORS' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2014**

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**REFERENCE & ADMINISTRATIVE INFORMATION**

St Christopher School (Letchworth) Limited is a charitable company formed in 1954, charity registration number 311062, company registration number 535836. The registered office and principal address of the Company is at Barrington Road, Letchworth Garden City, Hertfordshire SG6 3JZ.

**DIRECTORS**

The Directors of the Company, who are also the charity trustees, and the Governors of the School and who served during the year were:

Bertie Leigh	Chairman (appointed 1 January 2014)
Vernon McClure	Chairman (resigned 31 December 2013)
Peter de Voil	Vice-Chairman
Julie Bolter	
Sarah Kilcoyne*	Parent Governor
Roy Macgregor*	
Peter McMeekin*	
Bob Middleton	(resigned 31 August 2014)
Tom Routh	
John Simmonds	

\*Parent of a pupil at the School.

The Governors can be contacted through the Chairman who can be written to at the School address. Governors can also be contacted through the Bursar, who is also Clerk to the Governors, by email at [bursar@stchris.co.uk](mailto:bursar@stchris.co.uk).

**KEY EXECUTIVES AND PROFESSIONAL ADVISERS**

<b>Head</b>	R Palmer
<b>Bursar, Clerk to the Governors and Company Secretary</b>	W S B Hawkes
<b>Auditors</b>	Crowe Clark Whitehill LLP St. Bride's House 10 Salisbury Square London EC4Y 8EH
<b>Principal Bankers</b>	Barclays Bank plc Station Place Letchworth Garden City Hertfordshire SG6 3BR
<b>Website</b>	<a href="http://www.stchris.co.uk">www.stchris.co.uk</a>

**ST CHRISTOPHER SCHOOL (LETCHWORTH) LIMITED**  
**DIRECTORS' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2014**

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The Board of Directors present their annual report for the year ended 31 August 2014 under the Charities Act 2011 and the Companies Act 2006, thus including the Directors' Report and Strategic Report under the 2006 Act, together with the audited statements for the year.

**CONSTITUTION AND OBJECTS**

St Christopher School (Letchworth) Limited is a charitable company formed in 1954, charity registration number 311062, company registration number 535836. The Company is governed by its Memorandum and Articles of Association, last amended on 9 December 1995.

**OBJECTS, AIMS, OBJECTIVES AND PRINCIPAL ACTIVITIES**

The Object of the Company, in accordance with its Memorandum of Association, is the education of girls, boys or adults of either sex as an interdenominational school with religious and ethical teaching based on the broadest principles of national and inter-national fellowship and goodwill.

**PUBLIC BENEFIT AIMS AND INTENDED IMPACT**

The School's public benefit aim is to ensure that children leave having achieved their full potential, well equipped with the skills and self-confidence for their future life and work. The School aims to be a continuously developing community of children and adults working together in an open but informal atmosphere. We treat our young people as individuals and aim for them to develop competence and resourcefulness, social conscience and moral courage, the capacity for friendship and a true zest for life. St Christopher is committed to providing a first class education in a caring environment. We aim to ensure that all achieve the success they deserve without relying on contrived competition.

As part of the School's commitment to providing benefit in the public interest, in addition to the core activity of educating school-age pupils, both fee-paying and supported by bursaries, the School conducts and supports a number of broader educational activities. The School operates extramural courses for members of the local community which are open to all. In addition, its swimming pool is regularly open to other organisations, as are the School's games fields, theatre, dance and music facilities. There are also strong links with regional arts associations. A thriving community service programme makes up an integral part of pupils' activities.

The School is committed to an international approach. There are pupils from a wide range of social, cultural and national backgrounds. There is an extensive exchange programme with overseas schools. Pupils continue to take part in an established exchange in France and a new exchange programme with a Spanish school. The School maintains close links with a number of schools in India and pupils and staff teach at a local school as part of the Ladakh expedition.

In the furtherance of these aims the Governors, as charity trustees, have complied with the duty in s. 17 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement in that Act.

**ST CHRISTOPHER SCHOOL (LETCWORTH) LIMITED**  
**DIRECTORS' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2014**

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**GOVERNANCE AND MANAGEMENT**

**GOVERNING BODY**

The Directors, who are also required under the Articles to serve as members of the Company, are elected at a full Directors' Meeting on the basis of the Board's specifications concerning eligibility, personal competence, specialist skills and local availability. Under the Company's Articles of Association the number of Governors may not be less than three or greater than twelve, at least two of whom must be actively engaged in educational work. One-third of its members are required to retire by rotation at each AGM. The first appointed, or longest serving since last reappointment, is the first to retire. Members retiring by rotation can be re-elected. The Governors include former pupils, a former staff member, former parents and a parent nominated by the Parents' Circle as well as both retired and serving Heads of other independent schools and a local resident. Details of the Governors, together with the School's officers and principal advisers are given on page 1.

