

updated – 21/12/10

**ST CHRISTOPHER SCHOOL  
(LETCWORTH) LIMITED  
DIRECTORS' REPORT  
AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2010**



**ST CHRISTOPHER SCHOOL (LETCWORTH) LIMITED**  
**DIRECTORS' REPORT**  
**FOR THE YEAR ENDED 31 AUGUST 2010**

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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

F V McClure	Chairman
K L Jones	Vice-Chairman
W Armitage	
I C Cotterill	
P McMeekin	Parent Governor
M Pocha	
H M Szirtes	
V Raymond	
P de Voil	(appointed 10 October 2009)

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.

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 (previously called Horwath 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
<b>Principal Solicitors</b>	Brignalls, Balderston and Warren Broadway Chambers Letchworth Garden City Hertfordshire

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**FOR THE YEAR ENDED 31 AUGUST 2010**

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The Board of Directors present their annual report for the year ended 31 August 2010 under the Companies Act 2006, together with the audited financial statements for the year, and confirm that the latter comply with the requirements of the Companies Act 2006, the Company's Memorandum & Articles of Association and the Charities SORP 2005

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **GOVERNING DOCUMENT**

The Company is governed by its *Memorandum and Articles of Association*, last amended on 9 December 1995

### **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. 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.

### **TRUSTEE TRAINING**

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.

### **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 2010, the *St Christopher School Guilds Limited* provided facilities for external organisations to undertake educational, cultural and sporting activities.

St Christopher School is an active member of SHMIS (the Society of Headmasters and Headmistresses of Independent Schools) and the Boarding Schools Association for the promotion and maintenance of school standards generally.

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 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 schools in France, Germany and Spain and links also with schools in Hungary, Slovenia, Kosovo and India.

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**FOR THE YEAR ENDED 31 AUGUST 2010**

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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.

The School also benefits from the generosity of a thriving network of Old Scholars whose close support we greatly appreciate and gladly acknowledge.

## **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 recognized that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

## **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.

In the furtherance of these aims the Governors, as charity trustees, have complied with the duty in s 4 of the Charities Act 2006 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 (LETCHEWORTH) LIMITED**  
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**FOR THE YEAR ENDED 31 AUGUST 2010**

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**OBJECTIVES FOR THE YEAR**

The Governors and senior management team at the School set as the following objectives for the year

- 1 To review Boarding provision to ensure that Boarding offers value for money allowing pupils from a wider geographical area to access the School and its unique approach to education
- 2 To seek further to strengthen links with parents by using online surveys and discussion forums, as well as providing information evenings for parents about a range of issues such as internet safety, drug education, etc
- 3 To ensure statutory compliance in the best interests of the pupils and staff, by passing and learning from the Independent Schools Inspectorate inspection
- 4 To review Year 7 induction and homework planning with a proposed 'attitudes to learning' course to be devised during the course of the academic year

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

- 1 Governors decided to add a weekly boarding option for pupils with effect from September 2010
- 2 A number of on-line surveys were carried out with parents. The information gained fed into both the planning process and the ISI inspection. Information sessions were held for parents on areas of interest, including drug awareness and the first annual Arundale lecture was held by the School for parents, senior pupils, friends and education professionals on 13 October 2010
- 3 The School was inspected by ISI and Ofsted in February and March 2010. The subsequent reports found the School's education, extracurricular and boarding provision to be of a very high standard. Full copies of both reports are available from [www.stchris.co.uk](http://www.stchris.co.uk). We are all delighted that the hard work of staff and pupils and the distinctive nature of the way in which we do things have been recognised. Naturally there are some helpful recommendations and we will be looking at these as part of our strategic development.

The report comments that the Senior Management Team does not let pride stifle innovation and indeed we will not. The recommendations made in the report are those that we identified as part of the self evaluation process prior to the inspectors arriving. We are incredibly proud of our School and this external and independent report and we will continue to strive to be a continuously developing community of children and adults working together in an open and informal atmosphere where all are valued as individuals and encouraged to develop in curiosity, competence, judgement, kindness and courage, thus preparing for happy and fulfilled lives in the service of others.

- 4 The amount and type of homework set for Year 7 was reviewed and a new system of gradually introducing homework was recommended for 2010/2011. It was decided to expand the 'attitudes to learning' remit to include a whole Key Stage 3 curriculum review for 2010/2011.

**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 Montessori Nursery currently has 27 children and has its own Nursery Manager who reports to the Head of the Junior School.

