ELLESMERE COLLEGE LIMITED

England & Wales · Charity number 1103049

Details

Status	Registered
Legal form	Charitable company
Company number	05066406
Registered	2004-04-05
Register	View on the Charity Commission register

Contact

Address	Ellesmere College Ellesmere SY12 9AB
Phone	01691622321
Email	directoroffinance@ellesmere.com
Website	www.ellesmere.com

Activities

Objects: TO PROMOTE AND EXTEND EDUCATION (INCLUDING SPIRITUAL, SOCIAL, MORAL, CULTURAL AND PHYSICAL EDUCATION)IN ACCORDANCE WITH THE DOCTRINES AND PRINCIPALS OF THE CHURCH IN THE DIOCESE OF LICHFIELD OR ELSEWHERE THROUGH ANY OR ALL OF THE FOLLOWING MEANS:BY CARRYING ON THE SCHOOL KNOWN AS ELLESMERE COLLEGE AND ANY SCHOOL OR SCHOOLS ASSOCIATED WITH IT IN A MANNER WHICH DEVELOPS AND SUSTAINS A CHRISTIAN ENVIRONMENT CENTRED ON THE ANGLICAN TRADITION OF THE EUCHARIST AND AT WHICH A FUNDAMENTAL IMPORTANCE IS ATTACHED TO THE TEACHING OF THOSE PRINCIPLES;PROMOTING AND SUPPORTING THE EFFICIENCY AND EFFECTNESS OF WOODARD CORPORATION;PROMOTING THE USE OF THE FACILITIES OF ANY SCHOOL BY THE WIDER COMMUNITY

Activities: The delivery of education to pupils ranging from 7 to 18 years of age. The school is open at other times for use by the local community, and the school has strong links with local sporting associations for the benefit of the local community.

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Classification

- **How:** Provides Services
- **What:** Education/training
- **Who:** Children/young People, The General Public/mankind

Geography

- **Area of benefit:** WITHIN THE DIOCESE OF LICHFIELD
- Shropshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£11,111,177	£11,730,194	£3,315,157	232
2024-08-31	£12,733,189	£13,015,351	£3,908,032	244
2023-08-31	£12,179,633	£12,487,553	£4,035,413	243
2022-08-31	£10,382,248	£10,726,076	£4,350,563	240
2021-08-31	£9,572,441	£9,538,317	£4,815,406	228
2020-08-31	£10,360,924	£10,018,566	£4,640,919	246

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Trustees

Name	Role	Appointed
CHARLES LILLIS	Chair	2011-05-10
Anna Sutton		2021-03-17
Dr Julie Scanlon		2023-01-29
Dr Karen Castle		2019-11-27
JANE MAKIE TROWBRIDGE LLP JP		2014-10-20
John Kevin Clarke		2025-09-08
Julie Nieto		2026-05-05
Michael Donald Thomas Sampson		2014-05-02
Michael Ward		2023-06-19
SIOBHAN CONNOR		2012-03-09
William Simon Clarkson Webb		2026-03-02

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ELLESMERE COLLEGE LIMITED

England & Wales - Charity number 1103049

Accounts

Charity Registration No. 1103049

Company Registration No. 05066406 (England and Wales)

ELLESMERE COLLEGE LIMITED

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST AUGUST 2025

ELLESMERE COLLEGE LIMITED

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ELLESMERE COLLEGE LIMITED

COMPANY INFORMATION

DIRECTORS AND ADVISORS

Directors	Mr C E Lillis (Chairman)
	Dr K E Castle
	Ms S M Connor BA (Hons) PGDipBJ
	Mr R A K Hoppins FCA (resigned 24 March 2025)
	Mrs J Nieto
	Mr J C Pochin (resigned 6 May 2025)
	Mr M D T Sampson BSc
	Dr Julie Scanlon
	Professor Anna Sutton B.Ed M.Ed (Wales) FRSA
	Mrs J M Trowbridge LLB JP
	Mr Michael A Ward BA (Hons) LL (Dip)
Secretary	Mrs R Avery BA ACMA
Charity No.	1103049
Company No.	05066406
Principal Address and Registered Office	Ellesmere College Ellesmere Shropshire SY12 9AB
Key Management Personnel	
Head	Mrs S V Pritt-Roberts MEd NPQH
Director of Finance	Mrs R Avery BA ACMA
Deputy Head Pastoral	Mr R Chatterjee MSc PhD
Director of Operations	Mr M McCarthy BSc (resigned 31 August 2025)
Deputy Head External Relations	Mr S B Mullock BA
Auditor	Moore Kingston Smith LLP 6th Floor, 9 Appold Street London EC2A 2AP
Bankers	Barclays Bank plc 68-70 High Street Rhyl, Denbighshire, LL18 1EU
Solicitors	Veale Wasbrough Vizards LLP Narrow Quay House Narrow Quay Bristol BS1 4QA

COMPANY INFORMATION

	Browne Jacobson LLP 15th Floor, 103 Colmore Row Birmingham, B3 3AG
Investment Advisers	Evelyn Partners Investment Management LLP 45 Gresham Street London EC2V 7BG
Insurance Brokers	Marsh Ltd 4 Milton Road Haywards Heath West Sussex RH16 1AH

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2025

The directors present their report and financial statements for the year ended 31st August 2025 and confirm they comply with the requirements of the Charities Act 2011, including the Directors' and Strategic Reports, under the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE INFORMATION

The charity was formed in 2004 and is registered with the Charity Commission as charity number 1103049. The charity is a limited liability company and wholly owned subsidiary of The Woodard Corporation (charity number 1096270). The charitable company is incorporated in the United Kingdom. Directors of the Company are also Fellows (members) of the Woodard Corporation and participate in the election of its board of management and are committed to its charitable objects.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The company is governed by Articles of Association as adopted by Special Resolution dated 20 March 2013, replacing those dated 4 March 2004 amended by Special Resolution(s) dated 24 January 2006, 28 April 2009 and 23 June 2009. They permit funds to be managed in such a manner as the directors see fit, provided that such powers are only exercised for the purposes of attaining the objects and in a manner which is legally charitable. The Articles of Association forbid the distribution of any property or funds, which are to be applied solely towards the promotion of the objects of the company.

Governing Body

The governors are the directors and charitable trustees of the company and comprise the governing body of Ellesmere College and are elected to hold office for five years. The school is governed by the governing body, the operation of which is supplemented by the use of a number of committees. The full governing body met three times during the year.

Recruitment and Training of Governors

All governors are Fellows of the Woodard Corporation. Fellows are responsible for electing the Woodard Corporation Board. Governors are recruited on the basis of nominations from school contacts and from selection when a post becomes available. The governing body look to ensure a mix of skills and select new governors on the basis of background, competence, specialist skills and, in the case of Fellows, Christian commitment. Governors are provided with induction training by the Head and other senior College staff and a wider programme of training events is organised by the Woodard Corporation. The school also encourages governors to attend events run by the Association of Governing Bodies of Independent Schools (AGBIS), and other suitable conferences.

Where possible the governors consider that the skills and experience of the governing body should comprise the following:

A Governor with a legal background.

A Governor with a financial/accounting background.

A Governor with education experience.

A Governor with safeguarding experience.

A Governor with senior managerial or business experience.

A Governor with experience of equal opportunities or disability needs.

At least one female Governor and at least one male Governor.

One Governor may have one or more of these skills.

Volunteers

Governors are volunteers providing their time for free to support the governance of the school.

Organisational Management

The school is governed by the governing body which delegates work to a number of committees. Membership of each committee is outlined on page 14. The directors determine the general policy of the company.