**TRUSTEE RECRUITMENT AND TRAINING**

The Board is a self-appointing body. Board members are appointed for terms of four or five years and can be re-elected although the practice in the case of the parent governor is not to do so. New Directors are inducted into the workings of the School, and also of the Company as a registered charity, including Board Policy and Procedures, by the Chairman and Bursar. Guidance information and courses are made available to all governors at the Company's expense, through the Independent Schools Council and the Association of Governing Bodies of Independent Schools.

**ORGANISATIONAL MANAGEMENT**

The Directors meet as a Board at least four times a year to determine the general policy of the Company and review its overall management and control, for which they are legally responsible. This includes the review of the budgets and annual accounts and reports. The day-to-day running of the School is delegated to the Head and the Bursar, supported by other teaching members of the Senior Management Team.

There is a long-established School Council, which is chaired by an elected senior pupil. Motions passed by the Council have to be ratified by a meeting of the whole Senior School. While policies and rules can be created through the School Council, the Head has an overall veto, although in practice it is rarely necessary to exercise this. The School is committed to ensuring that self-government continues to be an important part of pupils' experience at the School.

**GROUP STRUCTURE AND RELATIONSHIPS**

The Company has a wholly owned non-charitable subsidiary, St Christopher School Guilds Limited, with the School receiving any surpluses earned by the company as a covenanted donation. During the year ended 31 August 2014, the St Christopher School Guilds Limited was inactive.

St Christopher School is an active member of the Society of Heads and the Boarding Schools Association for the promotion and maintenance of school standards generally. The School also benefits from the generosity of a thriving network of Old Scholars whose close support we greatly appreciate and gladly acknowledge.

**EMPLOYMENT POLICY**

The School supports actively the attainment of the highest standards of education through rigorous and continuous evaluation of quality and performance, the application of best practice and a widespread desire to improve standards. The School is an equal opportunities employer. Full and fair consideration is given to job applications from disabled persons and due consideration is given to their training and employment needs. Communication with employees continues through normal management channels in a variety of forms.

**ST CHRISTOPHER SCHOOL (LETCHWORTH) LIMITED**  
**DIRECTORS' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2014**

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**STRATEGIC REPORT**

**MISSION STATEMENT**

The mission of St Christopher School is the education of girls, boys or adults of either sex as an interdenominational school with religious and ethical teaching based on the broadest principles of national and inter-national fellowship and goodwill.

**OBJECTIVES FOR THE YEAR**

St Christopher is a truly independent school and we are committed to celebrating our differences and the successes that these bring to the young people who are the life blood of this School. We continue to strive for ways to enable as many different children from as many different backgrounds to take advantage of this unique education.

Specific plans for the year ended 31 August 2014 included:

1. To Review our KS 2 and KS 3 curriculum
2. To induct the new Chair of Governors and Deputy Head
3. To develop a programme of 'Thought Leadership' workshops including for local employers and educators to help shape what schools need to be offering
4. To expand our International Boarding
5. To develop our new strategic plan in line with the Governors' revised format
6. To fully develop plans for the School's centenary in 2015
7. To commission a new website and review our methods for communicating with key stakeholders.

During the year, the following achievements were made against these objectives:

1. The curriculum review has started although is being 'led' by changes to the public examination system at GCSE and GCE level.
2. The new Chair of Governors and the Deputy Head are fully inducted and leading the School in their respective roles
3. A range of careers evenings have been arranged to bring together employees in specific fields (Creative Arts, Science, Technology and Engineering, etc.)
4. The Governors have approved a proposal to start an International Study Centre. A new 3 year sixth form programme has been devised and international recruitment agents have been appointed.
5. At their annual strategy day the Governors considered the topic of vegetarianism and the imposition of it on the Boarding Community. Following a consultation with key stakeholders they decided that meat and fish should be available as an extra option at some breakfast, evening and weekend meals.
6. The School will be celebrating its Centenary with a number of educational events designed for the school and the broader community beginning on the anniversary of its opening on 20 January 1915.
7. Our new website was launched in January 2014.

**PRINCIPAL ACTIVITY**

The Company's principal activity continues to be the provision of education to boys and girls from the ages of 3 to 18 at its Montessori Nursery, Junior School and Senior School.

The Junior School's children are aged from 3 to 11, nearly all of whom will proceed to the Senior School. Currently there are 131 pupils in the Junior School. The Heads of the Junior School are responsible for the leadership and management of the Junior School on a day-to-day basis, under the overall direction of the Head of the School.

**ST CHRISTOPHER SCHOOL (LETCWORTH) LIMITED**  
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The Senior School has children from the age of 11 to 18. There is a three or four form entry in each year up to GCSE and 21 subjects are available at AS/A Level in the Sixth Form. There are currently 353 children in the Senior School of whom 83 are in the Sixth Form.

#### **GRANT-MAKING**

The School offers bursaries to those parents whose income is such that they would not otherwise be able to pay the full fees. The awards are based on an assessment by the Head of how much a child will be able to benefit from the School and the degree of assistance required. The Bursary Committee meets once a term to consider bursary applications and review the progress of each bursary holder.

The bursaries continue for every year in which a child remains at the School, subject to an annual review of their financial circumstances and to the satisfaction of the Head and the Bursary Committee that the child is continuing to benefit from their time at the School and contribute fully to the life of the community. In the year ended 31 August 2014 36 pupils were awarded bursaries (2012/13: 47).

