

# EFFINGHAM

ST TERESA'S • CRANMORE

## Effingham Schools Trust

### Annual Report and Accounts

For the Year Ended 31 August 2021



Company Number: 04509623

Charity Number: 1095103

Effingham Schools Trust, Effingham, Surrey, RH5 6ST

## **EFFINGHAM SCHOOLS TRUST**

### **GOVERNORS' REPORT**

**YEAR ENDED 31 AUGUST 2021**

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### **The Heritage and Values of Effingham Schools Trust**

In September 2019, St. Teresa's Effingham and Cranmore Prep School formed an exciting partnership and joined together to create a new entity, Effingham Schools Trust ("the Trust"). The Trust brings together two outstanding schools with great heritage and track records located close to one another in a beautiful area of Surrey.

With two superb school sites situated in the Surrey Hills (over 80 acres) and outstanding facilities, the Trust is in the fortunate position of being able to offer an innovative model of schooling for boys and girls from the age of 2 -18. The new partnership has enabled the formation of co-educational schooling for the Early Years on the Cranmore site, followed by single sex education up to the age of 16 (boys at Cranmore, girls at St. Teresa's). In 2025, the existing Sixth Form at St. Teresa's, will be opened to boys with a combined co-educational Sixth Form catering for up to 200 students. The new model offers the academic benefits of single sex education along with the social benefits that will come from the many joint activities between the two schools. The best of both worlds!

Despite the current difficulties forced on the Trust by the coronavirus pandemic the senior leadership teams are working together to ensure that the benefits of partnership are benefitting the children and students in our care. Both schools have a tradition of exceptional pastoral care, born out of their Catholic foundations, which has served them well in these turbulent times.

The two Trust schools share the same values, ethos and high standards, and with over 1,000 pupils and almost £20m of assets, the Trust is very well placed for the future.

### **The Governing Body**

The Board of the Effingham Schools Trust is made up of governors previously on the Boards of either St Teresa's School or Cranmore School.

#### **Mrs Annette Turner (Co-Chair)**

Annette Turner became a Governor of St Teresa's School in March 2014, Chair in September 2017 and Co-Chair with Michael Henderson on 1 September 2019. She graduated from Cambridge University having studied geography, is a Member of the Chartered Institute of Personnel and Development and has a Master's Degree in Personnel Management from Kingston University. She lives in Fetcham and recently retired as Vice President, HR for a US multinational Engineering and Project Management company with a regional office in Leatherhead. She has over 25 years' experience in Human Resources, is an active member of the Catholic Church of Effingham and Fetcham where she is a Catechist on the Confirmation Programme. She chaired the Academic Committee until 2019 and is the lead Governor for Science and Careers Advice.

#### **Mr Mike Henderson (Co-Chair)**

Michael Henderson was a Governor of St Teresa's School from 2003 to 2014, a Governor of Cranmore School from 1994 and Chair from 2012. On the formation of the Effingham Schools Trust in September 2019 he became Co-Chair with Annette Turner. He qualified in London as a Chartered Accountant in 1961 and joined a small industrial Group in 1965 later renamed Cookson Group PLC (a FTSE 100 Company) in 1984. He was appointed to the Board in 1975, Managing Director and then Chief Executive from 1978 and Chairman and CEO in 1989. He has lived in East Horsley since 1973 and is an active member of the Catholic Church in Effingham, a Council Member and on the Executive Committee of the Catholic Union of Great Britain and was appointed a Knight of the Holy Sepulchre of Jerusalem in 2005.

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#### **Mr Michael Agius**

Michael Agius joined the Trust on 1 September 2019 having been a governor at Cranmore since 2013. Michael Agius is a Chartered Engineer and Fellow of the Institution of Civil Engineers. He started working with Hertfordshire County Council in 1966, moving to Surrey in 1974, living first in Fetcham and then moving to Effingham in 1978. He worked with Leatherhead based civil engineering consultants Howard Humphreys/B&R/KBR, staying with them until he retired at the end of 2005. 20 years of this period was spent overseas, 15 years in Tanzania, 10 years as Managing Director of Howard Humphreys Tanzania and then 5 years in Greece, as one of three Project Managers on the construction of 680 km of motorway from the Adriatic to Turkey. He has been an active parishioner at Effingham and Fetcham since 1974. He was previously the Chair of the Cranmore Finance and General Purposes Committee and is the Trust's lead Governor for Catholic education.

#### **Mrs Heather Brennan**

Heather Brennan has been a Governor at St Teresa's School since July 2013. She is a retired head teacher with over 40 years' experience in UK and International schools and has recently stepped down as Chair of the Board and Owner of a British School in Qatar that caters for over 1,000 pupils. Heather brings a wealth of experience in teaching and school management to the Trust and chairs the Academic and Staffing Committee. She is also involved in the local Parish church.

#### **Dr Nick Clarke**

Nick Clarke joined became a governor of St Teresa's School in January 2019. He started his career in academia as a mathematician specialising in research in the field of computational fluid dynamics. For the last 25 years he has been a quantitative analyst in the investment industry, applying science and technology to the art of generating good investment returns while controlling risk. He lives in Guildford with his wife Charlotte and their two boys who are attending Blossom House and Ripley Court, local private schools.

#### **Mr Simon Fisher**

Simon Fisher became a governor at Cranmore in June 2019 and joined the Trust on 1 September 2019. He is a history graduate from Exeter University. Simon has 15 years of experience in independent schools. His teaching career began at Wycliffe College in Gloucestershire where he was an assistant housemaster for seven years and latterly Director of ICT and a member of SMT. He moved to Worth School in 2011 and was promoted to Deputy Head (Academic) in 2015. He became the Headmaster of Dover College in September 2020.

#### **Mrs Anne Fort**

Anne Fort joined the Trust on 1 September 2019 having been a governor at Cranmore for many years. Anne is the Chair of the Academic and Safeguarding Committee with responsibilities as both the Special Educational Needs Governor and Cranmore Safeguarding Governor. She is a member of the Chartered Institute of Linguists and of the Institute of Translation and Interpreting. After working for a large multinational manufacturing company followed by a reinsurance company, she has run her own business as a freelance translator for the past 30 years. She is a practising Catholic and also an Official Prison Visitor.

#### **Ms Sally Hall**

Sally Hall became a governor in March 2020. She is a Geography graduate of the University of Sheffield, where she also gained her PGCE. Sally has taught in the independent sector for almost 20 years and is Deputy Head Pastoral and Designated Safeguarding Lead at St George's College. Sally is also part of Surrey's Schools and Education Safeguarding Forum. She lives in Weybridge and enjoys travel, cooking, jogging and watching most sports, especially her home team, Wolverhampton Wanderers.

#### **Mrs Sally Hayes**

Sally Hayes became a governor of St Teresa's School in July 2014. She is the lead governor for St Teresa's Prep School and is a member of the Pastoral and Safeguarding Committee. She was a Lloyd's Broker for eighteen years before becoming a mother to twin daughters who were educated at St. Teresa's. She now works as a nursery assistant at a local school. She was Chair of the Friends of St. Teresa's for eight years. She is the Designated Governor for Child Protection.

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#### **Father Alex Hill**

Fr Alex Hill became a governor of St Teresa's School in July 2013. He is a member of the Pastoral Committee and Safeguarding Committee. He is a married Roman Catholic parish priest in West Byfleet with two primary aged children. He is a former Anglican clergyman who converted to Catholicism 13 years ago. He has a degree in primary education and a MA in Theology from Leeds. His interests include F1, Tudor/Stuart history and church art.

#### **Dr Cathy McMullan**

Cathy McMullan joined the Trust on 1 September 2019 having been a governor at Cranmore since 2009. She is a recently retired as a GP who worked in Guildford for over thirty years. She obtained a BSc in physiology followed by her medical qualifications at Bristol University and worked in Bristol and then in Kenya for several years. She takes a close interest in Health and Safety and chairs the Cranmore Health and Safety Committee. She has been a trustee and an involved supporter of the local charity Cherry Trees, the respite care home for children with learning disability. Her two sons attended Cranmore.