The governors manage their work through a number of sub-committees:

- Finance and General Purposes Committee
- Staffing and Personnel Committee
- Safeguarding and Regulatory Compliance Committee
- Education Committee
- Investment Committee

The day-to-day management of the company is delegated to the Head who oversees educational, pastoral and administrative functions in consultation with the senior staff. The day-to-day administration is undertaken within the policies and procedures approved by the governors which provide for only significant expenditure decisions and major capital projects to be referred to the governors for prior approval.

The Head oversees the recruitment of all staff. The Head and Director of Finance are invited to attend governors' meetings.

The remuneration of key management personnel is set by the governing body, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the school's success.

We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope for rewarding excellence. Delivery of the school's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

Group Structure and Relationships

The school has 2 wholly owned non-charitable subsidiaries, Ellesmere College Enterprises Limited and Ellesmere College International Limited.

The school has developed links with a wide range of organisations to ensure the widest possible access to our facilities and schooling. Through membership of the Headmasters' and Headmistresses' Conference and through networking with peer groups we ensure that we are able to attain the highest standards of quality and performance. We encourage our pupils to develop an awareness of the social context of the all-round education they receive at the school and they are engaged in a number of activities to enhance their understanding. We have a thriving alumni group, The Ellesmerian Club, who are generous in supporting the work of the school and whose support we greatly appreciate. We also cooperate with many local charities in our ongoing endeavours to widen public access to the schooling we can provide, to optimise the educational use of our cultural and sporting facilities and to awaken in our pupils, in the public interest, an awareness of the social context of the all-round education they receive.

CHARITABLE OBJECTS, AIMS, OBJECTIVES & ACTIVITIES

Charitable Objects

The charity's objects, as set out in the Articles of Association, are to promote and extend education (including spiritual, moral, social, cultural and physical education) in accordance with the doctrines and principles of the Church. The Church is defined as being the Church of England and churches in full communion with the See of Canterbury.

Intended impact

Woodard schools strive for the best all round education of every aspect of each individual; they ensure high standards of religious education; and they see themselves as communities working together for the benefit of all members, and of the Church and the nation. They are strong Christian foundations which adhere to catholic belief as found in the Church, to Christian worship focused in the Eucharist, and to the care of each individual and the whole school community particularised in the ministry of the Chaplain.

Aims

Ellesmere College is a boarding and day school for pupils from the ages of 7 to 18. It aims to support children in reaching their potential in all areas of their activity at the school, and in the wider community. This may be in academic subjects but could just as easily be reflected in success in art, drama, sport, music or dance. We produce 'well rounded' individuals who are able to make a positive contribution to society. All Woodard schools aim to provide a rounded education to help the pupils to make their way in adult life.

Primary objectives

The primary objectives of Ellesmere College to fulfil these aims are:

- to provide a stimulating learning environment in which pupils can develop their academic potential to the full;
- to provide a happy and secure pastoral environment in which pupils can learn to live together and thus foster a sense of community, respect for one other and good citizenship;
- to provide pupils with the opportunity to take advantage of a breadth of co-curricular activities in order to develop positively all aspects of their character;
- to provide pupils with the opportunity to take decisions based on their own judgment and to communicate those decisions appropriately and effectively;
- to provide financial support to enable children whose parents are unable to afford the full fees to benefit from an Ellesmere College education;
- to provide a clear, simple and effective management structure capable of taking timely decisions and allocating necessary resources appropriately, and
- to provide the necessary administrative and logistic framework to meet the needs of members of staff and pupils alike.

Strategies to achieve the primary objectives

This year our focus has been on -

- To continue to develop the exceptional levels of academic support for all pupils aligned with the principles of High Performance Learning to promote self-belief and resilience in learners. The College is an accredited Fellowship member of World Class Schools.

- The College continues to be one of only a small number of schools in the world that has been accredited by the World Academy of Sport as an Athlete Friendly Education Centre. Various national selections and achievements took place across a wide range of sports, including (but not exclusively) rugby, hockey, shooting, golf, swimming, and tennis with student athletes competing at regionally, nationally and international levels.

- Continuing to achieve and maintain appropriate accreditation to validate the exceptional artistic and performance opportunities at the College.

- Ensuring that the College is of the highest quality to maintain pupil numbers.

  The College provides a holistic education covering the academic, sporting, artistic and personal development of all our pupils.

- Exploring international opportunities to create additional revenue streams to support the College's charitable activities. The school provides expertise in collaboration with investors which has led to the establishment of Ellesmere College Muscat, Ellesmere College Riyadh and Ellesmere College Doha, Qatar which is due to open in September 2026.

Principal Activities of the Year

The principal activity of the school is the delivery of education to pupils ranging from 7 to 18 years of age. We run a number of summer school activities and the school is open at other times for use by the local community. Pupil numbers at the school during the year were as follows:

	Total 2025	Of which are boarders	Total 2024	Of which are boarders
Senior school (13-18 years)	395	172	429	223
Lower school (7-13 years)	136	1	141	4
Total	531	173	570	227

Public Benefit

Within the objects, the school aims to create an environment to nurture children, to get the best from them and to allow them to develop and fulfil their potential. We provide them with a first-class independent education and a wide range of sporting and artistic opportunities. Our public benefit aim is that all pupils will be self-confident and desire to contribute to the wider community.

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

Our school welcomes pupils from all backgrounds. To admit prospective pupils, we need to be satisfied that our school will be able to educate and develop prospective pupils to the best of their potential and in line with the general standards achieved by their peers. Entrance interviews and assessments are undertaken to satisfy ourselves and parents that potential pupils can cope with the pace of learning and benefit from the education we provide. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of our assessment processes.

Our school is a part of a wider community and we are keen that our staff and pupils participate. Our school also offers a resource to support a range of educational activities for the benefit of local children attending state schools and their teachers. Our governors are committed to developing our programme of cooperation and joint working with local maintained sector junior and secondary schools. The activities undertaken and the success of our programme are explained in the 'review of achievements and performance for the year' section of this report.

Woodard and its schools provide a significant benefit to the public. The school strives to ensure that measures of public benefit are appropriate, and that significant sections of the public are not excluded from the opportunity to benefit from the education and facilities offered due to the need to pay a fee. In addition to significant provision of bursaries and other forms of financial support, the school provides a wide range of opportunities for community benefit and facilities and events are often open to all. Further detail of the public benefit offered is included in the section entitled 'Review of Achievements and Performance for the Year' below.

It is a key requirement of evidencing public benefit that any private benefit to individuals or elements of the charity will be incidental to the charity's objectives.

Bursaries & Scholarships

The school awarded fee reductions in the form of bursaries and scholarships to 406 pupils, based on either educational merit and potential or family financial need. The majority of those receiving merit awards would not have been able to join the College had they not received such awards and to that extent much of the merit award funding can be regarded as bursary spending. This year the value of scholarships and bursaries, which included a discount offered to all pupils from January 2025, totalled £3,623,742 (2024: £3,779,913) and represented 27% (2024: 26%) of our gross fees.

Bursaries

The governors view our bursary awards as important in helping to ensure children from families who would otherwise not be able to afford the fees can access the education we offer. Our bursary awards are available to all who meet our general entry requirements and are made solely on the basis of parental means or to relieve hardship where a pupil's education and future prospects would otherwise be at risk for example in the case of redundancy. In assessing means we use the methodology promulgated by the Independent Schools' Bursars Association, which takes a number of factors into consideration including family income, investments and savings and family circumstances for example dependant relatives and the number of siblings. Our school does not have an endowment and in funding our awards we have to be mindful that we must ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their child's education, and those benefiting from the awards.

The bursary awards are made in monetary values and range up to 100% of remission of fees. Information about fee assistance through bursaries is provided to all applying to the school. We also advertise the awards each summer in the local press and at local libraries. Further details of our scholarships and bursaries and how to apply are available on our website.