The School encourages applications on behalf of young people who would benefit from a St Christopher education, regardless of their background or ability to pay. The School offers fee-assistance of up to 100% of the fees on a means-tested basis. The availability of all awards for fee-assistance, together with the terms and conditions of awards, are advertised on our website at [www.stchris.co.uk](http://www.stchris.co.uk).

The Robertson Bursary Trust funds a small number of pupils annually to attend the Sixth Form, to enable them to complete their A levels at St Christopher. The fund was set up by the Robertson family, who have played an important part in the St Christopher community as pupils, active Old Scholars and on the Board of Governors for many years. All awards are based on parental income and are conditional for their continuance on appropriate levels of performance and good behaviour. The School is also able to make some awards in conjunction with Robertson Bursary Trust awards up to and including 100% of the boarding fee.

#### **REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR**

##### **OPERATIONAL PERFORMANCE OF THE SCHOOL**

Teaching and Learning remains central to life at St Christopher. The pupils are engaged in their learning and in understanding the way in which they learn. The Teaching and Learning Group has trained a group of pupils to observe lessons and give feedback to teachers. Council in the Junior and Senior School continues to thrive under the leadership of the elected Major Officials.

##### **A Level results:**

- 100% of all results were grades A\* - E.
- 64% of grades were A\*, A or B
- 85% of grades were A\* to C
- University destinations included:
  - Fitzwilliam College, Cambridge (Medicine)
  - Imperial College, London (Computing)
  - London School of Economics (Geography)
  - University of Manchester (History of Art)
  - University of Durham (Anthropology and Sociology; Geology; Engineering)
  - University of Sussex (International Relations and Development)
  - University of York (Music)

# ST CHRISTOPHER SCHOOL (LETCHWORTH) LIMITED

## DIRECTORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2014

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### GCSE Results:

GCSE results in 2014 have sustained the strong trend of recent years.

- 35% of grades were A\* or A
- 70% of grades were A\*, A or B
- 99% of grades were A\* to C

Retention from Y11 into the VI Form was very strong again this year.

The School is committed to helping a number of children with individual needs, providing that a balance is maintained within the School and at each year group. Our excellent team of tutors and other support staff continue to complement a highly effective and dedicated teaching staff.

The School is committed to robust procedures for safeguarding children. A number of key staff have attended NCSL training on safer recruitment and Child Protection training conforms to statutory requirements for all staff. A governor has specific responsibility for safeguarding.

The Governors undertake a public benefit audit annually to monitor the benefits that the School is providing as a charity. In addition to the School's direct educational activities and the access that it provides through bursaries, the School allows other organisations, including maintained schools and charities, to use its facilities at a reduced rate or at no charge. The School actively investigates ways of increasing its engagement with local, national and international organisations to ensure that a wide section of the public benefits from the School's activities.

The School's community work, both here and abroad, continues to be a real strength of the School, further recognising the School's commitment to service. All Lower VI students are required to complete a significant period of community work. All children in the Senior School are required to support a local charity or group. This support may be through fundraising or it may be through offering physical assistance, and we have been working closely with the Letchworth Garden City Heritage Foundation and local charitable groups on this. They also have the opportunity to support an overseas project.

We continue actively to support two major overseas projects, The White Lotus School in Ladakh (which staff and pupils visit as part of a three week expedition) and various NGOs in Rajasthan which VI form and staff visit in December and February for two week periods. Both of these projects require our pupils to learn new skills and take them out to share in the local community. We are currently looking for ways to include other young people from Letchworth in these projects with the financial backing of charitable sponsors.

The School takes part in the Duke of Edinburgh's award scheme and participation is voluntary. A number of pupils complete the Bronze, Silver and Gold Awards. Service remains a key element of the Award as well as life generally at St Chris; with all of the Lower VI being required to undertake Community Service as part of their programme.

The School is greatly assisted by its parent body who offer support for the education of their children and the wider life of the School. All parent helpers are appropriately vetted. Parents support the charitable events within School and during this year organised a summer party, a quiz night and a firework party.

During the year the Independent Schools Inspectorate carried out a scheduled Boarding inspection at which the School was found to be fully compliant with statutory regulations and met/exceeded all of the National Minimum Standards.

During the course of the academic year the school continued to work with a consultant to assist in articulating the verbal identity of the school. This resulted in the launch of a new website in January 2014.

**ST CHRISTOPHER SCHOOL (LETCWORTH) LIMITED**  
**DIRECTORS' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2014**

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**FINANCIAL REVIEW AND RESULTS FOR THE YEAR**

During the year the School made a deficit of £261k (2012/13: £33k).

Fees at the Junior School and the Senior School rose by 4.5% on those charged in 2012/13.

The cash flows for the School remain good, it has no borrowings, and it continues to have a strong net asset position of £9 million (2012/13: £9.2 million).

The results for the year are set out on page 13 of the accounts.

**RESERVES**

The Governors consider that the assets held in these funds are available and adequate to fulfil the obligations of the School.