#### **Mr Iain Morgan**

Iain Morgan became a governor of St Teresa's School in January 2017 and since September 2018 he has chaired the Finance and General Purposes Committee. He is a Chartered Accountant and a Chartered Engineer with an Engineering BA from Cambridge University. With over 30 years' experience in Finance he is working as a Finance Director at an internationally important Civil Engineering contractor where he also chairs a pension fund committee. Iain is married and lives in Bookham. His 3 daughters were all educated at St Teresa's.

#### **Mrs Maureen Wilkinson**

Maureen Wilkinson has been a governor at St Teresa's School since December 2015. She is a member of the Finance and General Purposes Committee and is the St Teresa's Health and Safety lead governor. She is a property solicitor and leads the residential Real Estate team of DMH Stallard as a partner in Guildford, having previously been a partner at AWB Partnership where she qualified in 1989. Maureen lives in West Clandon and is a former pupil of St Teresa's, together with her sisters, and is very interested in the development of the equestrian centre having previously represented the School in show jumping.

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The Governors of Effingham Schools Trust present their Annual Report and Accounts for the year ended 31 August 2021 under the Companies Act 2006 and the Charities Act 2011, including the Directors' Report and Strategic Report under the Companies Act 2006, the Memorandum and Articles of Association and the Charities SORP 2015.

#### **History and Constitution**

St Teresa's School was established in 1928 and was previously operated by the Institute of the Religious of Christian Instruction. St Teresa's School Effingham Trust was set up on 1 September 2002 and is a charitable company limited by guarantee. The Trust was renamed the Effingham Schools Trust on 1 September 2019 as St Teresa's School merged with Cranmore School on that date.

Cranmore School was established in 1968 as a Roman Catholic School as part of the Diocese of Arundel and Brighton Charity. In order to better manage the School, it was agreed to make Cranmore School a company limited by guarantee operating as a charity in its own right on 31<sup>st</sup> August 2011.

The original Memorandum and Articles of Association of St Teresa's School Effingham Trust, dated 9 August 2002, have been amended although the new Effingham Schools Trust Articles of Association dated 11 October 2019 are substantially the same.

The Charity has two wholly owned subsidiaries, St Teresa's Enterprises Limited and Cranmore Enterprises Limited, whose principal activity is the organisation and management of the commercial activities associated with the Trust. The commercial activities primarily consist of the rental of School facilities. A summary of the activities of the subsidiaries is outlined in note 4 of the accounts. The accounts of the trading subsidiaries are consolidated with the accounts of the Trust. All subsidiary profits are gift aided to the Trust and augment the funds available for bursaries and assisted places.

#### **Objects**

The objects of the Trust are 'to advance education by conducting any boarding or day school or schools for children of the Roman Catholic religion with or without other Christian or non-Christian children, and to carry on such other charitable works as advance the Roman Catholic religion'.

#### **Aims**

The Trust will encourage each pupil to rejoice and do well through the pursuit of academic excellence across the curriculum and beyond; will provide support, encouragement and challenge to every pupil to develop their full potential in preparation for the future; and will promote high standards of personal behaviour and the development of moral and spiritual values in each pupil.

#### **Vision**

The Trust prides itself on helping each student to realise his/her academic potential and, as a Catholic school, recognises the gifts and talents of all the children and young people. Therefore, the overall performance of the Trust is of prime importance but not at the cost of the individual pupil. The Trust will not remove weak pupils to improve league tables but will work with each pupil to help him or her achieve the best of his or her capabilities. Siblings will gain automatic entry to the Trust and pupils in the Prep Schools will have an automatic right of entry into the Senior Schools provided their literacy and numeracy abilities enable them to access the Senior Schools' curriculums.

Our schools have a Catholic ethos with strong, clearly defined values expressing Faith, Community, Character, Compassion and Intellect that are accessible to all, understood by all and are lived by all in the School community. The Pastoral organisation of the Schools is designed to help support these values and care for each pupil as an individual within the School family. The Schools value their staff, both teaching and support, giving them every opportunity for personal development through training, CPD and annual assessment. The Schools will be fully resourced over time in buildings, facilities and equipment to provide an environment that enables delivery of this vision for the Trust. The merger with Cranmore School to create a co-educational Diamond Model school offers the benefits of the co-ed classroom to young pupils, the benefits of single sex in later prep and secondary years, before finally returning to co-education at Sixth Form with shared values and Catholic ethos. We believe that this has opened up exciting possibilities which will build on the vision and achievements of both schools as they move forward together with renewed confidence to develop the diamond model of education in this part of Surrey.

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#### Public Benefit

The Governors recognise the duty imposed upon them by Section 17 of the Charities Act 2011 and also the requirement to have due regard to the general guidance provided by the Charity Commission in connection with Public Benefit. The Catholic ethos and values of the Schools has always been to encourage students to be outward looking and compassionate towards others and this is demonstrated through numerous charitable projects which take place across the year.

The Trust continued to enhance its links with the local community. A number of local schools have accessed the Trust's educational facilities, for example local sports clubs and state schools have used the Trust's swimming pools, sports halls and sports pitches and local children regularly train at the Schools. Local churches and charities have utilised the Trust's theatre and other facilities and the Trust's facilities are also provided without charge for deanery meetings. The Prep School Choir and Cranmore Choirs have supported local events such as the village harvest festival and Christmas services.

The Trust has also been active in supporting many charities, including Cancer Research, The Catholic Children's Society, Unicef, MIND, The Alzheimer's Society, Mary's Meals, CAFOD and Cherry Trees.

This year the Trust awarded scholarships, bursaries (including 100% assisted places) and allowances of £3,164k representing 19% of gross fee income of which bursaries and assisted places represented 5% of gross fee income. The Governors' policy is to award scholarships on the basis of outstanding ability and to provide bursaries as support for parents in financial difficulties to enable their children to remain at the School. This year £355k of funding was awarded to families experiencing significant financial hardship as a result of the pandemic.

The Trust operates an Assisted Places Scheme for children who would not ordinarily be able to afford the fees. The scheme is publicised through organisations such as Springboard, an educational trust. A number of pupils were covered by the scheme in September 2020 and the total benefit for assisted places this year was £58k which is ongoing.

#### STRATEGIC REPORT

##### REVIEW OF ACHIEVEMENTS AND PERFORMANCE

##### The Schools this year

St. Teresa's has had another successful year. The School is now running close to full capacity and pupil numbers in the year were an average of 634 and admissions into the Senior School remain very competitive. Both the Prep and Senior School adapted well to the demands posed by the pandemic, and parents continued to praise the delivery of remote learning during periods of lockdown.

2020-21 was an extraordinary period for Cranmore, with a typically energetic Autumn Term, followed an evolving response to the pandemic. The School moved through a period of restricted activity, to fully remote learning, followed by a return to the school site, the school community; pupils, parents and staff showed great strength and adaptability. The pupil roll at Cranmore increased to 420 pupils and will increase further in 2021/22.

##### ST TERESA'S SENIOR SCHOOL

##### Academic

The School continues to provide an excellent education for all pupils. The staff ensured rigorous systems were in place to produce fair and robust teacher assessed grades. Details of our A Level results may be found in the table below:

Year	Entries	A*	A*-A	A* - B	A* - C	A* - D	A* - E
2021	130	34.6%	65.4%	83.9%	92.4%	99.3%	100%
2020	92	29.3%	75%	88%	96.7%	98.6%	100%
2019	102	4.9%	29.4%	56.9%	84.3%	92.2%	99%
2018	113	9%	35%	62%	83%	93%	99%

The A Level cohort demonstrated the strength of their academic ability through a fantastic set of results. All went on to university, with one in three attending a Russell Group University.

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Our GCSE results are below:

Grade	%	Cumulative %
9	13.9	13.9
8	16.6	30.5
7	21.3	51.8
6	24.9	76.7
5	16.6	93.3
4	5	98.3
3	1.7	100
2	0	100

Value Added grades are, once again, truly exceptional at GCSE.

#### Sports Department

##### Curriculum PE news:

GCSE PE results were excellent, 94% of students achieved a grade 7 or above, 60% achieving an 8 or above. A Level PE 100% A grades.

##### General sporting news:

The School provides a full extra-curricular timetable in our main sports for all ages groups, which include a full fixtures schedule in netball, hockey and swimming within the first two terms. Clubs before school, lunch time and after school maximise the girls' opportunities and progression. Developing a more substantial partnership with ESTA they will provide specialist coaching for our tennis players and with PE lessons.