Scholarships

The purpose of our scholarship awards is to recognise high academic potential or the ability to excel in our co-curricular activities. Our scholarships are awarded on the basis of the individual's academic potential or evidence of exceptional abilities which will contribute to our co-curricular activities. In addition, awards may be subject to conditions imposed by the original donor.

Scholarships are awarded with a fixed percentage remission of fees of between 0% and 50%. Where further assistance is required, scholarship awards may be supplemented by a means tested bursary. We advertise the availability of scholarship awards each summer in the local press and at local libraries. Further details of our scholarship policy are available on our website.

Review

The progress of pupils receiving scholarships is reviewed at least annually to ensure their progress is in line with their abilities. The availability of all such awards for fee-assistance, together with the terms and conditions for each kind of award, is advertised on our website at www.ellesmere.com.

The school includes details of the various concessions in the prospectuses and on the website. All parents making enquiries about possible entry are provided with a description of the criteria for bursaries and scholarships. All criteria and policies relating to concessions are kept under review and are updated when necessary.

Employment Policy

We are an equal opportunity organisation and are committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. We will make reasonable adjustments to meet the needs of staff or pupils who are or become disabled.

Investment Policy and Objectives

The company's memorandum and articles of association permit funds to be invested in such manner as the directors see fit, providing that such powers of investment are only exercised for the purpose of attaining the objects and in a manner that is legally charitable.

Investment activities are managed in line with the requirements of the Trustee Act 2000. The governors have appointed Evelyn Partners Investment Management (previously known as Smith and Williamson) as investment manager. Our investment policy is to grow the value of the portfolio so that it can be used in support of school projects. The investment manager has discretion about how the investments are managed within the policy parameters set by the governors. Funds not invested are held on deposit to earn interest.

STRATEGIC REPORT

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

The Promotion of Education

During the year we educated an average of 531 children between the ages of 7 and 18. The school is non-selective by ability and provides a high standard of education to meet the needs of learners, validated in review of the academic results, student destinations and through external inspection. The school offers an exceptionally broad curriculum and educates children with a wide range of ability. We can demonstrate particular excellence in a very wide range of activities, both curricular and extracurricular. Our aim is to support children in reaching their potential in all areas of their activity at the school. This may be in academic subjects but could just as easily be reflected in success in art, drama, sport, music or dance. We aim to produce 'well rounded' individuals who are able to make a positive contribution to society.

Academic Results

The educational performance of the school continues to achieve good outcomes, overall and for the individual. The school achieved an 83% pass rate at 9 to 4 for GCSE, of which 30% of exam results were graded 9-7 (A*/A). Girls' outcomes were stronger with 89% levels 9-4 and 33% levels 9-7 (A*-A) The 2025 school pass rate of 83% compares with a national pass rate of 67%.

Ellesmere College uses added value as a measure of educational progress. Added value measures the difference between the expected grade from a pupil's baseline assessment score at the beginning of their course and the grade they actually achieved.

The sixth form curriculum offer of A level, International Baccalaureate, and BTEC Diploma provides choice for students and routes that access universities in the UK and around the world. At A Level the pass rate was 97% with some outstanding performances taking students onto prestigious university places. 42% were graded A*/A/B grades. 25 subjects were examined. Girls' outcomes were again stronger with 98% pass for all A levels sat A -E with 62% achieving A*A/B. The school aims to provide a rounded education to help the pupils to make their way in adult life. A very large majority move on to higher education, and a significant number achieve their first choice destination.

The 2025 IB cohort achieved an overall average of points 31.2. Three students achieved an impressive 40 plus points out of the maximum possible of 45, one of the three achieving 44 points putting him in the top 1% of IB Diploma students worldwide. Three did not achieve the full diploma. They gain certification in the subjects they passed and can retake in November.

The BTEC Sports Diploma provides an alternative approach. 100% of students passed the two A level diploma and the extended diploma, which is a three A level equivalent. Four out of the six who completed the extended diploma did so at Distinction or Distinction star level, equivalent to three A levels at A* - others achieved strong passes at Distinction and Merit level, securing their pathways to university.

Improving Facilities

We continue to improve facilities through constant investment in the fabric of the buildings and assets, and programmes to provide the best facilities to support teaching and learning. To that end we have launched a fund raising programme to renovate one of our buildings as a dedicated music school.

Arts, Music and Drama

The excellence of the College's provision for the media, visual, dramatic, and musical arts has already been noted. That the College continues to be one of the few independent schools in the country to have achieved the Arts Council of Great Britain's award of 'Artsmark Platinum' bears external testimony to the standards achieved, both in performance and in partnership and outreach. Our music continues to go from strength to strength with annual participation in the Barnado's National Choir Competition at the Symphony Hall Birmingham.

A core part of our Arts offer is the opportunity to take the London Academy of Music and Dramatic Arts (LAMDA) speech and Drama examinations. Over 45 examinations were taken by pupils this academic year, with 88% achieving a distinction. LAMDA students have also experienced success at this year's Chester Speech and Drama Festival.

Further details of the excellence of the College's provision and its outreach work can be found on the College's website.

Sport

As previously noted the College had been accredited by the World Academy of Sport as an Athlete Friendly Education Centre (AFEC) and as such is one of fewer than 30 schools in the world to have achieved this status. The AFEC scheme is backed by the International Olympic Movement and the International Baccalaureate, and it recognises excellence in the provision at an individual level in catering for the needs of pupils.

Further details of the College's sporting excellence, and its sporting outreach programmes, can be found on the College website.

Adventurous Activities

The College remains committed to providing high quality adventurous activities, most particularly through the Duke of Edinburgh scheme and the Combined Cadet Force. We remain the largest school provider in the county of the Duke of Edinburgh Award. Collectively all award participants in college have contributed 3224 volunteering hours. 51 pupils will complete their bronze award by the end of term and 27 continued from Bronze last year onto the silver award, completing their final expedition in summer term with impressive commitment.

Wider Education

In line with the Christian character of all Woodard Schools, and having regard for guidance issued by the Charity Commission and others, the school pursued policies that support the provision of benefit to the public.

The Woodard Corporation is involved in development of academies as part of the government's initiative. In support of this project all Woodard Schools have provided assistance, where asked, through provision of educational expertise, participation in governance, direct curriculum support, etc. Ellesmere College has contributed to this initiative.

Further significant public benefit is provided by the College through the work of its other employees in the furtherance of education beyond Ellesmere College. Fifteen of the teaching staff undertake significant work as examiners for GCSE, A-level, and the International Baccalaureate Diploma programme, with roles ranging from Examiner to Chief Examiner at A-level. The College provides a public benefit by facilitating staff absence to enable them to complete these tasks.

The College's significant public benefit role as a centre for excellence for the West Midlands in many sports is augmented further by the College's willingness to allow staff time to support regional

development, which directly benefits pupils from the maintained sector. This year's such developments have included club refereeing and coaching; management of county cricket, rugby and hockey squads; directing and coaching for North Midlands rugby. The College acts as a centre for teacher training. We have links with Manchester Metropolitan University and Glyndwr University and take a number of trainees on placement who then go on to teach in both the maintained and independent sectors. We are authorised to run ECT (Early Careers Teacher) programmes for completion of QTS (Qualified Teacher Status) and have a full CPD (Continual Personal Development) programme for serving teachers.

Public benefit within the wider community of young people is provided through the College Duke of Edinburgh scheme's willingness to lend its canoes to other Duke of Edinburgh groups and provide logistical advice.

Outreach and Partnership

The College offers considerable and extensive public benefit through its outreach and partnership activities. In addition to those activities mentioned under the heading 'Wider Education' the College has hosted Arts Connect meetings for the Midlands hub of the Arts Council Arts Mark Award Schools. There have been many collaborations with local schools in the area particular in the areas of drama, music and sport.