At the balance sheet date, the School held unrestricted funds totalling £8,994k (2012/13: £9,225k). The School's buildings represent £6,400k and other fixed assets total £3,580k.

The School has no free reserves due to the investment of funds in tangible fixed asset properties. However, the Governors have examined the School's cash flows and are satisfied that they are adequate for the purpose of meeting its working capital requirement.

For some years the Governors have had an established policy of keeping a cash reserve at a level equating to between one and three months' expenditure. At the year end, it fell below that level with cash reserves of £163k but it was re-established in the following month.

**MARKET VALUE OF LAND AND BUILDINGS**

The leasehold properties were revalued by the Directors on 31 August 1979. This valuation was frozen under the transitional provisions of FRS 15 and additions since that date are included at cost.

Due to the specialised nature of the buildings, the market value of the company's properties is difficult to ascertain. However the Directors consider that such value would be greater than the written down value at which they are included in the annexed balance sheet. Further information is given in note 4 to the accounts.

**FUTURE PLANS**

St Christopher will remain a truly independent school and we are committed to celebrating our differences and the successes that these bring to the young people who are the life blood of this School. We continue to strive for ways to enable as many different children from as many different backgrounds to take advantage of this unique education.

Specific plans for the next year include:

1. To ensure that staff, pupils and parents are fully prepared for changes to the public examination system
2. To establish a working party of staff and pupils to look at the whole school curriculum in the light of changes to the public examination system.
3. To develop the International Study Centre.
4. To expand our International Boarding
5. To celebrate the School's centenary



**ST CHRISTOPHER SCHOOL (LETCHEWORTH) LIMITED**  
**DIRECTORS' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2014**

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**RISK MANAGEMENT**

The Board and the Staff Senior Management Team continue to keep the School's activities under review, particularly with regard to any major risks that may arise from time to time as well as the systems and procedures established to manage them. They monitor the effectiveness of the system of internal controls and other viable means, including insurance cover where appropriate, by which those risks already identified can best be managed. A formal review of the School's risk management processes is undertaken on an annual basis.

The key controls used by the School include:

- Formal agendas for all Board activity
- Comprehensive strategic planning, budgeting and management accounting
- Established organisational structure and lines of reporting
- Formal written policies
- Clear authorisation and approval levels; and
- Vetting procedures as required by law for the protection of the vulnerable

The Governors have reviewed the principal areas of the School's operations and considered the major risks faced in each area. The principal risks facing the School are: a failure to protect our pupils, staff, facilities and systems; a failure to maintain the quality of our staff; and, the impact of adverse economic conditions. Through the risk management processes established for the School the Governors are satisfied that the major risks have been adequately managed where necessary. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

**ST CHRISTOPHER SCHOOL (LETCHWORTH) LIMITED**  
**DIRECTORS' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2014**

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**APPRECIATION**

Bob Middleton stood down as a Governor following his retirement from the Headship of Heathmount School. The Governors expressed their gratitude to him for his contributions throughout his time. The Governors thanked Vernon McClure for his time as a Governor and over recent years as Chair of Governors. They acknowledged his outstanding contribution to all aspects of School life and his wise and kind leadership. Bertie Leigh succeeded him as Chair on 1 January 2014

Governors appreciated the sustained commitment and hard work of the Head, staff, pupils and parents working in harmony together and in concert with Governors, thus ensuring that the School thrives, develops and meets the needs of its pupils. Governors are most grateful for this and for the continued support of parents, former pupils and other friends of the School.

**DIRECTORS**

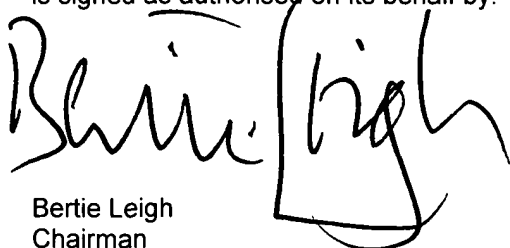
The Directors during the year under review and the shares in the company in which they were interested at the beginning and end of the year were:

	Ordinary shares of £1 each	
	At 31 August 2014	At 1 September 2013
Julie Bolter	4	4
Sarah Kilcoyne	4	4
Bertie Leigh	6	4
Roy Macgregor	4	4
Vernon McClure	0	4
Peter McMeekin	4	4
Bob Middleton	4	4
Tom Routh	4	4
John Simmonds	4	4
Peter de Voil	6	4

**AUDITOR**

Crowe Clark Whitehill LLP has indicated its willingness to be reappointed as statutory auditor.

This Annual Report, prepared under the Charities Act 2011 and the Companies Act 2006, was approved by the Governing Body of St Christopher School (Letchworth) Limited on 6 December 2014, including in their capacity as company directors approving the Strategic Report contained therein, and is signed as authorised on its behalf by:

  
Bertie Leigh  
Chairman

6.12.14

# **ST CHRISTOPHER SCHOOL (LETCHWORTH) LIMITED**

## **STATEMENT OF DIRECTORS' RESPONSIBILITIES**

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The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

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

Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the surplus or deficit of the charitable company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- 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 charitable company will continue in business.