SOCS is being used successfully to communicate with parents, team sheets and instructions are emailed directly to those children selected and DST has inducted equestrian on how to use the system, for a whole school approach.

Sports news bulletin weekly has been a great way to highlight success and the busy sporting life at St Teresa's to parents and the wider community. Interhouse competitions involve the entire school in hockey, netball and Cross Country.

##### Hockey news and success:

Many of our students have been selected for the England Hockey Player Pathway, performance centre squads while others await their results. U15's are 5<sup>th</sup> best hockey team in the County. ISHC team National Plate finished top 6 in the country.

##### Cross Country news and success:

Early morning XC club which has resulted in XC wins throughout the term. More fixtures and qualifiers entered this season.

St Teresa's are now the top 20<sup>th</sup> school in the country for junior girls, after qualifying against hundreds of other schools across 2 rounds. This is a huge achievement.

Five students have qualified for the Modern Biathlon and British School's Biathlon finals qualifiers held at University of Bath in March. One of these students is currently 1<sup>st</sup> in the country for the National Schools Biathlon.

Five students have qualified to represent Surrey in the Cross Country finals January 22<sup>nd</sup>.

##### Netball news and success:

The partnership with Surrey Storm Super league has resulted in Surrey Storm Academy players on site each week building links with our 6<sup>th</sup> form and year 11 girls and specialist coaching from Surrey Storm Pathway coaches in holiday master

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classes. Several students have been selected for county squads and the U15 A team have qualified for the National Finals held in March.

#### Swimming news and success:

The School has an extremely successful partnership with Guildford City Swimming Club, and holiday camps have been held for squad swimmers. One student is a member of the Swim England National Development Programme. All squads have improved their position in the ESSA Team Championships compared to previous years.

#### Music Department

The Music Department continues to thrive, despite lockdown. GCSE results were excellent; all girls gaining over their Midyis/Predicted grades. 43% gained 7-9. 86% gained grade 5-9. A level results were also excellent.

ABRSM results continued to be excellent, despite covid. Exams were recorded and sent in to the ABRSM. The Termly Concerts were recorded and sent out for viewing; they were highly acclaimed.

The Carol Service was a huge success, despite being live streamed in year group bubbles from numerous venues around the school.

Year 7 and 10 girls from Schola sang Evensongs in the Chapel, in addition to singing Advent and Lent evensongs in the Chapel.

Due to Covid bubbles, a Year 7 only orchestra was created to give opportunity to new players in the school.

The musical *Chicago* was produced by the Sixth Form girls and included a three-piece band accompanying.

In addition, the Department ran:

- A Year 7 choir
- Schola Cantorum
- Senior Choir
- Senior Chamber Choir
- Jazz Ensemble
- African Drumming group
- 3 Theory groups
- Aural classes
- String ensemble
- Lower School Orchestra

#### Performing Arts Department

**Drama:** Excellent set of GCSE and A level results. Despite the pandemic and practical lessons being online the girls did exceptionally well: GCSE - 100% Grade 5-9, 70% Grade 7-9. A' Level - A\*-B 100%. The number of girls pursuing the Performing Arts post GCSE and A level continues to grow, with 48 % of our GCSE cohort going on to study Drama at A level and 70% of our A level cohort studying Film Studies at prestigious universities.

**Dance:** Despite the pandemic and practical lessons being online the girls did extremely well: GCSE - 100% Grade 4-8, 67% Grade 7-8.

**LAMDA:** Outstanding results throughout the year, averaging 92% Distinction and Merit. with 79% Distinction. Some of the exams were taken during lockdown and the girls did extremely well to achieve such excellent grades taking exams online. The number of girls taking LAMDA remains consistently high.

**Productions:** Despite a school term in lockdown and being in year group bubbles for the remainder of the year the Performing Arts Department was determined to do a school production and the result was epic; all of the Year 7's performed in 'Peter Pan and Wendy', all of the Year 8's performed in 'Grimm Tales', Year 9 students auditioned and performed 'Into the Woods', Year 10 and 11 performed the GCSE Drama set text 'Blood Brothers' and the Sixth Form performed 'Chicago'.



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**Clubs:** Drama Clubs for Year 7, Year 8 and Year 9 continued to be popular, as well as Musical Theatre Clubs and Dance Clubs. They were all well attended and popular. Rehearsals for the productions took place after school every day, 4.15-6.00. Mark Jermin's Stage and Screen club continued their popular after school club and their agency had a number of our students auditioning for the BBC and Netflix. Mark Jermin Productions also hosted their first residential summer course here in July which was a huge success.

#### *ST TERESA'S PREP SCHOOL*

The last Prep School ISI inspection report judged the School to be "Excellent" in all areas (the highest possible ranking) and stated that, "The quality of pupils' academic and other achievements is excellent. Expectations of all are consistently high and pupils of all abilities are challenged."

A significant number of girls outperform other students their age in all areas and the school continues to have high expectations for all girls. 2020 results indicate that there is consistent year on year progress for our most able readers in Year 5 and 6 from 34% in 2016 to 60% in 2021 achieving 2 years and above their chronological age and approximately 80% of girls making expected progress or higher in English. Mathematics testing indicates 88% of girls making expected progress or higher.

In the Diocesan Inspection, which took place in February 2020, the Prep School was judged to be "Outstanding" in all areas: "Catholic leadership is outstanding", "Pupils' behaviour is excellent", "Rapid progress is made as a result of outstanding teaching", "Parents are overwhelmingly positive...pupils are proud of their school".

It was another record-breaking year with regards to scholarships. 9 girls were awarded academic scholarships, 3 girls were awarded Art scholarships, 8 girls were awarded Sport scholarships, 3 girls were awarded Music scholarships, 2 girls were awarded Drama scholarships and 2 girls were awarded tennis scholarships.

Due to the Covid pandemic, there were fewer events than usual but many exciting activities took place nevertheless:

#### **Sport**

During the Autumn and Spring terms, all pupils had online PE lessons twice a week, focusing on the sports they would normally be doing. Initiatives were set up to encourage the girls to be outside and to include the whole family. A few of these were; weekly PE challenges, the big garden bird watch and the animal challenge.

In March, a pupil in Year 5 competed in the Surrey Schools virtual cross country competition during lock down. She was placed 9<sup>th</sup> in Surrey.

During the Summer Term, pupils across all year groups took part in fixtures against other schools. 25 pupils took part in the virtual biathlon qualification round for the Schools biathlon championships, with all 25 qualifying for the finals in October.

Pupils continued to excel in their sports outside of School. Here are a few examples:

- A pupil in Year 6 was selected to train and play for the U11 Surrey Cricket team.
- A pupil in Year 5 was selected for the U10 team at Woking Tennis Club, a Surrey Junior Performance Academy, competing in the Surrey league.
- 2 pupils in Year 5 and Year 6 competed in the National Schools Equestrian Association event at Felbridge. Their team won both the 60cm and 70cm high jumps. The Year 6 pupil was also placed 6<sup>th</sup> in the 60cm.

#### **Swimming**

Our Swimmers have been excelling in the pool, inside and outside of School. We had a pupil in Year 5 ranked 15<sup>th</sup> in the country for U10 50m butterfly, 21<sup>st</sup> for backstroke and 25<sup>th</sup> for freestyle. A pupil in Year 6 ranked 6<sup>th</sup> in Surrey for U11

50m breaststroke and 24<sup>th</sup> in the country for 100m backstroke. Another pupil in Year 6 is ranked 10<sup>th</sup> in the country for U11 100m freestyle, 12<sup>th</sup> in 50m butterfly, 23<sup>rd</sup> for 50m freestyle and 12<sup>th</sup> for backstroke.

## Music

Despite Covid restrictions, all girls continued to benefit from a broad musical education. Harvest Festivals were recorded remotely in school and sent to parents as were the Lower Prep Nativity and the Upper Prep Carol Service. Chapel Concerts took place with many individual performances being recorded and put together as a whole concert each term. Year 5 and 6 girls learnt songs for the end of year production *Wind In The Willows*. This was performed with a live band comprising of prep school staff, professional musicians and senior school music scholars. Ultimately, only Year 6 were able to perform to a live audience, but the Year 5 girls were recorded singing the songs and these recordings were sent to parents.