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The Junior School's children are aged from 4 to 11 and nearly all of whom will proceed to the Senior School. Currently there are 122 pupils in the Junior School. The Head of the Junior School is 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.

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 363 children in the Senior School of whom 76 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 the 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 2010 55 pupils were awarded bursaries (2008/09 48).

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:**

- Total percentage of A and B grades 67% (57% in 2009)
- Total percentage grades A-C 83% (76% in 2009)
- Total percentage grades A-E 100% (99% in 2009)
- One student achieved 3 A\* and one A grade
- Four students achieved 3 A Grades
- University destinations include

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- Engineering at the University of Cambridge
- Natural Sciences at University College London
- French and Japanese at the University of Manchester
- European politics at Nottingham University
- Art Foundation at University for the Creative Arts, Farnham
- Geography at Durham University
- Business Management at Roehampton University

**GCSE Results**

GCSE results in 2010 have sustained the strong trend of recent years

- 86% of all candidates ended up with 5 grades A\*-C or more (2009 90%)
- 12 students in the year group achieved seven or more grade A\* or A (2009 6)
- 36% of all GCSE examinations taken led to a Grade A or A\* (2009 31%)
- 66% of all examinations taken led to grades A\* - B (2009 63%)

The School is committed to helping a number of children with special 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, including the Chairman of Governors, 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 and the School has further developed an annual Community Action Morning. 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. They all have the same opportunity to support an overseas project. We have been working closely with the Letchworth Garden City Heritage Foundation and local charitable groups on this. Our Community Action Morning enables our students to support voluntary organisations and vulnerable individuals within the community as well as providing a range of opportunities for local children using our own facilities.

We continue actively to support three major overseas projects, The White Lotus School in Ladakh (which staff and pupils visit as part of a three week trek at Easter), various NGOs in Rajasthan which VI form and staff visit in December and February for three week periods and our Summer School programme in Kosovo where a range of our children and staff devise and run an annual summer School for children who have been orphaned in the atrocities there. All three of these projects require our pupils to learn skills and take them out to share in our local community. Once proficient they take their skills and experience to one of our projects. 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. The number of pupils taking the Gold award continues to rise. Service remains a key element of the Award as well as life generally at St Chris, with all of the LVI being required to undertake Community Service as part of their programme.

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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 Quiz Night, and a firework party.

In April 2010 the Governors held their annual meeting with the Senior Management team and Head Boy and Head Girl to review the strategic plan. The updated and approved version has been made available on the School's website.

#### **FINANCIAL REVIEW AND RESULTS FOR THE YEAR**

During the year the School made a loss of £435k (2008/09 surplus of £94k). The School made an operating surplus for the year of £9k before charging depreciation.

Fees at the Junior School and the Senior School rose by 4% on those charged in 2008/09.

The cash flows for the School remain good, it has no borrowings, and it continues to have a strong net asset position of £8.4 million (2008/09 £8.8 million).

The results for the year are set out on page 11 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 £8,359k (2008/09 £8,793k). The School's buildings represent £7,373k and other fixed assets total £2,464k.

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 the School held cash reserves of £341k equating to 1 month's operating expenditure.

Having reviewed the position, together with the expected ongoing demand for places and the school's projected cash flows, the Governors have a reasonable expectation that the school has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

#### **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.



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**FUTURE PLANS**

In line with the strategic plan developed by the governors in consultation with the whole school community, a review will take place to ensure that a clear and appropriate administrative, management and leadership structure is in place

The Key Stage 3 (Y7-Y9) curriculum will be reviewed as part of the School's continuous development of its teaching provision

To ensure that Parents and the School will continue working together in the best interests of the children and wider School community, a new structure for the Parents' Circle Committee will be agreed

A Virtual Learning Platform (VLP) will be chosen and launched, with associated staff training, further to develop opportunities for remote access and online learning, in line with the our on-going commitment to supporting and developing learning and teaching

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 that 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

**APPRECIATION**

The Governors particularly valued the progress which had already been achieved in fulfilling the terms of the School's Strategic Plan 2009-14 and the validation of the School's approach to the education of young people as evidenced by the reports of the ISI and Ofsted inspections. This was as a direct result of 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 2010	At 1 September 2009
W G Armitage	4	4
I C Cotterill	4	4
K L Jones	6	4
F V McClure	6	4
P McMeekin	4	4
M Pocha	4	4
H M Szirtes	4	4
V Raymond	4	4
P de Voil	4	-

**AUDITOR**

On 1 October 2010, Horwath Clark Whitehill LLP changed its name to Crowe Clark Whitehill LLP

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

Approved by the Board of Directors at its meeting on  
and signed on its behalf by

Chairman 

## **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 each 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**

We have audited the financial statements of St Christopher School for the year ended 31 August 2010 set out on pages 11 to 20. These financial statements have been prepared in accordance with the accounting policies set out therein.