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

So far as each Director is aware, there is no relevant audit information of which the company's auditor is unaware. Each Director has taken all the steps that he/she ought to have taken as a Director in order to make himself/herself aware of any relevant audit information and to establish that the company's auditor is aware of that information.

## **Independent Auditor's Report to the Members of St Christopher School (Letchworth) Limited**

We have audited the financial statements of St Christopher School (Letchworth) Limited for the year ended 31 August 2014 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes numbered 1 to 12.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 company's members as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of governors and auditor**

As explained more fully in the Statement of Governors' Responsibilities, the governors (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the governors; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Strategic report and the Governors' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### **Opinion on financial statements**

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 2014 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Strategic report and the Governors Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

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

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

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



Michael Hicks

Senior Statutory Auditor

For and on behalf of

**Crowe Clark Whitehill LLP**

Statutory Auditor

**London**

Date: 16 January 2015

**ST CHRISTOPHER SCHOOL (LETCWORTH) LIMITED**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2014**

**INCOME AND EXPENDITURE (UNRESTRICTED FUNDS)**

	Notes	2014 £	2013 £
<b>Income from Charitable Activities</b>			
Fees receivable	2	6,964,864	6,935,577
Coaching charges		5,210	7,160
<b>Incoming Resources from Generated Funds</b>			
Donations		150	2,000
Lettings		53,653	31,899
Activities to generate funds:			
- Swimming pool income		146,842	140,347
<b>Bank and other interest</b>		842	1,268
<b>Other income</b>		2,477	2,469
<b>Total Incoming Resources</b>		<b>7,174,038</b>	<b>7,120,720</b>
<b>RESOURCES EXPENDED</b>			
<b>Cost of Generating Funds</b>			
Swimming pool costs		166,779	161,922
<b>Charitable Activities:</b>			
School operating costs		7,248,368	6,972,650
<b>Governance costs</b>		19,957	19,569
<b>Total Resources Expended</b>	3	<b>7,435,104</b>	<b>7,154,141</b>
<b>Net movement in funds</b>		<b>(261,066)</b>	<b>(33,421)</b>
Unrealised Gain on investments		30,000	339,324
Balances brought forward at 1 September 2013		<b>9,224,861</b>	<b>8,918,958</b>
<b>Balances carried forward at 31 August 2014</b>		<b>8,993,795</b>	<b>9,224,861</b>

The notes on pages 16 to 22 form part of these accounts.

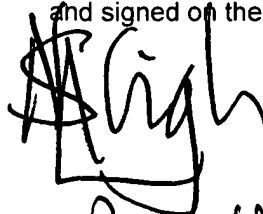
# ST CHRISTOPHER SCHOOL (LETCWORTH) LIMITED


## BALANCE SHEET

AS AT 31 AUGUST 2014

	Notes	2014 £	2013 £
<b>TANGIBLE FIXED ASSETS</b>			
School buildings and equipment	4	9,980,526	9,760,510
<b>INVESTMENTS</b>	5	420,007	390,007
<b>CURRENT ASSETS</b>			
Debtors	6	436,220	377,496
Stock – finished goods		15,339	17,280
Cash		162,801	447,215
		<u>614,360</u>	<u>841,991</u>
<b>CREDITORS: amounts due within one year</b>	7	<u>(1,494,262)</u>	<u>(1,251,242)</u>
<b>NET CURRENT LIABILITIES</b>		<u>(879,902)</u>	<u>(409,251)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		9,520,631	9,741,266
<b>CREDITORS: amounts due after more than one year</b>	8		
Final term deposits		<u>(526,796)</u>	<u>(516,365)</u>
<b>TOTAL NET ASSETS</b>		<u>8,993,835</u>	<u>9,224,901</u>
<b>CAPITAL AND RESERVES</b>			
Called up share capital	9	40	40
<b>UNRESTRICTED FUNDS</b>			
General (Revaluation Reserve £369,324)		<u>8,993,795</u>	<u>9,224,861</u>
		<u>8,993,835</u>	<u>9,224,901</u>

Approved and authorised for issue by the Directors on 6.12.14  
and signed on their behalf by

 } Directors  
BERTIE LEIGH

  
PETER DEVIL

The notes on pages 16 to 22 form part of these accounts.

**ST CHRISTOPHER SCHOOL (LETCWORTH) LIMITED**  
**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31 AUGUST 2014**

	2014	2013
	£	£
<b>Reconciliation of Net Incoming Resources to Net Cash Inflow from Operations</b>		
Net resources expended	(261,066)	(33,421)
Depreciation and amortisation charges	553,161	470,993
Increase in debtors	(58,724)	(53,510)
Decrease in stock	1,941	1,342
Increase/(Decrease) in creditors	253,451	(165,852)
Interest received	(842)	(1,268)
Net cash inflow from operations	<u>487,921</u>	<u>218,284</u>