No outside school performances were possible in this academic year.

Music examinations were taken remotely with girls preparing for Associated Board examinations. 22 practical music examinations were taken (from Grade 1 to Grade 4) with a spread of results across pass, merit and distinction. All instrumental teachers returned to in person teaching when school was open and switched to online lessons during lockdown.

The Year 6 Chamber Choir recorded a song to be used for their end of year video and performed at the Year 6 prizegiving. The four Year 6 girls who had gained music scholarships to the Senior School also performed at the Year 6 Prizegiving.

It was not possible to run the usual array of cross year group activities but the music staff were able to offer the following activities:

Year 6 - Chamber Choir, String Group, Ukulele club, Theory Club

Year 5 - Chamber Choir, String Group, Theory club

Year 4 – Theory Club, String Quartet

Year 3 – Choir

Year 2 – Lower Prep Singing Group (run by a class teacher)

## Drama

Drama continued to be a strength of the school with specialist lessons forming part of the curriculum and numerous workshops and performances taking place across the year e.g. Shakespeare for Kids. Year 6 enjoyed working on their annual end of year production which last year was, “Wind in the Willows”.

LAMDA was extremely popular with 45 girls taking lessons every week. Of the girls who took a LAMDA examination, 25 girls achieved Distinction and 12 girls achieved Merit.

## CRANMORE

### Academic

From a relatively small cohort of thirteen pupils, two pupils were awarded academic scholarships, one of which was the single-place King's Scholarship to RGS Guildford. There were also two Music Scholarships gained: one to Charterhouse and one to St John's, Leatherhead, the latter being awarded upon entry in recognition of the high standard displayed by the late applicant. The remainder of places being subject to continued progress, but essentially unconditional; none required Common Entrance, although most pupils chose to take this only in Maths, English and Science.

September 2021 Entries and Scholarships: Cranmore awarded scholarships at 11+ for academic performance in the entrance examinations and performance in Art, Drama, Music and Sport. Twenty pupils, of whom eight were external candidates, were awarded a scholarship in one area with four of these winning a multiple scholarship.

### Baseline Testing: CATs and MidYIS

Upper Prep pupils take Cognitive Ability Tests (CATs) in Years 4-6. Year 7 pupils take the MidYIS (Middle Years Information System) assessment. Typically, the CAT data shows that teaching at Cranmore adds value each year, with the mean standardised score (SAS) increasing several points each year.

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CAT Assessment data - National (Mean) Average 100

Year Group	Mean SAS 2019	Mean SAS 2020	Mean SAS 2021
4	110	110	115
5	112	114	112
6	116	116	116
7	124	<i>112 – MidYIS score</i>	<i>112 – MidYIS score</i>

Pupils engage with, and enjoy a great deal of success in a range of activities and competitions that occur beyond the normal curriculum.

#### Sport

Sporting opportunities continued to be abundant for all pupils at Cranmore. During this year pupils had the opportunity to participate in 15 different sports alongside more than a dozen co-curricular sports clubs. Weekly sports training remained open to all pupils with additional Scholarship sessions for Senior School pupils. These have focussed on athletic development and skill acquisition and have benefitted from access to the new Athletic Development Centre, a facility much admired by prospective parents at Open Day.

We are proudly partnered with external providers to host the Chelsea Pre-Development Centre, the Effingham Hockey Development Centre and the Effingham Cricket Development Centre.

Sport maintained momentum during the national lockdowns which saw us return to remote learning. There was wide engagement by pupils and staff in the Everest and Distance Challenge set during the restrictions. Pupils also had access to coaching content provided by specialist teachers. A virtual HIIT and Strength Movement club proved popular. A virtual fixture took place against Rokeby School and over 50 Cranmore swimmers took part in a virtual swim gala. Facing fierce competition from pupils at many other schools some fantastic times were posted resulting in 10 individual winners and 3 relay wins. More than 50 swim squad members have trained weekly in preparedness for the return of galas and competitions next term with five already planned.

Immediately upon the return to onsite learning, an intense hockey and rugby programme was delivered in the Easter term which we are confident has put pupils in a strong place for the start of the next academic year, despite missing out on the respective seasons in 20/21.

Golf and rowing also featured. Pupils played in two golf tournaments and a Year 8 pupil performed outstandingly at the British Indoor Rowing Championships with two personal best times, one of which set a new British record in the 500m sprint. A year 5 pupil competed with Effingham Schools Trust Equestrian Team in the Eventers Challenge at Coombelands where the team did superbly, securing first place. Tennis fixtures were an almost daily occurrence in the summer term and over 80 different pupils have represented Cranmore.

Cranmore is an unrivalled setting for school cricket and this, together with coaching specialism; success on the field; and this year, the provision during remote learning, has propelled it to be included in the Cricketer magazine's 'Top 50 Schools Guide 2021' for the third year in a row. More than 120 pupils from year 4 upwards enthusiastically attended the pre-season Saturday training. By the end of the Summer term, 200 cricket fixtures had taken place with pupils across years 4 to 8, on average, having played seven or eight fixtures each. Our under 11 A team played in the semi-final of the Surrey Cup.

#### Music

We welcomed the return of year group choirs and senior orchestra rehearsals which culminated in several musical events. Our Choirs exhibited their fantastic singing at the virtual Godalming Festival and there was wider singing during our annual House Music competition with one child performing on voice, violin and piano for his House. The newly formed Bel Canto Choir's recording of Silent Night was aired on BBC Surrey and Sussex radio on Christmas Eve. Pupil performances for Cranmore's traditional Action Day were much enjoyed raising money for CAFOD in the process.

## EFFINGHAM SCHOOLS TRUST

### GOVERNORS' REPORT

#### YEAR ENDED 31 AUGUST 2021

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Our annual Young Musician competition took place and once again the standard was high and impressed our external adjudicators. Pupils in the Upper Prep and Senior Schools entertained their virtual parent audiences during the year group Summer Serenades, a perfect example of how technology has enabled families to continue to enjoy performances during this year.

The musicality of our pupils has been rewarded with a Music Scholarship to Charterhouse for a Year 8 pupil and an encouraging take up of theory and practical music exams with a large entry of Cranmore pupils having been submitted for exams at the end of the Summer term.

Pupils in the Lower Prep School have explored their musical interests and many started instrumental lessons this year with numbers expected to increase following the recent '*Meet the Instrument*' event. Once again technology meant that parents could enjoy their children's performances in the year group Nativities which were recorded and shared at Christmas. The finale was the '*Proms in the Paddock*' event which included all year groups from Pre-Nursery to Year 3 in a musical spectacle in late June.

#### Facilities Development

The Trust's programme of planned development and improvement was restricted for a second year as a result of the Covid-19 pandemic. However, investment in IT infrastructure and equipment continued in order to support the Trust's remote learning activities through the lockdown period and school closures.

Other projects that were completed during the year were as follows:

- The re-zoning at Cranmore continued and Year Two and Three Classrooms were moved to the new Lower Prep area.
- New facilities at Cranmore included an Athletic Development Centre, a Drama Studio, a new Hospitality Suite, and a new medical room with an adjacent well-being room.
- A new dedicated IT Hub was completed at St Teresa's.
- Also at St Teresa's, a significant drainage improvement project began, to be completed in December 2021.

#### New Appointments for 2020/21

On 1 September 2020 Barry Everitt became Headmaster of Cranmore, following Michael Connolly's retirement.

#### Principal Risks and Uncertainties

The Governors are responsible for the overseeing of the risks faced by the Trust although detailed consideration of risk is delegated to the Finance and General Purposes Committee who oversee the Trust Risk Register termly and annually at the AGM. Risks are identified, assessed and controls established throughout the year.

The most significant risks to the charity are a substantial fall in pupil numbers, safeguarding, and compliance issues together with specific fire, pedestrian and traffic safety risks. These risks are mitigated by a wide-ranging set of control measures. Although we identify a fall in pupil numbers as a significant risk we need to recognise that the Trust has grown significantly and is currently oversubscribed in several year groups. We envisage steady pupil growth across the newly formed Effingham Schools Trust over the next 5 years as the diamond model of operation comes into effect across both schools.