Charitable Activities

The College's charitable commitments continue to be strong and varied. Too many charities have benefitted this year from College fundraising activity to be mentioned individually.

Fundraising Performance

Donations to the college totalled £16,254 (2024: £56,500). Enhance Ellesmere is a programme through which donations are invested in educational facilitates and support which might not otherwise be afforded. The College's focus is on development of its relationship with and between alumni over an active policy of fundraising.

Investment Performance against Objectives

The investment backdrop has seen risk assets continue to make progress with the 'Artificial Intelligence' theme driving returns over the last 12 months despite the disruption of President Trump's new policies impacting global trade. The geopolitical challenges persist alongside a worsening fiscal position across many of the G20 economies. Inflation has moderated albeit still persistent at a 'core' level which has meant central bank interest rates cuts are at a slower pace than many anticipated at the beginning of 2025.

The portfolio has seen a positive net total return of +6.5% over the trailing 12 months to 31st August 2025 to a value of £507,641 (2024: £476,071). This compares to the peer group with a similar risk appetite as measured by ARC Steady Growth of +6.1% and a rate of CPI of +3.9%.

Key Performance Indicators

The governors use a number of KPIs to guide and inform their review of the school's performance, while recognising that any short-term measurement may distort the delivery of the primary objectives of the College. Current KPIs:

1. To produce a surplus for the group before depreciation and special projects are taken into account.

   There was a deficit before depreciation and special projects of £100,353.

2. To retain a minimum of 60% of current pupils on transfer from Middle School to Sixth Form.

   In the year 2024-25 46% of pupils transferred from Year 11 to Year 12.

3. To remain a minimum of 90% of pupils on transfer from Lower School to Middle School.

   In the year 2024-25 the figure was 84%.

4. To achieve 60% of pupils joining their first-choice university. This target is set on the basis of the College's policy to encourage pupils to be ambitious in their applications to universities.

   In the year 2024-25 81% of Year 13 students secured their first-choice university place.

5. To maintain an appropriately wide spread of international pupils both for reasons of spreading financial risk and – more importantly – for maintaining a genuinely international culture within the College. 'Appropriately wide' is defined as having an international population of students from more than 20 countries.

   In the year 2024-25 27 different nationalities were represented at the College.

FINANCIAL REVIEW

Results for the Year

The net deficit for the year out of unrestricted funds amounted to £599,881 (2024: £94,482) after charging depreciation of £352,949 (2024: £411,448). The Group deficit before depreciation was £239,926.

In January 2025 the fees were discounted by 4.17% for all pupils who were subject to VAT on fees. This led to net fees being lower than originally budgeted but this was an anticipated reduction once this decision was made after VAT was introduced. Costs were in line with expected figures.

Net current liabilities increased to £3,666,619 (2024: £3,059,602) primarily due to the increase overdraft at the year end. This was due to timing of receipts for fees, which were received in September rather than August. Long term liabilities decreased by £335,521 to £943,175 (2024: £1,278,696) owing to a reduction in returnable deposits due and the term remaining on the loan.

The College is supported by our subsidiary companies, Ellesmere College Enterprises (ECE) and Ellesmere College International (ECI). Our trading company, ECE, continues to hire out Ellesmere College facilities as well as undertaking commercial activity on behalf of the school. ECE's surplus was £18,153 (2024: £64,663) for the year. In addition, ECI contributed a surplus of £262,297 (2024: £294,841).

Reserves Level and Policy, and Financial Viability

It has been the school's policy to utilise funds to ensure that high quality up-to-date facilities are provided for the benefit of pupils. The aim is to budget so as to provide sufficient working capital to meet the present needs and future development requirements of the school without the requirement to have recourse to sales of tangible fixed assets, or use of the school's readily realisable investments to support unrestricted funds. Unrestricted funds decreased by £599,881 to total £3,276,340 (2024: £3,876,221). Ellesmere College plans to fund longer term capital expenditure and meet long term liabilities through careful management of resources and investments and through building reserves through operations and trading.

In common with most independent schools, which tend to fund their own capital investment plans, free reserves are at a negative balance illustrating the extent of the investment in our school. The group's total capital and reserves of £3,315,157 (2024: £3,908,032) at the year-end included £38,717 (2024: £31,711 of restricted funds. Tangible assets held for charity use totalled £7,417,310 (2024: £7,770,259), leaving a deficit on free reserves of £4.0m (2024: £3.8m) at the year-end. The school's financial viability does not depend on income reserves but in its ability to continue to meet its obligations an annual basis, and on the substantial portfolio of fixed assets held for operational use. The school does not have, and cannot rely on, permanent endowments.

PRINCIPAL RISKS AND UNCERTAINTIES

The governors consider the economic turbulence of recent years and the ability of parents to afford school fees across the independent sector to be the principal risk faced by the school. The governing body therefore decided to reduce fees by 4.17% in January 2025 so that parents faced a 15% increase when VAT was introduced instead of 20%. In September 2025 this was removed and net fees have remained the same as September 2024 plus VAT.

The independent sector is currently subject to increased political risk following the introduction of VAT on school fees, and the removal of business rates relief. The introduction of VAT creates a level of uncertainty in business planning for all independent schools. Planning future income based on pupil numbers has become more difficult owing to an increased level of uncertainty in demand. The full effect will not be known until levels of demand settle down, schools adapt and parents become more secure in their finances. This is unlikely to happen for a number of pupil recruitment cycles.

Health and safety is always a significant area for risk management. The risks range from fire and damage to infrastructure, to personal risks (most notably when away from the campus on trips and expeditions). The level and breadth of activity at the school is impressive and the risks associated with all activities are minimised through planning and risk assessment.

The principal risks to which the school is exposed include those affecting protection of pupils and security and preservation of charitable assets both now and in the future. Significant risk areas:

- the governors consider possible catastrophic events and ensure that the school has a plan in place to allow education to continue in a range of different scenarios
- the market in which the school operates is highly competitive and we monitor developments in education to ensure that pupils always receive a first class, holistic and varied educational experience in our school
- we strive to ensure that all staff are able to work in a safe and supportive environment and policies, procedures and training in Human Resource management and Health and Safety help to ensure that the school meets expectations
- the school operates in a highly regulated sector, including in matters of child protection, and we appoint appropriate professional advisers to ensure that we can keep up to date with all requirements; school or individual membership of bodies being the constituent associations of the Independent Schools Council also ensure that we have access to up-to-date information and support
- the school operates in an increasingly litigious environment, and we appoint appropriate professional advisers and purchase insurance using specialist brokers and advisers to ensure that we can keep up to date with all requirements and meet all challenges
- all organisations face difficult economic conditions, particularly in relation to the impact of inflation, and directors and senior managers in the school keep abreast of economic conditions locally, nationally and internationally to identify trends and develop plans to address issues

The key controls used by the school include:

- formal agendas and minutes for all meetings of the governing body and committees
- comprehensive strategic planning, financial forecasting, budgeting and management accounting
- established and identifiable organisational structures and reporting lines which are regularly reviewed
- comprehensive formal written policies
- clear authorisation limits and purchase control systems
- vetting procedures, as required by law, for protection of the vulnerable

Financial risk management objectives and policies

The school uses financial instruments, other than derivatives, comprising loans, cash and other liquid resources and various other items such as trade debtors and creditors that arise directly from operations. The main purpose of these financial instruments is to raise finance for the group's operations.

The main issues arising from the group's financial instruments are liquidity risk and interest rate risk. The school's directors adopt policies for managing each of the risks and these are summarised below:

- Liquidity risk – the school seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable needs by negotiating adequate facilities from its bank.
- Interest rate risk – the school finances operations through a mixture of retained surpluses and bank borrowings. These are open to fluctuations in interest rates.