**CASH FLOW STATEMENT**

<b>Net cash inflow from operations</b>	<b>487,921</b>	<b>218,284</b>
<b>Returns on investments and servicing of finance</b>		
Interest received	<u>842</u>	<u>1,268</u>
<b>Net cash inflow from returns on investments and servicing of finance</b>	<b>842</b>	<b>1,268</b>
<b>Capital expenditure and financial investment</b>		
Write-offs of tangible fixed assets	-	63,715
Payments to acquire tangible assets	<u>(773,177)</u>	<u>(539,563)</u>
<b>Net cash outflow from capital expenditure and financial investment</b>	<b>(773,177)</b>	<b>(475,848)</b>
<b>Decrease in cash in the year</b>	<b>(284,414)</b>	<b>(256,296)</b>

**Analysis of Changes in Net Funds**

	31 August 2013 £	Cash Flows £	31 August 2014 £
Cash at bank and in hand	<u>447,215</u>	<u>(284,414)</u>	<u>162,801</u>

The notes on pages 16 to 22 form part of these accounts.



# ST CHRISTOPHER SCHOOL (LETCHWORTH) LIMITED

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2014

### 1. ACCOUNTING POLICIES

#### a) Basis of Preparation

The accounts are prepared under the historical cost convention as modified by the revaluation of certain assets and in accordance with The Companies Act 2006, applicable accounting standards and the provisions of the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2005)".

The School owns the whole of the share capital of St Christopher School Guilds Limited. In the opinion of the Governors the activities of the company are not material in the context of the overall accounts and therefore consolidated accounts are not prepared. The company results and net assets position at the balance sheet date are set out in note 12.

#### b) Tangible Fixed Assets

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

Long leasehold property, acquired prior to 1979	- over the term of the lease
Long leasehold property other	- over 50 years
Swimming pool	- over 25 years
Plant	- over 20 years
Leasehold improvements	- over 20 years
Fixtures, fittings and equipment	- over 10 years
Motor vehicles	- over 5 years
Computer equipment	- over 3 years
Temporary classrooms	- over 10 years

Long leasehold property is considered by the directors to have a sufficient economic life to allow it to be amortised over its lease term of 100 years, as at 31 August 2014. Its service potential is such that the directors consider the carrying value, which under the transitional provisions of FRS 15 will not be updated, is not impaired. The directors will review this position annually. The School capitalises all items over £1,000.

#### c) Investment Properties

Investment properties are stated at their market value at the balance sheet date. No depreciation is provided for in respect of investment properties in accordance with the Statements of Standard Accounting Practice (SSAP) 19. Such properties are held for their investment potential and not for consumption within the business. This is a departure from the Companies Act 2006 which requires all properties to be depreciated, however the trustees consider that to depreciate them would not enable the financial statements to give a true and fair view.

#### d) Fees and other educational income

Fees receivable are stated after deducting scholarships, bursaries and other allowances granted by the school and amounts in respect of co-curricular activities for the education of pupils, such as school trips, and is shown in the statement of financial activities net. This presentation has been adopted to allow a fuller understanding of the total amounts involved within the school's operations and is in line with generally accepted practice within the sector.

#### e) Expenditure

Expenditure is accounted for on an accruals basis. Overhead and other costs not directly attributable to particular functional activity categories are apportioned over the relevant categories on the basis of management estimates of the amounts attributable to that activity in the year, either by reference to staff time or space occupied, as appropriate. The irrecoverable element of VAT is included with the item of expense to which it relates. Governance costs comprise the costs of complying with the constitutional and statutory requirements of the charity.

**ST CHRISTOPHER SCHOOL (LETCWORTH) LIMITED**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2014**

**1. ACCOUNTING POLICIES (CONTINUED)**

**f) Operating leases**

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the profit and loss account as incurred.

**g) Pensions**

The School contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Board by the Scheme Administrator. The Scheme is a multi employer pension scheme and it is not possible to identify the assets and liabilities of the Scheme which are attributable to the School. In accordance with FRS17 the Scheme is accounted for as a defined contribution scheme. The School also contributes to a defined contribution pension scheme for its non-teaching staff.

**h) Funds**

Unrestricted School funds are available for use at the discretion of the Governors in furtherance of the general objectives of the School and which have not been designated for other purposes.

**2. FEES RECEIVABLE**

	2014 £	2013 £
Fees receivable consists of:		
Gross fees	7,913,274	7,959,151
Less: Bursaries	(366,402)	(429,249)
Allowances	(582,008)	(594,325)
	<u>6,964,864</u>	<u>6,935,577</u>