The Governors recognise that sites at St Teresa's and Cranmore, 55 and 25 acres respectively, have generic and specific health and safety issues. Particular attention is afforded to the Independent School Inspection compliance inspection criteria with specific policies in place for compliance standards dealing with electrical safety, tree surveys, water quality control and fire risks within a planned programme of works according to risk probability, funding and time scale. The site-specific Health and Safety Committees sit termly to review health, safety and security.

In the opinion of the Governors the School has established systems of internal controls which should allow all risks to be managed to an acceptable level in its day to day operations. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

The Governors formally review risk termly at the board meeting as a standing agenda item.

## **EFFINGHAM SCHOOLS TRUST**

### **GOVERNORS' REPORT**

**YEAR ENDED 31 AUGUST 2021**

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In addition, there continues to be some uncertainty as a result of the Covid-19 pandemic. The Trust's response has been to implement its contingency planning arrangements for such circumstances and it has demonstrated that it is able to educate its pupils remotely during the periods of school closure enforced by the UK Government and more latterly during individual periods of self-isolation. This ability to educate remotely significantly reduces disruption to education and consequently reduces financial and reputational risk.

### **FINANCIAL REVIEW**

#### **Results**

The financial performance of the Trust continued to be impacted by the Covid-19 pandemic. However, as the Trust moved into its second year of partnership, some cost savings were made as a result of operational synergies achieved. Fee income was reduced for a second year as a result of additional hardship funding but the continuation of the Government's furlough scheme helped to mitigate the effect of this. The net income for the year was £752k before depreciation of £944k. In addition, gains on investments of £121k meant that the overall net movement in funds was a £71k reduction. The financial result for the year is shown on page 18.

#### **Reserves Policy**

At the year end the Trust had unrestricted reserves of £13.7 million mainly represented by land and buildings, which have been financed by the Trust's accumulated surpluses and supplemented by bank borrowings. Working capital and cash flows are monitored closely in the absence of free reserves. The Governors' policy is to continue building up reserves out of operating surpluses, subject to requirements for further capital expenditure, over the next five to ten years.

#### **Pay of Key Management Personnel**

The Governors' Senior Leadership Team (SLT) Remuneration Committee meets annually to review SLT salaries to ensure appropriate pay against objectives and performance.

#### **Teachers' Pension Scheme**

The Trust left the Teachers' Pension Scheme on 30<sup>th</sup> April 2021 following a formal consultation with teaching staff. Teachers were automatically enrolled into a defined contribution pension scheme on 1<sup>st</sup> May 2021.

### **FUTURE PLANS**

#### **Future Direction**

Effingham Schools Trust now has an annual income of almost £18million before bursaries of £3m, a pupil roll of over 1,050 and despite the Covid pandemic, remains cash healthy. All these are strong indicators of the continuing confidence surrounding the future direction of the Trust.

#### **Development Plan**

Following on from the excellent pupil retention and recruitment for Cranmore Senior School, the Trust has applied for planning approval for its exciting new Science and Technology Centre (completion August 2022).

## EFFINGHAM SCHOOLS TRUST

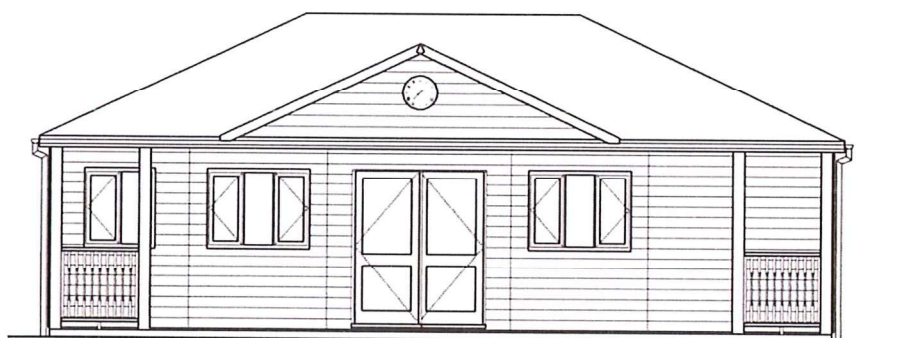
### GOVERNORS' REPORT

YEAR ENDED 31 AUGUST 2021

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At St. Teresa's the key project for the next academic year will be a new Sports Pavilion.



With continued pupil growth, the Trust is confident that it will be able to achieve its ambitious development targets.

#### STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors (who are also directors of the Effingham Schools Trust for the purposes of company law) are responsible for preparing the Governors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Governors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Governors are required to:

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

# EFFINGHAM SCHOOLS TRUST

## GOVERNORS' REPORT

YEAR ENDED 31 AUGUST 2021

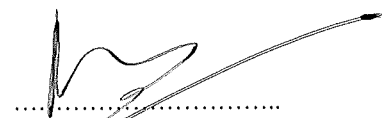
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The Governors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time of the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the Governors is aware at the time the report is approved:

- there is no relevant audit information of which the company's auditors are unaware; and
- the Governors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Governors' Report, which incorporates the Strategic Report, was approved by the Governors on 15 March 2022.



Mrs A Turner (Co-Chair)



Mr M Henderson (Co-Chair)

# **EFFINGHAM SCHOOLS TRUST**

## **GOVERNORS' REPORT**

**YEAR ENDED 31 AUGUST 2021**

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The Governors present the financial statements for the year ended 31 August 2021.

These have been prepared under the provision of the Charities SORP 2015 and comply with all statutory requirements and the charity's governing document.

### **REFERENCE AND ADMINISTRATIVE INFORMATION**

#### **GOVERNORS**

Mrs A Turner Co-Chair  
Mr M Henderson Co-Chair  
Mr A Agius  
Mrs H Brennan  
Dr N Clarke  
Mr S Fisher  
Mrs A Fort  
Ms S Hall  
Mrs S Hayes  
Rev A Hill  
Dr C McMullan  
Mr I Morgan  
Mrs M Wilkinson

#### **CLERK TO THE GOVERNORS**

Mrs C Minikin (appointed 1 September 2020)

#### **REGISTERED OFFICE**

Effingham Schools Trust  
Effingham Hill  
Dorking  
Surrey RH5 6ST

#### **BANKERS**

Lloyds Bank  
Connaught House  
Alexandra Terrace  
Guildford  
Surrey  
GU1 3DA

#### **SOLICITORS**

Moore Barlow  
The Oriel  
Sydenham Road  
Guildford  
Surrey GU1 3SR

#### **AUDITORS**

Haysmacintyre LLP  
10 Queen Street Place  
London  
EC4R 1AG



## INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF EFFINGHAM SCHOOLS TRUST

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### Opinion

We have audited the financial statements of Effingham Schools Trust for the year ended 31 August 2021 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets, Consolidated Cash flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 August 2021 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

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

### Conclusions relating to going concern

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

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

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

### Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

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

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

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

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors and Trustees' Report (which incorporates the strategic report and the directors' report).

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

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

#### **Responsibilities of trustees for the financial statements**

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

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

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

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the independent school regulations, safeguarding regulations, health and safety requirements, GDPR, employment law and charity law and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011 and Companies Act 2006 and consider other factors such as payroll tax.