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 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 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**

The Governors' (who are also the directors of St Christopher School for the purpose of company law) responsibilities for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and for being satisfied that the financial statements give a true and fair view are set out in the Statement of Governors' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (United Kingdom and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view, have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and have been prepared in accordance with the Companies Act 2006. We also report to you if in our opinion the information given in the Governors' Report is consistent with the financial statements.

In addition we report to you if, in our opinion, the charity has not kept proper accounting records, if we have not received all the information and explanations we require for our audit or if information specified by law regarding Governors' remuneration is not disclosed.

We read the Governors' Report and consider the implications for our report if we become aware of any apparent misstatements within it. Our responsibilities do not extend to other information.

### **Basis of opinion**


We conducted our audit in accordance with International Standards on Auditing (United Kingdom and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the Governors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

### **Opinion**

In our opinion:

- the financial statements give a true and fair view, of the state of affairs of the charitable company as at 31 August 2010 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended,
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice,
- the financial statements have been prepared in accordance with the Companies Act 2006, and
- the information given in the Governors' Report is consistent with the financial statements.

  
Michael Hicks  
Senior Statutory Auditor  
for and on behalf of Crowe Clark Whitehill LLP  
Statutory Auditor  
Date 3/2/11

St Bride's House  
10 Salisbury Square  
London  
EC4Y 8EH

**ST CHRISTOPHER SCHOOL (LETCWORTH) LIMITED**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2010**

**INCOME AND EXPENDITURE (UNRESTRICTED FUNDS)**

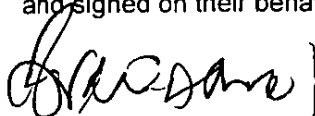
	Notes	2010 £	2009 £
<b>Income from Charitable Activities</b>			
Fees receivable	2	6,451,227	6,658,636
Coaching charges		13,923	1,459
<b>Incoming Resources from Generated Funds</b>			
Donations		-	4,529
Covenanted donations		9,618	12,516
Activities to generate funds			
- Swimming pool income		132,310	120,728
<b>Bank and other interest</b>		1,942	26,501
<b>Other income</b>		12,425	359,924
<b>Total Incoming Resources</b>		<b>6,621,445</b>	<b>7,184,293</b>
<b>RESOURCES EXPENDED</b>			
<b>Cost of Generating Funds</b>			
Swimming pool costs		155,790	160,757
<b>Charitable Activities:</b>			
School operating costs		6,883,122	6,914,591
<b>Governance costs</b>		17,178	15,384
<b>Total Resources Expended</b>	3	<b>7,056,090</b>	<b>7,090,732</b>
<b>Net movement in funds</b>		<b>(434,645)</b>	<b>93,561</b>
Balances brought forward at 1 September 2009		<b>8,793,228</b>	<b>8,699,667</b>
<b>Balances carried forward at 31 August 2010</b>		<b>8,358,583</b>	<b>8,793,228</b>

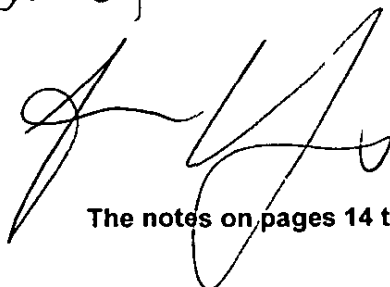
The notes on pages 14 to 20 form part of these accounts.