**3. ANALYSIS OF TOTAL RESOURCES EXPENDED**

2014	Staff costs £	Other £	Depreciation £	Total £
<b>Cost of Generating Funds</b>				
Swimming pool costs	<u>103,499</u>	<u>63,280</u>	<u>-</u>	<u>166,779</u>
<b>Charitable Expenditure:</b>				
Education	3,538,874	467,359	112,570	4,118,803
Welfare	570,191	450,941	15,209	1,036,341
Premises	347,236	527,803	412,585	1,287,624
Support costs	405,410	387,393	12,797	805,600
	<u>4,861,711</u>	<u>1,833,496</u>	<u>553,161</u>	<u>7,248,368</u>
<b>Other Expenditure:</b>				
Governance costs	<u>-</u>	<u>19,957</u>	<u>-</u>	<u>19,957</u>
	<u>4,965,210</u>	<u>1,916,733</u>	<u>553,161</u>	<u>7,435,104</u>
<b>2013</b>				
<b>Cost of Generating Funds</b>				
Swimming pool costs	<u>104,798</u>	<u>57,124</u>	<u>-</u>	<u>161,922</u>
<b>Charitable Expenditure:</b>				
Education	3,467,985	405,432	78,979	3,952,396
Welfare	532,472	495,356	9,882	1,037,710
Premises	349,013	505,205	381,458	1,235,676
Support costs	406,634	339,560	674	746,868
	<u>4,756,104</u>	<u>1,745,553</u>	<u>470,993</u>	<u>6,972,650</u>
<b>Other Expenditure:</b>				
Governance costs	<u>-</u>	<u>19,569</u>	<u>-</u>	<u>19,569</u>
	<u>4,860,902</u>	<u>1,822,246</u>	<u>470,993</u>	<u>7,154,141</u>

**ST CHRISTOPHER SCHOOL (LETCHWORTH) LIMITED**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2014**

**3. ANALYSIS OF TOTAL RESOURCES EXPENDED (CONTINUED)**

	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
<b>Expenditure includes the following:</b>		
Other expenditure includes:		
Auditor's remuneration:		
for audit	<b>16,800</b>	16,580
Operating lease rentals – other	<b>71,093</b>	75,433
Depreciation	<b>553,161</b>	470,993
<b>Staff Costs</b>		
Wages and salaries	<b>4,135,912</b>	4,045,335
Social security costs	<b>344,551</b>	347,294
Pension contributions	<b>484,747</b>	468,273
	<b><u>4,965,210</u></b>	<b><u>4,860,902</u></b>

The average number of employees in the year was 143 (2013 - 142) of which 63 (2013 - 63) were full time teaching staff. Neither the Directors nor persons connected with them received any remuneration or other benefits from the School or any connected organisation.

Expenses of £629 were reimbursed to 2 directors (2013: £1,057 was reimbursed to 2 directors).

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

	<b>No.</b>	<b>No.</b>
£60,001 - £70,000	<b>1</b>	1
£70,001 - £80,000	-	2
£80,001 - £90,000	<b>1</b>	-
£90,001 - £100,000	-	1
£100,001 - £110,000	<b>1</b>	-
	<b><u>1</u></b>	<b><u>4</u></b>

Pension contributions in respect of higher paid employees of £34,222 (2013 - £41,868) were charged to the Statement of Financial Activities during the year.

**ST CHRISTOPHER SCHOOL (LETCHWORTH) LIMITED**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2014**

**4. TANGIBLE FIXED ASSETS**

	Long Leasehold Property £	Motor Vehicles £	Fixtures Fittings and Equipment £	Leasehold Improvements £	Plant £	Computer Equipment £	Total £
<b>Cost/valuation</b>							
1 September 2013	10,542,668	149,305	2,662,373	2,498,564	683,202	1,235,747	17,771,859
Additions at cost	-	-	101,169	508,437	12,616	150,955	773,177
<b>31 August 2014</b>	<b>10,542,668</b>	<b>149,305</b>	<b>2,763,542</b>	<b>3,007,001</b>	<b>695,818</b>	<b>1,386,702</b>	<b>18,545,036</b>
<b>Depreciation</b>							
1 September 2013	3,933,674	126,383	2,067,964	554,683	147,960	1,180,685	8,011,349
Charge for year	209,202	9,252	95,507	118,144	31,531	89,525	553,161
<b>31 August 2014</b>	<b>4,142,876</b>	<b>135,635</b>	<b>2,163,471</b>	<b>672,827</b>	<b>179,491</b>	<b>1,270,210</b>	<b>8,564,510</b>
<b>Net book values</b>							
<b>31 August 2014</b>	<b>6,399,792</b>	<b>13,670</b>	<b>600,071</b>	<b>2,334,174</b>	<b>516,327</b>	<b>116,492</b>	<b>9,980,526</b>
<i>31 August 2013</i>	<i>6,608,994</i>	<i>22,922</i>	<i>594,409</i>	<i>1,943,881</i>	<i>535,242</i>	<i>55,062</i>	<i>9,760,510</i>

The value of leasehold land and buildings shown above includes a valuation of £1,116,000 for land and buildings that had a historical cost of £400,319. This valuation has been frozen under the transitional provisions of FRS 15.

**ST CHRISTOPHER SCHOOL (LETCWORTH) LIMITED**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2014**

<b>5. INVESTMENTS</b>	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
Investment properties	<b>420,000</b>	<b>390,000</b>
Investment in subsidiary undertaking (note 12)	<b>7</b>	<b>7</b>
	<b><u>420,007</u></b>	<b><u>390,007</u></b>

In 2013, two properties were transferred from tangible fixed assets to investment properties following a change of use. The market value at 31 August 2014 was estimated by local real estate agents using their knowledge of the local market for such assets. The Trustees valued these properties at £420,000 based on this professional advice.