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

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

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

#### **Use of our report**

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



.....  
Lee Stokes (Senior Statutory Auditor)  
for and on behalf of Haysmacintyre LLP, Statutory Auditor

.....12 April..... 2022

10 Queen Street Place  
London  
EC4R 1AG

**EFFINGHAM SCHOOLS TRUST**

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**

**FOR THE YEAR ENDED 31 AUGUST 2021**

**INCOME AND EXPENDITURE**

	Notes	Unrestricted Funds £	Total 2021 £	Total 2020 £
<b>INCOME FROM</b>				
<b>Charitable activities</b>				
Tuition fees	2	13,738,931	13,738,931	13,007,033
Other educational income	3	544,291	544,291	571,159
<b>Trading activities</b>				
Trading income	4	90,005	90,005	75,205
Lettings		10,687	10,687	5,628
<b>Investment:</b>				
Bank interest		62	62	7,077
Dividends		20,785	20,785	23,379
<b>Donations</b>				
General		1,847	1,847	13,325
Grants		185,701	185,701	605,916
Transfer of assets from Cranmore	7	-	-	7,465,414
Total income		14,592,309	14,592,309	21,774,136
<b>EXPENDITURE ON</b>				
<b>Expenditure on Charitable Activity</b>				
<b>Trust operating cost:</b>				
Teaching costs		8,603,958	8,603,958	8,914,836
Welfare		1,335,863	1,335,863	1,250,204
Premises		3,146,374	3,146,374	3,112,485
Support costs and governance		1,625,292	1,625,292	1,872,388
Grants and awards		-	-	225,765
<b>Raising funds</b>				
Trading expenditure	4	10,288	10,288	8,700
Finance costs		62,993	62,993	69,872
Total expenditure	5	14,784,768	14,784,768	15,454,250
<b>Net income /(expenditure)</b>		(192,459)	(192,459)	6,319,886
Gains / (losses) on investment assets	8	121,568	121,568	(24,769)
<b>Net movement in funds</b>		(70,891)	(70,891)	6,295,117
Balance brought forward at 1 September 2020		13,752,628	13,752,628	7,457,511
<b>Balance carried forward at 31 August 2021</b>		13,681,737	13,681,737	13,752,628

The Statement of Financial Activities contains all the income and expenditure recognised in the current and preceding year.

All of the Trust's activities during the above two financial years derived from continuing activities.

The accompanying notes form part of these financial statements.

## CONSOLIDATED AND CHARITABLE COMPANY BALANCE SHEETS

AT 31 AUGUST 2021

		Group		Trust	
	Notes	2021 £	2020 £	2021 £	2020 £
<b>FIXED ASSETS</b>					
Tangible assets	7	16,639,451	17,378,295	16,639,451	17,378,039
Investments	8	911,340	768,966	911,342	768,968
		<u>17,550,791</u>	<u>18,147,261</u>	<u>17,550,793</u>	<u>18,147,007</u>
<b>CURRENT ASSETS</b>					
Stock		64,974		64,974	
Debtors - receivable within one year	9	213,208	343,258	207,702	348,279
Cash and bank balances		1,873,070	964,689	1,793,742	889,336
		<u>2,151,252</u>	<u>1,307,947</u>	<u>2,066,418</u>	<u>1,237,617</u>
<b>CREDITORS</b> - amounts falling due within one year	10	<u>(3,013,766)</u>	<u>(2,533,997)</u>	<u>(3,005,606)</u>	<u>(2,526,048)</u>
<b>NET CURRENT LIABILITIES</b>		<u>(862,514)</u>	<u>(1,226,050)</u>	<u>(939,188)</u>	<u>(1,288,431)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>16,688,277</u>	<u>16,921,211</u>	<u>16,611,605</u>	<u>16,858,574</u>
<b>CREDITORS</b> - amounts falling due after more than one year	11	<u>(3,006,540)</u>	<u>(3,168,583)</u>	<u>(3,006,540)</u>	<u>(3,168,583)</u>
		<u>13,681,737</u>	<u>13,752,628</u>	<u>13,605,065</u>	<u>13,689,991</u>
<b>FUNDS</b>					
General unrestricted funds		<u>13,681,737</u>	<u>13,752,628</u>	<u>13,605,065</u>	<u>13,689,991</u>
		<u>13,681,737</u>	<u>13,752,628</u>	<u>13,605,065</u>	<u>13,689,991</u>

Effingham Schools Trust has taken the exemption from presenting its unconsolidated statement of financial activities under section 408 of the Companies Act 2006. The net expenditure of the charity as shown in note 14 was £206,490 (2020: net income £6,261,250).

The financial statements were approved and authorised for issue by the Governors on 15 March 2022 and were signed below on their behalf by:

.....  
Mrs A Turner  
(Co-Chair)

.....  
Mr M Henderson  
(Co-Chair)

The accompanying notes form part of these financial statements.

**EFFINGHAM SCHOOLS TRUST**

**CONSOLIDATED STATEMENT OF CASH FLOWS**

**FOR THE YEAR ENDED 31 AUGUST 2021**

	2021	2020
	£	£
<b>Reconciliation of net expenditure to net cash flow from operating activities</b>		
Net expenditure	(192,459)	(1,145,528)
Depreciation	944,532	1,005,783
Bank interest received	(62)	(7,077)
Bank interest paid	62,993	69,872
Investment income	(20,785)	(23,379)
Increase in stock	(64,974)	-
Decrease in debtors	130,050	38,341
Increase/(decrease) in creditors	147,399	(468,548)
Increase in parent deposits and fees in advance	320,136	344,001
<i>Net cash provided by operating activities</i>	1,326,830	(186,535)
<b>Cash flows from investing activities</b>		
Investment income	20,785	23,379
Bank interest received	62	7,077
Purchase of tangible fixed assets	(205,688)	(124,467)
Purchase of investment	(20,808)	(23,357)
Cash addition relating to Cranmore	-	503,241
<i>Net cash provided by investing activities</i>	(205,649)	385,873
<b>Cash flows from financing activities</b>		
Repayments of borrowing	(149,807)	(136,798)
Bank interest paid	(62,993)	(69,872)
<i>Net cash used in financing activities</i>	(212,800)	(206,670)
<b>Increase/(decrease) in cash</b>	908,381	(7,332)
Cash and cash equivalents at 1 September	964,689	972,021
Cash and cash equivalents at 31 August	1,873,070	964,689

**ANALYSIS OF CASH AND CASH EQUIVALENTS**

	2021	2020
	£	£
Cash at bank	1,873,070	964,689

**ANALYSIS OF CHANGES IN NET DEBT**

	At 1 September 2020	Cash flows	At 31 August 2021
	£	£	£
Cash	964,689	908,381	1,873,070
Loans falling due within one year	(149,692)	(2,518)	(152,210)
Loans falling due after more than one year	(2,134,883)	152,325	(1,982,558)
<b>Total</b>	<b>(1,319,886)</b>	<b>1,058,188</b>	<b>(261,698)</b>

# EFFINGHAM SCHOOLS TRUST

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 AUGUST 2021

Effingham Schools Trust is a charitable company incorporated in England and Wales. Further company information can be found on page 15. The Trust is a Public Benefit Entity registered as a charity in England and Wales and a company limited by guarantee. It was incorporated on 13 August 2002 (company number: 04509623) and registered as a charity on 18 December 2002 (charity number: 1095103).

#### 1. ACCOUNTING POLICIES

##### a) Basis of Accounting

The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Statement of Recommended Practice Accounting and Reporting by Charities (Second Edition), the Companies Act 2006 and FRS 102 the financial reporting standard applicable in the UK and the Republic of Ireland. On 1 September 2019 St Teresa's School merged with Cranmore School and the assets and liabilities of Cranmore School were transferred to Effingham Schools Trust. The group financial statements consolidate the financial statements of the company (Trust) and its subsidiaries, St Teresa's Enterprises Limited and Cranmore School Enterprises Limited.

The Governors have assessed whether the use of the going concern assumption is appropriate in preparing these accounts. Having reviewed the funding facilities available to the Trust together with the expected ongoing demand for places and the Trust's future projected cash flows, the Governors have a reasonable expectation that the Trust has adequate resources to continue its activities for the foreseeable future. The Governors have made this assessment in respect to a period of one year from the date of approval of these accounts and given due regard to the impact of Covid-19 on future activities. The Governors have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

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

##### b) Fees receivable and similar income

Tuition fees are stated after deducting allowances for awards and other remissions. Other educational income comprises income from school outings, activities and other related income. These sources of income are included in the accounts when the likelihood of the receipt is probable and their value can be measured with reasonable certainty.

##### c) Expenditure

Expenditure is accrued as necessary. Charitable activity costs comprises all expenditure directly related to the objects of the Trust including direct staff costs attributable to each activity. Support costs included within the charitable activity comprise the costs of all resources utilised to directly support the Trust's primary activities.

Governance costs are those costs incurred in connection with the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

##### d) Pension costs

The Trust contributed to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Board by the Scheme Administrator until 30 April 2021. From 1 May 2021 Teaching staff were enrolled in a defined contribution scheme. All non-teaching staff are members of a defined contribution scheme, where required by pursuant legislation, which complies with the requirements for a stakeholder pension scheme.