Going Concern

Having considered all factors and after reviewing the available evidence, the directors have a reasonable expectation that the group will be able to continue operating for the foreseeable future and the financial statements have been prepared on a going concern basis.

A thorough review of cost structure has been undertaken by the Governors and Senior Management Team and the results of this are still ongoing. Budgets and cashflow forecasts have been prepared to December 2026 which show that the Group can operate within the limit of the agreed overdraft facility. Cash is managed on a group basis and Barclays have formally expressed their continued support.

Details relating to the adoption of the going concern basis can be found in the accounting policy 1b.

FUTURE PLANS

The key objectives are:

1. To review curriculum provision in line with national changes and to meet the needs of our market.

2. To manage the staffing at all times so that we deliver the best possible education as well as accommodation, welfare and administration.

3. To maximise the income from the use of the College's facilities and develop new streams from overseas.

4. To identify opportunities for energy consumption reduction.

5. Having achieved accreditation as a High Performance Learning World Class School to build on the programme to ensure that every pupil reaches his or her full academic potential.

6. To maintain Artsmark Platinum status and to continue to develop as an arts hub for the region. There are ambitious plans for renovation of a building at the College to provide improved music teaching facilities.

7. To continue to develop our sports provision, including sports academies and opportunities for young people at all levels of sport.

ELLESMERE COLLEGE LIMITED

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2025

DIRECTORS

The directors who served during the year, and the committees of which they are members, are:

C E Lillis (Chairman)	Finance and General Purposes Investment
K E Castle	Safeguarding, Regulatory Compliance
S M Connor	Education
R A K Hoppins	Finance and General Purposes Investment
J Nieto	(Full Council)
J C Pochin	Finance and General Purposes
M D T Sampson	Regulatory Compliance
J Scanlon	Education, Regulatory Compliance
A Sutton	Finance and General Purposes Education
J M Trowbridge	Education
M A Ward	Finance and General Purposes

None of the directors has any beneficial interest in the company. Ellesmere College buys trustees and officers insurance on behalf of the directors.

AUDITORS

Moore Kingston Smith LLP, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006 unless the company receives notice under section 488(1) of the Companies Act 2006.

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2025

DIRECTORS' RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the directors' report, incorporating the strategic report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare company and group financial statements for each financial year. Under that law the directors have elected to prepare the financial statements 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 company and the group and of the income and expenditure of the company and group for that period.

In preparing each of the group and company financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements 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 group and the company will continue in business.

The directors are responsible for maintaining proper accounting records that are sufficient to show and explain the group's and company's transactions and disclose with reasonable accuracy at any time the financial position of the group and 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 group and company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors confirm that:

- so far as each director is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

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

Approved by the Board of Directors of Ellesmere College on 19/12/2025, including, in their capacity as company directors, approving the Directors' and Strategic Reports contained therein, and signed on its behalf by:



Mr C E Lillis
Chairman

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ELLESMERE COLLEGE LIMITED
YEAR ENDED 31ST AUGUST 2025

Opinion

We have audited the financial statements of Ellesmere College Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2025 which comprise the Consolidated Statement of Financial Activities, the consolidated and Parent Charitable Company Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the groups and the parent charitable company's affairs as at 31 August 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Directors' 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 and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Directors are responsible for the other information contained within the annual 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.

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 course of 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 themselves. 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' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- Directors' Report has 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 parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion:

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

Responsibilities of directors

As explained more fully in the Directors' responsibilities statement set out on page 15, 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 Directors 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 Directors are responsible for assessing the group and 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 Directors either intend to liquidate the group or 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

We have been appointed as auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ELLESMERE COLLEGE LIMITED
YEAR ENDED 31ST AUGUST 2025

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are [the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP

Date: 12/01/2026

Robert Kersse (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street
London
EC2A 2AP

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

ELLESMERE COLLEGE LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)

YEAR ENDED 31 AUGUST 2025

	Notes	Unrestricted Funds £	Restricted Funds £	Endowed Funds £	Total 2025 £	Total 2024 £
Income and Endowments from :						
Charitable Activities						
School fees receivable	2	9,459,904	-	-	9,459,904	10,759,183
Ancillary trading income	3	1,236,255	-	-	1,236,255	1,159,210
Other trading activities						
Non-ancillary trading income	4	859,680	-	-	859,680	750,854
Other activities	4	-	-	-	-	(224)
Investments						
Investment income	5	8,207	-	-	8,207	7,666
Voluntary sources						
Grants and Donations	6	8,564	7,690	-	16,254	56,500
Other incoming resources		78,794	-	-	78,794	104,401
TOTAL INCOMING RESOURCES		11,651,404	7,690	-	11,659,094	12,837,590
Expenditure on Raising Funds						
Non ancillary trading costs	7	573,010	-	-	573,010	389,918
Ancillary trading expenses		1,170,074	-	-	1,170,074	1,165,560
Financing costs	8	116,390	-	-	116,390	151,102
Investment management		2,779	-	-	2,779	2,498
Fundraising and development		130,540	-	-	130,540	123,084
TOTAL DEDUCTIBLE COSTS	7	1,992,793	-	-	1,992,793	1,832,162
Charitable Activities						
Education	7	10,284,634	684	-	10,285,318	11,183,189
TOTAL EXPENDITURE	7	12,277,427	684	-	12,278,111	13,015,351
Net Expenditure before transfers		(626,023)	7,006	-	(619,017)	(177,761)
Realised gains / (losses) on investment assets	13	16,557	-	-	16,557	5,654
Unrealised gains / (losses) on investment asset	13	9,585	-	-	9,585	44,726
Net Expenditure		(599,881)	7,006	-	(592,875)	(127,381)
Transfers between funds	23	-	-	-	-	-
Net Movement in funds for the year		(599,881)	7,006	-	(592,875)	(127,381)
Fund balances at 1st September		3,876,221	31,711	-	3,907,932	4,035,313
FUND BALANCES AS AT 31ST AUGUST		3,276,340	38,717	-	3,315,057	3,907,932

All amounts relate to continuing activities.

All recognised gains and losses in the current and prior year are included in the statement of financial activities.

The notes on pages 24 to 44 form part of these financial statements.

ELLESMERE COLLEGE LIMITED

CHARITY STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)

YEAR ENDED 31 AUGUST 2025

	Notes	Unrestricted Funds £	Restricted Funds £	Endowed Funds £	Total 2025 £	Total 2024 £
Income and Endowments from :						
Charitable Activities						
School fees receivable	2	9,459,904	-	-	9,459,904	10,759,183
Ancillary trading income	3	1,236,255	-	-	1,236,255	1,159,210
Other trading activities						
Recharges to Ellesmere College Enterprises		31,313	-	-	31,313	43,639
Other activities	4	-	-	-	-	(224)
Investments						
Investment income	5	8,207	-	-	8,207	7,666
Voluntary sources						
Grants and Donations	6	289,014	7,690	-	296,704	416,004
Other incoming resources		78,794	-	-	78,794	104,401
TOTAL INCOMING RESOURCES		11,103,487	7,690	-	11,111,177	12,489,879
Expenditure on Raising Funds						
Non Ancillary Trading		31,313			31,313	43,639
Ancillary trading expenses		1,170,074	-	-	1,170,074	1,165,560
Financing costs	8	115,370	-	-	115,370	150,170
Investment management		2,779	-	-	2,779	2,498
Fundraising and development		130,540	-	-	130,540	123,084
TOTAL DEDUCTIBLE COSTS	7	1,450,076	-	-	1,450,076	1,484,951
Charitable Activities						
Education	7	10,279,434	684	-	10,280,118	11,182,689
TOTAL EXPENDITURE	7	11,729,510	684	-	11,730,194	12,667,640
Net Expenditure before transfers		(626,023)	7,006	-	(619,017)	(177,761)
Realised gains / (losses) on investment assets	13	16,557	-	-	16,557	5,654
Unrealised gains / (losses) on investment assets	13	9,585	-	-	9,585	44,726
Net Expenditure		(599,881)	7,006	-	(592,875)	(127,381)
Transfers between funds	23	-	-	-	-	-
Net Movement in funds for the year		(599,881)	7,006	-	(592,875)	(127,381)
Fund balances at 1st September		3,876,221	31,711	-	3,907,932	4,035,313
FUND BALANCES AS AT 31ST AUGUST		3,276,340	38,717	-	3,315,057	3,907,932

All amounts relate to continuing activities.