**ST CHRISTOPHER SCHOOL (LETCWORTH) LIMITED**  
**BALANCE SHEET**  
**AS AT 31 AUGUST 2010**

	Notes	2010 £	2009 £
<b>TANGIBLE FIXED ASSETS</b>			
School buildings and equipment	4	9,837,017	9,765,464
<b>INVESTMENTS</b>	5	7	7
<b>CURRENT ASSETS</b>			
Debtors	6	327,721	218,668
Stock – finished goods		8,986	11,873
Cash		341,280	554,420
		<u>677,987</u>	<u>784,961</u>
<b>CREDITORS: amounts due within one year</b>	7	<u>(1,678,297)</u>	<u>(1,292,507)</u>
<b>NET CURRENT ASSETS</b>		<u>(1,000,310)</u>	<u>(507,546)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		8,836,714	9,257,925
<b>CREDITORS: amounts due after more than one year</b>	8		
Final term deposits		<u>(478,091)</u>	<u>(464,657)</u>
<b>TOTAL NET ASSETS</b>		<u>8,358,623</u>	<u>8,793,268</u>
<b>CAPITAL AND RESERVES</b>			
Called up share capital	9	40	40
<b>UNRESTRICTED FUNDS</b>			
General (Revaluation Reserve £551,339)		<u>8,358,583</u>	<u>8,793,228</u>
		<u>8,358,623</u>	<u>8,793,268</u>

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

 } Directors



The notes on pages 14 to 20 form part of these accounts.

**ST CHRISTOPHER SCHOOL (LETCWORTH) LIMITED**  
**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31 AUGUST 2010**

	£	2010 £	2009 £
<b>Reconciliation of Net Incoming Resources to Net Cash Inflow from Operations</b>			
(Net resources expended)/Net incoming resources		(434,645)	93,561
Depreciation and amortisation charges		443,496	554,358
Profit on sale of tangible fixed asset		-	(352,406)
Increase in debtors		(109,053)	(1,090)
Decrease in stock		2,887	6,533
Increase in creditors		399,224	156,752
Interest received		(1,942)	(26,501)
<b>Net cash inflow from operations</b>		<b>299,967</b>	<b>431,207</b>
 <b>CASH FLOW STATEMENT</b>			
<b>Net cash inflow from operations</b>		<b>299,967</b>	<b>431,207</b>
<b>Returns on investments and servicing of finance</b>			
Interest received	1,942		26,501
<b>Net cash inflow from returns on investments and servicing of finance</b>		<b>1,942</b>	<b>26,501</b>
<b>Capital expenditure and financial investment</b>			
Sale proceeds from sale of tangible fixed assets	-		464,411
Payments to acquire tangible assets	(515,049)		(1,126,673)
<b>Net cash outflow from capital expenditure and financial investment</b>		<b>(515,049)</b>	<b>(662,262)</b>
<b>Decrease in cash in the year</b>		<b>(213,140)</b>	<b>(204,554)</b>
 <b>Analysis of Changes in Net Funds</b>			
	31 August 2009 £	Cash Flows £	31 August 2010 £
Cash at bank and in hand	554,420	(213,140)	341,280

The notes on pages 14 to 20 form part of these accounts.

**ST CHRISTOPHER SCHOOL (LETCWORTH) LIMITED**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 AUGUST 2010**

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**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:

Freehold buildings	- over 50 years
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 104 years, as at 31 August 2010. 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 expected useful lives of leasehold improvements, plant and fixtures, fittings and equipment have been reviewed and doubled in the year. The effect of this change is to reduce the annual depreciation charge by £180,198.

The School capitalises all items over £1,000.

**c) 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 gross. 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. To ensure a meaningful comparison, prior year figures have been restated to the same basis.

**d) 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 2010**

**1. ACCOUNTING POLICIES (CONTINUED)**

**e) 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

**f) 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.

**g) 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.

<b>2 FEES RECEIVABLE</b>	<b>2010</b>	<b>2009</b>
	<b>£</b>	<b>£</b>
Fees receivable consists of		
Gross fees	7,339,961	7,493,071
Less Bursaries	(405,787)	(373,237)
Allowances	(482,947)	(461,198)
	<u>6,451,227</u>	<u>6,658,636</u>