##### e) Fixed assets

All items of a capital nature with a value of over £1,000 are capitalised. Depreciation is calculated so as to write off the cost of tangible fixed assets on a straight-line basis over the expected useful economic lives of the assets concerned. The principal rates used for this purpose are:

Buildings	- 50 years
Building improvements	- 10, 20 and 50 years
Plant and equipment	- 5, 10 and 15 years
Motor vehicles	- 4 years

Assets under construction are not depreciated until they are complete and brought into use. Land is not depreciated.

# EFFINGHAM SCHOOLS TRUST

## NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2021

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### 1. ACCOUNTING POLICIES (continued)

#### f) Investments

Listed investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price.

Realised gains (or losses) on investment assets are calculated as the difference between disposal proceeds and their opening carrying value or their purchase value where the investment is acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value at that date. Realised and unrealised investment gains (or losses) are combined in the statement of financial activities and are credited (or debited) in the year in which they arise.

#### h) Debtors

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

#### i) Cash at bank and in hand

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

#### j) Creditors and Provisions

Creditors and provisions are recognised where the Trust has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Short term creditors are measured at their transaction price. Other financial liabilities, including bank loans, are measured at amortised cost using the effective interest method.

#### k) Fund accounting

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

Unrestricted Funds are funds applied at the discretion of the Governors in furtherance of the objects of the Trust. Where the Governors decide to set aside any part of these funds to be used in future for some specific purpose, this is accounted for by transfer to the appropriate designated fund.

Designated Funds are a particular from of unrestricted funds consisting of amounts, which have been allocated or designated for specific purposes by the Governors. The use of designated funds remain at the discretion of the Governors.

Restricted Funds are subject to specific conditions imposed by donors.

#### l) Leases

Rentals on the property lease and on operating leases are charged to the Statement of Financial Activities (SOFA) over the period when they are payable.

#### m) Critical sources of estimation uncertainty and accounting judgements

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Trust's accounting policies. The key judgements that have been applied by management relate to the selection of economic useful lives for tangible fixed assets and provisions for bad debts.

**EFFINGHAM SCHOOLS TRUST**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2021**

<b>2. FEES RECEIVABLE</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Fees receivable consists of:		
School fees	16,903,277	16,468,351
Less: Bursaries, grants and allowances	(2,808,928)	(2,063,443)
Covid-19 hardship support	(355,418)	(266,982)
Covid-19 Tuition fee rebate (relating to operational savings)	-	(905,128)
Scholarships and bursaries from other funds:		
Designated – Bursary Fund	-	(112,376)
Restricted Bursary Fund	-	(113,389)
	<u>13,738,931</u>	<u>13,007,003</u>
<b>3. OTHER EDUCATIONAL INCOME</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Student transport	218,983	215,333
Equestrian activities	79,688	74,865
Extras	167,304	202,545
Registration and exam fees	74,700	70,165
Non-refundable deposits	-	1,200
Other	3,616	7,051
	<u>544,291</u>	<u>571,159</u>
<b>4. NET INCOME FROM TRADING SUBSIDIARIES</b>		

The Trust has two wholly owned trading subsidiaries, St Teresa's Enterprises Limited and Cranmore Enterprises Limited. The principal activities of both companies are the organisation and management of commercial activities associated with Effingham Schools Trust. The commercial activities consist of the rental of school facilities. The taxable profits of each entity are donated to the Trust under gift aid.

A summary of the trading results of each subsidiary is shown below.

<b>Profit and Loss Account – St Tereasa's Enterprises Limited</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Turnover	57,947	46,037
Administrative expenditure	(6,146)	(3,876)
Net profit	<u>51,801</u>	<u>42,161</u>
Bank interest received	2	132
Retained in subsidiary	<u>51,803</u>	<u>42,293</u>

St Teresa's Enterprises Limited is controlled by Effingham Schools Trust. One of the directors of the company is a Governor of the Trust. Transactions with Effingham Schools Trust consist of a payment under Gift Aid and the intercompany balance which are disclosed in the accounts and the notes to the accounts.



**EFFINGHAM SCHOOLS TRUST**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2021**

**4. NET INCOME FROM TRADING SUBSIDIARIES (continued)**

<b>Profit and Loss Account – Cranmore Enterprises Limited</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Turnover	32,058	29,168
Administrative expenditure	(7,162)	(8,825)
	<u>24,896</u>	<u>20,343</u>
Retained in subsidiary	<u>24,896</u>	<u>20,343</u>

Cranmore School Enterprises Limited is controlled by Effingham Schools Trust. Both of the directors of the company are Governors of the Trust. Transactions with Effingham Schools Trust consist of a payment under Gift Aid and the intercompany balance which are disclosed in the accounts and the notes to the accounts.

**5. TOTAL EXPENDITURE**

	<b>Staff Costs</b>	<b>Other</b>	<b>Depreciation</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>2021</b>
				<b>£</b>
<b>Charitable Activity</b>				
Teaching costs	8,019,999	583,959	-	8,603,958
Welfare	256,842	1,079,021	-	1,335,863
Premises	641,529	1,560,313	944,532	3,146,374
Support costs	1,014,034	611,258	-	1,625,292
Grants & Awards	-	-	-	-
<b>Raising funds</b>				
Finance costs		62,993		62,993
Trading expenditure		10,288		10,288
	<u>9,932,404</u>	<u>3,907,832</u>	<u>944,532</u>	<u>14,784,768</u>

**Prior year**

	<b>Staff Costs</b>	<b>Other</b>	<b>Depreciation</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>2020</b>
				<b>£</b>
<b>Charitable Activity</b>				
Teaching costs	8,258,210	656,626	-	8,914,836
Welfare	314,688	935,516	-	1,250,204
Premises	624,677	1,482,025	1,005,783	3,112,485
Support costs	1,157,317	715,071	-	1,872,388
Grants & Awards	-	225,765	-	225,765
<b>Raising funds</b>				
Finance costs	-	69,872	-	69,872
Trading expenditure	-	8,700	-	8,700
	<u>10,354,892</u>	<u>4,093,575</u>	<u>1,005,783</u>	<u>15,454,250</u>

**EFFINGHAM SCHOOLS TRUST**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2021**

**5. TOTAL EXPENDITURE (continued)**

	2021 £	2020 £
Included in expenditure is:		
Auditor's remuneration		
- Audit of the financial statements	30,720	28,320
- Other non-audit services	7,290	6,960
Interest payable	62,993	69,872
Operating leases	193,138	207,436

**6. STAFF COSTS**

	2021 £	2020 £
Wages and salaries	7,771,313	7,979,660
Social security costs	775,600	821,846
Other pension costs	1,340,456	1,553,386
	9,887,369	10,354,892
Restructuring costs	45,035	-
	9,932,404	10,354,892

	Full Time Equivalent 2021	Avg. No 2021	Full Time Equivalent 2020	Avg. No 2020
The average number of employees in the year was:				
Teachers	118	128	120	131
Other	83	119	76	106
	201	247	196	237
The number of employees whose emoluments exceeded £60,000 were:				
£60,001 - £70,000		4		4
£70,001 - £80,000		3		3
£80,001 - £90,000		-		3
£90,001 - £100,000		1		-
£120,001 - £130,000		1		-
£130,001 - £140,000		1		1
£140,001 - £150,000		-		1

Contributions were made into a defined benefits pension scheme for eight (2020: ten) of the higher paid employees for eight months and then into a money purchase pension scheme for four months. Contributions were made into a money purchase scheme for the entire year for one (2020: two) employee. Total contributions were £137,810 (2020: £225,767).

Neither the Governors nor persons connected to them received any remuneration (2020: none). Personal expenses incurred by the Governors during the year totalled £444 (2020: £2,114).

Key management personnel comprises the School Heads and the Trust Senior Leadership team. Key management personnel received remuneration of £716,854 (2020: £906,263).