All recognised gains and losses in the current and prior year are included in the statement of financial activities.

The notes on pages 24 to 44 form part of these financial statements.

ELLESMERE COLLEGE LIMITED

CONSOLIDATED AND CHARITY BALANCE SHEETS
AS AT 31 AUGUST 2025

	Note	Group		Charity	
		2025	2024	**2025**	2024
		£	£	£	£
FIXED ASSETS					
Tangible assets	12	7,417,310	7,770,259	7,417,310	7,770,259
Securities Investments	13	507,641	476,071	507,742	476,172
		7,924,951	8,246,330	7,925,052	8,246,431
CURRENT ASSETS					
Stock		33,562	42,633	26,938	36,157
Debtors	14	2,106,390	919,653	2,156,422	1,039,294
Cash at bank and in hand		108,325	161,828	1,764	7,943
		2,248,277	1,124,114	2,185,124	1,083,394
CURRENT LIABILITIES					
Creditors: amounts falling due within one year	15	(5,914,896)	(4,183,716)	(5,851,844)	(4,143,097)
NET CURRENT LIABILITIES		(3,666,619)	(3,059,602)	(3,666,720)	(3,059,703)
TOTAL ASSETS LESS CURRENT LIABILITIES		4,258,332	5,186,728	4,258,332	5,186,728
LONG TERM LIABILITIES					
Creditors: amounts falling due after more than one year	16	(943,175)	(1,278,696)	(943,175)	(1,278,696)
NET ASSETS		3,315,157	3,908,032	3,315,157	3,908,032
REPRESENTED BY :					
Called up share capital	20	100	100	100	100
RESTRICTED FUNDS	23	38,717	31,711	38,717	31,711
UNRESTRICTED FUNDS					
General reserve		3,276,340	3,876,221	3,276,340	3,876,221
		3,315,157	3,908,032	3,315,157	3,908,032

The financial statements were approved and authorised for issue by the Board on... 19/12/25 ...and signed on its behalf by :

Mr C E Lillis - Chairman
Company Registration No : 05066406

The notes on pages 24 to 44 form part of these financial statements.

ELLESMERE COLLEGE LIMITED

CONSOLIDATED CASH FLOW STATEMENT
AS AT 31 AUGUST 2025

	Note	Group 2025 £	Group 2024 £
Cash flows from operating activities :			
Net cash provided by operating activities	30	(682,655)	936,961
Cash flows from investing activities :			
Dividends, interest and rents from investments	5	8,207	7,666
Proceeds from the sale of property, plant and equipment		-	16,356
Purchase of property, plant and equipment		-	(565,254)
Proceeds from sale of investments		66,433	120,830
Purchase of investments		(71,861)	(125,999)
Net cash used in investing activities		2,779	(546,401)
Cash flows from financing activities :			
Repayments of borrowing		(34,512)	(99,681)
Financing costs		(116,390)	(151,102)
Movement in fees paid in advance over 1 year		(2,837)	-
Net cash used in financing activities		(153,739)	(250,783)
Change in cash and cash equivalents in the year		(833,615)	139,777
Cash and cash equivalents at the beginning of the year		(741,840)	(881,617)
Cash and cash equivalents at the end of the year	31	(1,575,455)	(741,840)

1 ACCOUNTING POLICIES

The principal accounting policies, all of which have been applied consistently throughout the year and in the preceding year are:

a) Basis of Accounting

Ellesmere College Limited is a private company limited by shares, number 5066406, incorporated in England and Wales. Its registered office and principal place of business is Ellesmere College, Ellesmere, Shropshire SY12 9AB. It is also a charity, number 1103049. The group consists of Ellesmere College Limited, Ellesmere College Enterprises Limited and Ellesmere College International Limited.

The accounts of the group have been prepared under the Companies Act 2006 and in accordance with the Statement of Recommended Practice for Charities ('SORP (FRS102)') and with applicable UK Accounting Standards. They are drawn up on the historical cost accounting basis except that property and share investments held as fixed assets are carried at fair value.

Ellesmere College meets the definition of a public benefit entity under Financial Reporting Standard (FRS) 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The preparation of financial statements in conformity with FRS 102 requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. Further details are provided in note 33 and in the accounting policies for depreciation of fixed assets, for pensions and for bad debts.

The financial statements are presented in sterling (£) and the functional currency is sterling (£). Monetary amounts in these finance statements are rounded to the nearest £.

b) Going Concern

The accounts have been prepared on a going concern basis. The Ellesmere College Board reviews the financial information for the company and the group and considers whether the group and the company are a going concern for a period of at least 12 months from the date of approval of the accounts.

Having considered all factors and reviewing the available evidence, the directors have a reasonable expectation that the group will be able to continue operating for the foreseeable future and the financial statements have been prepared on a going concern basis.

At the balance sheet date, the Group had net current liabilities of £3,666,619 (2024: £3,059,602). The Group manages its working capital requirement through an overdraft of £2m with Barclays Bank plc which was increased to £2.5m in October 2025. The College has seen a decrease in pupil numbers. However at the same time the College has carried out an extensive review of its cost structure. Budgets and cashflow forecasts have been prepared until December 2026 which show that the Group can operate within the limits of the overdraft facility. In addition, the Group disposed of its investment portfolio in September 2025 and is in the advanced stages of negotiating other asset sales which are expected to realise at least £620,000 thereby reducing the level of overdraft.

The Directors are unaware of any other factors which would impact on the charity and the group being treated as a going concern.

c) Group Accounts

The financial statements consolidate the financial statements of the company, and all its subsidiary companies, charitable trusts and funds with all inter-company balances being eliminated. Entities are consolidated where Ellesmere College exercises overall control either through ownership of shares, or through having common trustees with a common objective. Accounting policies are consistently applied between group companies.

d) School Fees Receivable and Similar Income

Fees receivable and other educational income are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions by the school, but include contributions received from restricted funds for scholarships, bursaries and other grants. All debts are fully provided for unless they relate to current pupils owing less than two terms in which case a partial provision is made.

e) Ancillary and Non-Ancillary Trading Income

Ancillary trading income represents amounts from activities to generate funds within the charitable objects for example, tuition in extra subjects and coaches to and from school. Non-ancillary trading income represents amounts from activities not directly related to the charitable objects, for example lettings of school facilities out of term time and sales from the tuck shop and vending machines. Income from these activities is recognised in the SOFA when the goods are sold or services provided.

f) Voluntary sources, Grants and Donations

Voluntary incoming resources are accounted for as and when entitlement arises, the amount can reliably be quantified and the economic benefit is considered probable.