**3. ANALYSIS OF TOTAL RESOURCES EXPENDED**

<b>2010</b>	<b>Staff costs</b>	<b>Other</b>	<b>Depreciation</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost of Generating Funds</b>				
Swimming pool costs	<u>97,132</u>	<u>58,658</u>	<u>-</u>	<u>155,790</u>
<b>Charitable Expenditure:</b>				
Education	3,388,368	455,992	66,679	3,911,039
Welfare	539,748	427,604	6,486	973,838
Premises	388,027	485,566	367,966	1,241,559
Support costs	452,678	301,643	2,365	756,686
	<u>4,768,821</u>	<u>1,670,805</u>	<u>443,496</u>	<u>6,883,122</u>
<b>Other Expenditure:</b>				
Governance costs	<u>-</u>	<u>17,178</u>	<u>-</u>	<u>17,178</u>
	<u>4,865,953</u>	<u>1,746,641</u>	<u>443,496</u>	<u>7,056,090</u>
<b>2009</b>				
<b>Cost of Generating Funds</b>				
Swimming pool costs	<u>97,011</u>	<u>63,746</u>	<u>-</u>	<u>160,757</u>
<b>Charitable Expenditure:</b>				
Education	3,361,954	373,450	58,760	3,794,164
Welfare	491,493	541,315	13,095	1,045,903
Premises	375,903	441,140	466,591	1,283,634
Support costs	447,975	327,003	15,912	790,890
	<u>4,677,325</u>	<u>1,682,908</u>	<u>554,358</u>	<u>6,914,591</u>
<b>Other Expenditure:</b>				
Governance costs	<u>-</u>	<u>15,384</u>	<u>-</u>	<u>15,384</u>
	<u>4,774,336</u>	<u>1,762,038</u>	<u>554,358</u>	<u>7,090,732</u>



**ST CHRISTOPHER SCHOOL (LETCHEWORTH) LIMITED**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2010**

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

	2010 £	2009 £
<b>Expenditure includes the following:</b>		
Other expenditure includes		
Auditor's remuneration for audit	15,700	14,704
Operating lease rentals – other	56,724	43,167
Depreciation	<u>443,496</u>	<u>554,358</u>
<b>Staff Costs</b>		
Wages and salaries	4,042,082	3,974,225
Social security costs	352,442	338,829
Pension contributions	<u>471,429</u>	<u>461,282</u>
	<u><b>4,865,953</b></u>	<u><b>4,774,336</b></u>

The average number of employees in the year was 134 (2009 - 137) of which 62 (2009 - 65) 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 £562 were reimbursed to 2 trustees (2009 £174 was reimbursed to 3 trustees)

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

	No.	No
£60,001 - £70,000	3	4
£70,001 - £80,000	3	1
£80,001 - £90,000	1	1
£100,001 - £110,000	<u>1</u>	<u>1</u>

Pension contributions in respect of higher paid employees of £74,512 (2009 - £63,252) 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 2010**

	Long Leasehold Property £	Motor Vehicles £	Fixtures Fittings and Equipment £	Leasehold Improvements £	Plant £	Computer Equipment £	Total £
<b>Cost/valuation</b>							
1 September 2009	10,743,325	103,044	2,198,967	1,633,545	378,820	1,015,317	16,073,018
Additions at cost	823	-	79,044	134,594	233,684	66,904	515,049
<b>31 August 2010</b>	<b>10,744,148</b>	<b>103,044</b>	<b>2,278,011</b>	<b>1,768,139</b>	<b>612,504</b>	<b>1,082,221</b>	<b>16,588,067</b>
<b>Depreciation</b>							
1 September 2009	3,158,637	79,732	1,806,653	253,476	27,652	981,404	6,307,554
Charge for year	212,824	11,218	71,287	78,920	29,992	39,255	443,496
<b>31 August 2010</b>	<b>3,371,461</b>	<b>90,950</b>	<b>1,877,840</b>	<b>332,396</b>	<b>57,644</b>	<b>1,020,659</b>	<b>6,751,050</b>
<b>Net book values</b>							
31 August 2010	7,372,687	12,094	400,071	1,435,743	554,860	61,562	9,837,017
31 August 2009	7,584,688	23,312	392,314	1,380,069	351,168	33,913	9,765,464

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 2010**

<b>5</b>	<b>INVESTMENTS</b>	<b>2010</b>	<b>2009</b>
		<b>£</b>	<b>£</b>
	Investment in subsidiary undertaking (note 12)	<u>7</u>	<u>7</u>
<b>6.</b>	<b>DEBTORS</b>		
	Fees	<b>130,448</b>	<b>84,447</b>
	Amounts owed by subsidiary undertaking	<b>9,481</b>	<b>15,702</b>
	Other debtors	<b>37,489</b>	<b>26,319</b>
	Prepayments and accrued income	<b>150,303</b>	<b>92,200</b>
		<u><b>327,721</b></u>	<u><b>218,668</b></u>
<b>7.</b>	<b>CREDITORS: Due within one year</b>		
	Fees in Advance	<b>1,045,052</b>	<b>779,114</b>
	Final term deposits	<b>73,007</b>	<b>83,248</b>
	Trade creditors	<b>266,565</b>	<b>198,267</b>
	Other taxes and social security	<b>110,955</b>	<b>110,817</b>
	Accruals and deferred income	<b>158,890</b>	<b>87,433</b>
	Other creditors	<b>23,828</b>	<b>33,628</b>
		<u><b>1,678,297</b></u>	<u><b>1,292,507</b></u>
<b>8.</b>	<b>CREDITORS: Due after more than one year</b>		
	from one to two years		
	Parental deposits	<b>37,387</b>	
	from two to five years		
	Parental deposits	<b>142,747</b>	
	More than five years		
	Parental deposits	<u><b>297,957</b></u>	
	<b>Total</b>	<u><b>478,091</b></u>	