**EFFINGHAM SCHOOLS TRUST**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2021**

**7. TANGIBLE FIXED ASSETS – GROUP & TRUST**

<b>COST</b>	<b>Land and Buildings £</b>	<b>Building Improvements £</b>	<b>Plant and Equipment £</b>	<b>Motor Vehicles £</b>	<b>Total £</b>
At 1 September 2020	17,588,085	2,946,258	1,420,900	49,267	22,004,510
Additions		121,649	79,044	4,995	205,688
At 31 August 2021	17,588,085	3,067,907	1,499,944	54,262	22,210,198
<b>DEPRECIATION</b>					
At 1 September 2020	2,439,800	1,527,845	626,550	32,020	4,626,215
Charge for the year	480,630	234,237	217,052	12,613	944,532
At 31 August 2021	2,920,430	1,762,082	843,602	44,633	5,570,747
<b>NET BOOK VALUE</b>					
At 31 August 2021	14,667,655	1,305,825	656,342	9,629	16,639,451
At 31 August 2020	15,148,285	1,418,413	794,350	17,247	17,378,295

**8. INVESTMENTS**

	<b>Trust</b>	
	<b>2021 £</b>	<b>2020 £</b>
Unlisted Investments	2	2

This represents the charity's investments in wholly owned subsidiaries, St Teresa's Enterprises Limited and Cranmore School Enterprises Limited.

	<b>Group and Trust</b>	
	<b>2021 £</b>	<b>2020 £</b>
<b>Listed investments</b>		
At 1 September 2020	768,964	-
Transfer of assets from Cranmore School (note 7)	-	770,378
Additions	20,808	23,355
Unrealised gains /(losses) on investments	121,568	(24,769)
<b>At 31st August 2021</b>	<b>911,340</b>	<b>768,964</b>

**EFFINGHAM SCHOOLS TRUST**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2021**

**9. DEBTORS**

	<b>Group</b>		<b>Trust</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Receivable within one year:</b>				
Fees and extras	40,397	96,940	40,397	96,940
Other debtors and prepayments	172,811	246,318	153,327	243,712
Due from subsidiary undertaking	-	-	13,978	7,627
	<u>213,208</u>	<u>343,258</u>	<u>207,702</u>	<u>348,279</u>

**10. CREDITORS: amounts falling due within one year**

	<b>Group</b>		<b>Trust</b>	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Bank loan	152,210	149,692	152,210	149,692
Taxation and social security	342,008	393,439	342,008	393,439
Trade creditors	479,441	263,116	479,441	263,116
Other creditors and accruals	222,154	239,651	213,994	231,702
Parents' deposits and fees in advance	1,817,953	1,488,099	1,817,953	1,488,099
	<u>3,013,766</u>	<u>2,533,997</u>	<u>3,005,606</u>	<u>2,526,048</u>

**11. CREDITORS: amounts falling due after more than one year (continued)**

	<b>Group and Trust</b>	
	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Bank loan	1,982,558	2,134,883
Parents' deposits and fees in advance	1,023,982	1,033,700
	<u>£3,006,540</u>	<u>£3,168,583</u>
	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Long term loan obligations are repayable as follows:		
Between two and five years	645,015	645,316
In five years or more	1,337,543	1,489,567
	<u>1,982,558</u>	<u>2,134,883</u>
Due after more than one year (see above)	1,982,558	2,134,883
Due within one year (see note 10)	152,210	149,692
Loan balance as at 31 August 2021	<u>£2,134,768</u>	<u>£2,284,575</u>

In April 2018, the Trust entered a loan agreement for £1.6m with an interest rate payable of Bank of England Base Rate plus a rate 2.05% per annum. The loan is repayable over 180 consecutive monthly instalments, the final payment being due in May 2033, and is secured by way of a first legal charge on the Trust's freehold land and buildings.

## EFFINGHAM SCHOOLS TRUST

### NOTES TO THE FINANCIAL STATEMENTS (continued)

#### FOR THE YEAR ENDED 31 AUGUST 2021

#### 11. CREDITORS: amounts falling due after more than one year (continued)

In September 2018, the Trust entered into a loan agreement for £1.0m with an interest rate payable of 3.875% per annum. The loan is repayable in 180 consecutive monthly instalments in respect of principal only, commencing 1 month after the date the loan was borrowed.

The Trust also has a £0.5m secured overdraft facility with Lloyds Bank.

#### 12. FEES IN ADVANCE SCHEME

Parents may enter into a contract to pay the Trust in advance for fixed contributions towards the tuition fees for up to five years. The money may be returned subject to specific conditions on the receipt of notice. Assuming pupils will remain with the Trust, fees in advance will be applied as follows:

	2021 £	2020 £
Summary of movements in liability:		
Balance as at 1 September 2020	375,653	179,358
New contracts	250,065	282,824
Amounts used to pay fees	(158,027)	(86,529)
Amounts refunded	(107,819)	-
Balance as at 31 August 2021	<u>359,872</u>	<u>375,653</u>

#### 13. PENSION COMMITMENTS

##### Teaching staff

The Trust participated in the Teachers' Pension Scheme ("the TPS") for its teaching staff until 30<sup>th</sup> April 2021. Following consultation with staff, the Trust left the scheme and set up a defined contribution scheme with Royal London on 1<sup>st</sup> May 2021.

The pension charge for the year includes contributions payable to the TPS of £830,317 (2020: £1,344,883) and at the year-end £nil (2020: £108,931) was accrued in respect of contributions to this scheme. The pension charge for the year also includes contributions payable to the Royal London Scheme of £299,825 (2020: £nil).

##### Non-teaching staff

The Trust offers defined contribution group personal pension plans through Royal London and Aegon. The Trust's contributions to the pension schemes of non-teaching staff in the year were £210,314 (2020: £208,590), representing a contribution rate of between 10% and 16.4%.

Under auto enrolment regulations all eligible employees must be enrolled in a qualifying pension scheme. The Trust meets this obligation and all eligible job holders continue to be enrolled either with the Teachers' Pension scheme or one of the Group Personal Pension Plans.

# EFFINGHAM SCHOOLS TRUST

## NOTES TO THE FINANCIAL STATEMENTS (continued)

### FOR THE YEAR ENDED 31 AUGUST 2021

#### 14. CHARITY'S ACTIVITIES

The Statement of Financial Activities included with the accounts consolidates the activities of the parent charity, Effingham Schools Trust and of its wholly owned subsidiaries, St Teresa's Enterprises Limited and Cranmore School Enterprises Limited. A summary of the result of the parent charity is given below.

	2021 £	2020 £
Trust Income	14,564,970	14,237,385
Transfer of Assets	-	7,465,414
Total Income	14,564,970	21,702,799
Total Expenditure	(14,771,460)	(15,441,549)
Net (Expenditure)/ Income	(206,490)	6,261,250

#### 15. OPERATING LEASE COMMITMENTS

	Motor vehicles	
	2021 £	2020 £
Amounts due:		
Within one year	49,450	44,936
Between 1 and 5 years	94,643	123,913
	144,093	168,849

	Photocopiers	
	2021 £	2020 £
Within one year	30,466	30,354
Between 1 and 5 years	18,579	8,233
	49,045	38,587

#### 16. CAPITAL COMMITMENTS

The Trust had capital commitments of £231,594 (2020: £nil) at the balance sheet date.

#### 17. SUMMARY OF MOVEMENTS ON FUNDS

	At 1 September 2020 £	Income £	Expenditure £	Gains and Losses £	At 31 August 2021 £
General funds	13,752,628	14,592,309	(14,784,768)	121,568	13,681,737
Designated funds	-	-	-	-	-
Restricted funds	-	-	-	-	-
Total funds	13,752,628	14,592,309	(14,784,768)	121,568	13,681,737

**EFFINGHAM SCHOOLS TRUST**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2021**

**17. SUMMARY OF MOVEMENTS ON FUNDS (continued)**

	At 1 September 2019 £	Income £	Expenditure £	Gains and Losses £	At 31 August 2020 £
General funds	7,457,511	21,541,099	(15,228,485)	(17,497)	13,752,628
Designated funds		115,996	(112,376)	(3,620)	-
Restricted funds		117,041	(113,389)	(3,652)	-
Total funds	<u>7,457,511</u>	<u>21,774,136</u>	<u>(15,454,250)</u>	<u>(24,769)</u>	<u>13,752,628</u>

**Funds**

The Designated Fund comprises funds allocated by the Governors to complement the restricted fund in providing for bursaries at the Trust.

The Restricted Fund comprises donations, gift aid and investment income received to support the Trust's bursary provision.