Voluntary income for general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, voluntary income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention to be permanent or not. Gifts in kind are valued at estimated open market value at the date of gift, in the case of assets for retention or consumption, or at the value to the school in case of donated services or facilities.

g) Expenditure

Expenditure is accrued as soon as there is a contractual obligation or a liability is considered probable, discounted to present value for longer term liabilities. Expenditure is allocated to expense headings either on a direct cost basis or apportioned according to time spent. The irrecoverable element of VAT is included with the item of expense to which it relates. The cost of refurbishing and converting existing buildings is written-off in the year in which it is incurred except where the useful life is extended.

h) Pension Costs

The school company participates in the Teachers' Pensions scheme, which is an unfunded government scheme. The Teachers' Pensions scheme provides benefits based on final pensionable pay. The funds of the scheme are separate from the company, although the company's share of the scheme cannot be identified as the scheme is a multi-employer scheme, and so the pension costs are accounted for as defined contribution schemes.

h) Pension Costs (continued)

The company offers membership of the Pensions Trust Flexible Retirement Plan to employees other than the full and part-time academic staff. The Pensions Trust Flexible Retirement Plan is a multi-employer pension schemes where the scheme assets are pooled for investment purposes and cannot be attributed to individual employers. Benefits are paid from the total scheme assets. It is in most respects a money purchase arrangement, but has some guarantees. As a result it is not possible or appropriate to identify the assets and liabilities of the scheme which are attributable to the company. In accordance with Financial Reporting Standard (FRS) 102 (section 28) therefore, the scheme is accounted for as a defined contribution scheme.

i) Tangible Fixed Assets and Depreciation

In accordance with Section 35.10 (d) of FRS102, Ellesmere College has elected to use the carrying value of any of the above freehold land and buildings previously carried at a valuation, as their deemed cost at the date of transition to FRS102, 1 September 2014.

Tangible fixed assets are stated at cost less depreciation. Individual capital items, or projects, with a value greater than £10,000 are capitalised.

Where tangible fixed assets have been acquired with the aid of specific grants they are included in the balance sheet at cost and depreciated over their expected useful economic life. The related grants are credited to a restricted fixed asset fund (in the statement of financial activities and carried forward in the balance sheet). The depreciation on such assets is charged in the statement of financial activities over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

Depreciation is provided at rates calculated to write off the cost, less estimated residual value of each asset based on current market prices, over its expected useful life, as follows:

Freehold land is not depreciated	
Freehold Buildings:	variable according to the building and written off over the expected useful life (see note below)
Computer equipment	33.33% on cost
Plant and Equipment	between 4% and 25% depending on expected useful life
Motor vehicles	25% on cost

The company has reviewed its tangible assets, which comprise land, buildings and initial fixtures and fittings. The company undertakes an annual review of all buildings assessing their useful economic life. In some cases the useful economic life of a building is anticipated to be of considerable length, often in excess of 100 years. The buildings are capitalised in the financial statements at historic cost and the calculated depreciation charge is charged in these accounts over the expected useful life which ranges from 10 to 250 years. The directors will continue to carry out annual assessments of the recoverable amount and the estimated useful life of all buildings. The review is based on the directors' assessments of the market value and the future economic benefit derived from an asset versus its carrying value in the financial statements.

j) Financial Instruments

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

k) Securities Investments

Securities investments are carried at fair value, which is deemed to be market value as at the balance sheet date.

Realised and unrealised investment gains and losses are recognised as 'net gains/(losses) on investment assets' in the Statement of Financial Activities and are allocated to the appropriate fund according to the 'ownership' of the underlying assets.

l) Stocks

Stocks comprise raw materials, consumable stores and goods held for resale: they are valued at the lower of cost and net realisable value.

m) Leasing Commitments

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the SOFA on a straight line basis over the lease term. Lease incentives are accounted for over the lease term on a straight-line basis.

n) Fee Deposits

Refundable fee deposits are currently classified between long term and short term in the financial statements. These deposits are refundable in the event that the pupils leave the school on one term's notice and as such the deposit would be refunded to the parents at that point. However, the financial statements are prepared on a going concern basis and it is assumed that the majority of children will remain in school for their full years of education and therefore the deposit will be refunded to them when they leave school.

o) Fund Accounts

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

p) Taxation

Ellesmere College is a registered charity and as such is exempt from tax on income and gains falling within Part 11 of the Corporation Tax Act 2010 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. There is no similar exemption for VAT, which is included in expenditure or in the cost of assets as appropriate.

The school has subsidiary companies that are subject to taxes including corporation tax and VAT in the same way as any commercial organisation. The tax charged to the profit and loss account is based on the subsidiary companies profits for the year and takes into account tax arising because of timing differences between the treatment of certain items for tax and accounting purposes. The subsidiary companies distribute their profits to Ellesmere College under Gift Aid and tax liabilities are kept to a minimum.

q) Cash at Bank and in Hand

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of 95 days or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

2 CHARITABLE ACTIVITIES - SCHOOL FEES RECEIVABLE - GROUP AND CHARITY

The School fees income comprises:

	2025	2024
	£	£
Gross fees	13,083,647	14,539,096
Less: Total scholarships, bursaries, etc	(3,623,743)	(3,779,913)
	9,459,904	10,759,183
Add back : Scholarships, Grants etc. paid for by Restricted Funds	-	-
Unrestricted :	9,459,904	10,759,183

Scholarships, bursaries and other awards were paid to 406 pupils (2024 : 410 pupils). Within this, means-tested bursaries totalling £457,963 were paid to 85 pupils (2024 : £623,374 to 107 pupils).

3 CHARITABLE ACTIVITIES - ANCILLARY TRADING INCOME (UNRESTRICTED) - GROUP AND CHARITY

	2025	2024
	£	£
Entrance fees and registration fees	13,828	21,394
Fees in lieu of notice	119,920	56,306
Extra subjects	547,599	464,555
Other ancillary educational income	13,763	2,406
Pupil Bussing	378,089	408,659
Activities, Clubs, Events and House income	163,056	205,890
	1,236,255	1,159,210

4 OTHER TRADING ACTIVITIES (UNRESTRICTED)

	2025	2024
	£	£
Non-ancillary trading income		
Ellesmere College Enterprises Ltd	269,656	341,114
Ellesmere College International Ltd	590,024	409,740
	859,680	750,854
Interest receivable - pupils' bills	-	(224)
	859,680	750,630

5 INVESTMENTS - INVESTMENT INCOME

	Unrestricted	Restricted	Endowed	**Total 2025**	Total 2024
	£	£	£	£	£
Securities investment income					
Dividends	6,866	-	-	6,866	6,111
Fixed interest	1,341			1,341	1,555
	8,207	-	-	8,207	7,666

£7,666 of income in 2024 was unrestricted.

6 VOLUNTARY SOURCES - GRANTS AND DONATIONS

	Unrestricted	Restricted	Endowed	**Total 2025**	Total 2024
				£	£
Donations	8,564	7,690	-	16,254	56,500
Gift Aid from Ellesmere College Ent Ltd	18,153			18,153	64,663
Gift Aid from Ellesmere College Int Ltd	262,297			262,297	294,841
	289,014	7,690	-	296,704	416,004

£46,500 of 2024 donation income was restricted, with £369,504 unrestricted.