**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 (LETCWORTH) LIMITED**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2010**

9. SHARE CAPITAL	No. 2010	Value 2010	No 2009	Value 2009
Authorised				
Ordinary shares of £1 each	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>
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**

	2010 £	2009 £
Annual commitments under operating leases expiring within two to five years	<u>68,511</u>	<u>43,878</u>

**11 TEACHERS' PENSION DEFINED BENEFITS SCHEME**

The School participates in the Teachers' Pension Scheme (England and Wales) ("the Scheme"), for its teaching staff. This is a multi-employer defined benefits pension scheme and it is not possible or appropriate to identify the assets and liabilities of the Scheme which are attributable to the School.

The latest actuarial valuation of the Scheme by the Government Actuary published in November 2006 relating to the period 1 April 2001 to 31 March 2004 revealed that the total liabilities of the Scheme (pensions currently in payment and the estimated cost of future benefits) exceeded the value of the Scheme's assets (estimated future contributions together with the proceeds from the notional investments held at the valuation date) by 2.0%.

From 1 January 2007, and as part of the cost-sharing agreement between employers' and teachers' representatives, the standard contribution rate has been assessed at 19.75%, and the supplementary contribution rate has been assessed to be 0.75% to balance the Scheme's assets and liabilities within 15 years as required by the regulations, a total contribution rate of 20.5%. This translates into an employer contribution rate of 14.1% and an employee contribution rate of 6.4%. The cost-sharing agreement has also introduced - effective for the first time for the 2008 valuation - a 14% cap on employer contributions payable. The next valuation of the Scheme by the Government Actuary due to be prepared as at 31 March 2008 has not yet been published.

The pension charge for the year includes contributions payable to the scheme of £346,144 (2009 £343,182).

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 £125,285 (2009 £118,100).

**ST CHRISTOPHER SCHOOL (LETCWORTH) LIMITED**  
**NOTES TO THE ACCOUNTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2010**

**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

The financial statements of the company for the year ended 31 August 2010 which are not consolidated with the School financial statements, showed the following position

<b>BALANCE SHEET</b>	<b>2010</b>	<b>2009</b>
	<b>£</b>	<b>£</b>
<b>CURRENT ASSETS</b>		
Debtors	2,500	3,697
Cash	<u>7,869</u>	<u>12,011</u>
	<b>10,369</b>	<b>15,708</b>
 <b>CREDITORS: amounts falling due within one year</b>	 <b><u>(10,362)</u></b>	 <b><u>(15,701)</u></b>
<b>NET CURRENT ASSETS</b>	<b><u>7</u></b>	<b><u>7</u></b>
<b>TOTAL NET ASSETS</b>	<b><u>7</u></b>	<b><u>7</u></b>
 <b>CAPITAL AND RESERVES</b>		
Called up share capital	7	7
Profit and loss account (below)	<u>-</u>	<u>-</u>
	<b><u>7</u></b>	<b><u>7</u></b>
 <b>PROFIT AND LOSS ACCOUNT</b>		
Turnover	13,569	16,395
Operating Costs	<u>(3,591)</u>	<u>(3,879)</u>
Profit from continuing activities	<b>9,618</b>	<b>12,516</b>
Covenanted donation gross	<b>(9,618)</b>	<b>(12,516)</b>
Balance brought forward	<u>-</u>	<u>-</u>
Balance carried forward	<b><u>-</u></b>	<b><u>-</u></b>

**13. RELATED PARTY TRANSACTIONS**

Last year, the School incurred expenditure totalling £14,105 for goods supplied by David's Bookshop (Letchworth) Limited, of which a trustee, William Armitage, was a director and shareholder. William Armitage is no longer a Director and shareholder of David's Bookshop (Letchworth) Limited.