<b>6. DEBTORS</b>		
Fees	<b>221,064</b>	<b>202,693</b>
Other debtors	<b>50,146</b>	<b>52,169</b>
Prepayments and accrued income	<b>165,010</b>	<b>122,634</b>
	<b><u>436,220</u></b>	<b><u>377,496</u></b>

<b>7. CREDITORS: Due within one year</b>		
Fees in advance	<b>764,625</b>	<b>808,498</b>
Final term deposits	<b>67,079</b>	<b>81,128</b>
Trade creditors	<b>331,481</b>	<b>103,006</b>
Other taxes and social security	<b>95,728</b>	<b>100,203</b>
Accruals and deferred income	<b>145,166</b>	<b>127,706</b>
Other creditors	<b>90,183</b>	<b>30,701</b>
	<b><u>1,494,262</u></b>	<b><u>1,251,242</u></b>

<b>8. CREDITORS: Due after more than one year:</b>		
from one to two years:		
Parental deposits	<b>37,823</b>	<b>30,061</b>
from two to five years:		
Parental deposits	<b>178,947</b>	<b>172,583</b>
More than five years:		
Parental deposits	<b>310,026</b>	<b>313,721</b>
<b>Total</b>	<b><u>526,796</u></b>	<b><u>516,365</u></b>

**Parental deposits**

Parents pay a deposit on accepting a place for their child and the money is returned subject to offset of outstanding costs after their child leaves school. Parental deposits have been applied assuming pupils remain in the school until the completion of their A levels.

**ST CHRISTOPHER SCHOOL (LETCHWORTH) LIMITED**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2014**

9. SHARE CAPITAL	No. 2014	Value 2014	No. 2013	Value 2013
Allotted and fully paid:				
Ordinary shares of £1 each	<u>40</u>	<u>40</u>	<u>40</u>	<u>40</u>

The ordinary shareholders have no rights to receive any dividend or bonus out of profits and no rights to surplus assets on a winding up.

**10. OPERATING LEASE COMMITMENTS**

	2014 £	2013 £
Annual commitments under operating leases expiring:		
within one year	15,985	-
within two to five years	<u>46,320</u>	<u>77,711</u>

**11. TEACHERS' PENSION DEFINED BENEFITS SCHEME**

The School participates in the Teachers' Pension Scheme (England and Wales) ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £352,531 (2013: £344,454) and at the year-end £50,833 (2013 - £ nil) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by the Teachers' Pensions Regulations 2010 and, from 1 April 2014, the Teachers' Pension Scheme Regulations 2014. 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 following scheme valuations undertaken by the Government Actuary Department. The latest valuation report in respect of the TPS was prepared at 31 March 2012 and was published in June 2014. This report confirmed that the employer contribution rate for the TPS will increase from 14.1% to 16.4% although, recognising that teaching establishments work on an academic and not financial year, the Government has deferred the implementation of this increase to 1 September 2015.

The Department of Education is also proposing that scheme administration costs will be devolved to scheme employers in the form of an administration charge. The Department provisionally estimates that the administration charge will be 0.08% of the employers' salary costs which would increase the employer payment rate from 16.4% to 16.48%.

The next revision to the employer contribution rate is not expected to take effect until 1 April 2019. This will follow on from the next actuarial valuation which is due at 31 March 2016. This valuation will also determine the opening balance of the cost cap fund and provide an analysis of the cost cap as required by the Public Service Pensions Act 2013.

The School also runs a defined contribution pension scheme for non-teaching staff. The cost for the year represents the School's contribution to the scheme of £132,216 (2012: £123,819).

**ST CHRISTOPHER SCHOOL (LETCWORTH) LIMITED**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2014**

**12. ST CHRISTOPHER SCHOOL GUILDS LIMITED**

The school holds a 100% interest in a trading company, St Christopher School Guilds Limited, with the School receiving any surpluses earned by the company as a covenanted donation. From 1 September 2011, all letting transactions are dealt through St Christopher School and St Christopher School Guilds Limited is now dormant.

The financial statements of the company for the year ended 31 August 2014 which are not consolidated with the School financial statements, showed the following position:

<b>BALANCE SHEET</b>	<b>2014</b>	<b>2013</b>
	<b>£</b>	<b>£</b>
<b>CURRENT ASSETS</b>		
Debtors	7	7
Cash	-	-
	<u>7</u>	<u>7</u>
 <b>CREDITORS: amounts falling due within one year</b>	 -	 -
	<u>7</u>	<u>7</u>
<b>NET CURRENT ASSETS</b>		
	<u>7</u>	<u>7</u>
<b>TOTAL NET ASSETS</b>	<u>7</u>	<u>7</u>
 <b>CAPITAL AND RESERVES</b>		
Called up share capital	7	7
Profit and loss account (below)	-	-
	<u>7</u>	<u>7</u>
 <b>PROFIT AND LOSS ACCOUNT</b>		
Turnover	-	-
Operating Costs	-	-
	<u>-</u>	<u>-</u>
Profit from continuing activities	-	-
Covenanted donation gross to St Christopher School	-	-
Balance brought forward	-	-
	<u>-</u>	<u>-</u>
Balance carried forward	-	-