7 ANALYSIS OF EXPENDITURE

a)Total Expenditure - Group

	Staff Costs (note 9)	Depreciation (note 12)	Support Costs	**Total 2025**	Total 2024
	£	£	£	£	£
Costs of raising funds					
Non ancillary trading costs	176,663	-	396,347	573,010	389,918
Other income generating activities	644,208	-	525,866	1,170,074	1,165,560
Financing cost (note 8)	-	-	116,390	116,390	151,102
Investment management	-	-	2,779	2,779	2,498
Fundraising and development	123,171	-	7,369	130,540	123,084
Total	944,042	-	1,048,751	1,992,793	1,832,162
Charitable Expenditure					
Education					
Teaching	4,724,869	-	388,778	5,113,647	5,400,375
Welfare	781,565	-	739,717	1,521,282	1,661,947
Premises	932,166	352,949	1,377,639	2,662,754	2,931,941
School administration and governance	414,206	-	565,342	979,548	1,183,335
Grants, awards and prizes (note 7c)	-	-	8,087	8,087	5,591
Total	6,852,806	352,949	3,079,563	10,285,318	11,183,189
Total Expended - Group	7,796,848	352,949	4,128,314	12,278,111	13,015,351

7 ANALYSIS OF EXPENDITURE (continued)

b)Total Expenditure - Charity

	Staff Costs (note 9)	Depreciation (note 12)	Support Costs	**Total 2025**	Total 2024
	£	£	£	£	£
Costs of raising funds					
Non Ancillary Trading	-	-	31,313	31,313	43,639
Other income generating activities	644,208	-	525,866	1,170,074	1,165,560
Financing cost (note 8)	-	-	115,370	115,370	150,170
Investment management	-	-	2,779	2,779	2,498
Fundraising and development	123,171	-	7,369	130,540	123,084
Total	767,379	-	682,697	1,450,076	1,484,951
Charitable Expenditure					
Education					
Teaching	4,724,869	-	388,778	5,113,647	5,400,375
Welfare	781,565		739,717	1,521,282	1,661,947
Premises	932,166	352,949	1,377,639	2,662,754	2,931,941
School administration and governance	414,206	-	560,142	974,348	1,182,835
Grants, awards and prizes (note 7c)	-	-	8,087	8,087	5,591
Total	6,852,806	352,949	3,074,363	10,280,118	11,182,689
Total Expended - Charity	7,620,185	352,949	3,757,060	11,730,194	12,667,640

School Admin and Governance Costs include £684 from a restricted fund (Premises Costs £79,399 in 2024)

c) Grants, awards and prizes

Ellesmere College makes awards to individual families to support schooling

	Group and Charity	
	2025	**2024**
	£	£
From Restricted Funds :		
Bursaries and other grants and awards	-	-
From unrestricted funds :		
Prizes and leaving awards	8,087	5,591
	8,087	5,591

7 ANALYSIS OF EXPENDITURE (continued)

d) Governance included in support costs

Ellesmere College reimburses governors for out of pocket expenses including travel, subsistence and accommodation, where a claim is made. No trustees were reimbursed during the year (2024:1 trustee £96).

Group	**2025**	**2024**
	£	£
Remuneration paid to auditor for audit services for current year	25,375	19,650
Remuneration paid to auditor for audit services for prior year	8,239	20,400
Other governance costs	425	196
	34,039	40,246
Charity		
Remuneration paid to auditor for audit services for current year	20,175	17,500
Remuneration paid to auditor for audit services for prior year	8,239	22,050
Other governance costs	425	196
	28,839	39,746

8 FINANCING COSTS

	2025	**2024**
Group	£	£
Bank charges and Bank Loan Interest	109,888	129,716
Bad and doubtful debt - increase / (decrease) in provision	6,502	21,386
	116,390	151,102
Charity		
Bank charges and Bank Loan Interest	108,868	128,784
Bad and doubtful debt - increase / (Decrease) in provision	6,502	21,386
	115,370	150,170

9 STAFF COSTS

The aggregate payroll costs for the year were :

	2025	2024
	£	£
Group		
Wages and salaries	6,197,223	6,332,096
Social security costs	652,348	595,090
Other pension costs	904,358	898,829
Private medical insurance	22,744	20,919
	7,776,673	7,846,934
Charity		
Wages and salaries	6,030,442	6,173,043
Social security costs	644,083	588,360
Other pension costs	902,741	897,222
Private medical insurance	22,744	20,919
	7,600,010	7,679,544

All staff are jointly employed by Ellesmere College and its subsidiary Ellesmere College Enterprises. The charity expenditure on payroll is reduced by amounts charged to the subsidiary to reflect time spent working on subsidiary business. The number of staff partially charged was 32 (2024 : 35) and the number wholly disbursed is 3 (2024:3).

The Senior Management Team are classed by the school as being the Key Management Personnel.

None of the governors received remuneration or other benefits from Ellesmere College or from any connected body.

	2025	2024
Aggregate employee benefits of key management personnel	563,718	654,573

9 STAFF COSTS (continued)

The number of higher paid employees who received emoluments of £60,000 or more was:

	2025 Number	2024 Number
£60,000 - £70,000	2	2
£70,000 - £80,000	1	1
£80,000 - £90,000	2	2
£100,000 - £110,000	-	1
£120,000- £130,000	-	1
£130,000 - £140,000	1	-

Average number of employees on head count basis

	2025 Number	2024 Number
Teaching	115	119
Welfare	44	48
Premises	43	48
Support	30	29
Group and Charity	232	244

10 DIRECTORS

None of the directors (or any persons connected with them) received any remuneration during the year.
No children or grandchildren of directors attended the College (2024 : NIL).

During the year no directors (2024:One) received reimbursement of travel and training expenses.

11 TAXATION

The company is a registered charity and therefore no liability arises on its charitable activities.

12 TANGIBLE FIXED ASSETS

Group and Charity	Land and Buildings Freehold	Motor Vehicles	Computer Equipment	Plant and Equipment	Total
	£	£	£	£	£
Cost					
At 1 September 2024	9,240,412	328,877	511,971	1,770,810	11,852,070
Additions	-	-	-	-	-
Disposals	-	-	(13,111)	(11,868)	(24,979)
As 31 August 2025	9,240,412	328,877	498,860	1,758,942	11,827,091
Depreciation					
At 1 September 2024	2,173,280	209,574	342,609	1,356,348	4,081,811
Charge for the year	139,098	37,350	97,077	79,424	352,949
Disposals	-	-	(13,111)	(11,868)	(24,979)
At 31 August 2025	2,312,378	246,924	426,575	1,423,904	4,409,781
Net book value at 31 August 2025	6,928,034	81,953	72,285	335,038	7,417,310
Net book value at 31 August 2024	7,067,132	119,303	169,362	414,462	7,770,259

All assets are used for charitable purposes.

Finance leases and hire purchase contracts

There are no assets held under finance leases or hire purchase contracts.

13 SECURITIES INVESTMENTS

Group	Securities Investments 2025	Securities Investments 2024
	£	£
Group Investments		
At 1 September	476,071	420,522
Additions	71,861	125,972
Disposals	(66,433)	(120,803)
Increase/(Decrease) in value of investments	26,142	50,380
Group investments at 31 August	507,641	476,071
Investment in subsidiaries	101	101
Charity investments at 31 August	507,742	476,172
Investments comprise :		
Listed Investments		
Bonds - Sterling	49,817	44,160
Bonds - Other Currencies		-
Property	13,407	6,262
Alternatives	45,873	40,875
Multi Asset	8,015	7,502
Global		51,399
UK Equities	100,048	97,641
Continental Europe	26,260	11,820
North America	132,615	147,409
Japan Indirect	28,530	24,695
Pacific Basin	29,936	19,961
Other overseas equities	47,540	0
Emerging Markets	23,734	22,364
Cash	1,866	1,983
Group investments at 31 August	507,641	476,071
Investment in subsdiaries	101	101
Charity investments at 31 August	507,742	476,172
Historical cost of investments	406,553	383,315

Ellesmere College owns all of the share capital of Ellesmere College Enterprises Ltd and Ellesmere College International Ltd, companies incorporated in England/Wales. Further details are provided in notes 27 and 29.

The main Securities Investments are managed for Ellesmere College by Evelyn Partners Investment Management LLP. All investments are managed and held in the UK.

One of the European investments had a value of more than 5% of the total (2024 : Three of the North America investments).

The Charity disposed of the security investments post year end.

14 DEBTORS

	Group		Charity	
	2025	2024	**2025**	2024
	£	£	£	£
School fees receivable	1,190,270	528,971	1,190,270	528,971
Trade debtors	211,913	101,046	-	-
Other debtors	167,347	27,472	165,141	27,472
Prepayments and accrued income	536,860	262,164	536,860	262,164
Amounts due from subsidiary companies	-	-	264,151	220,687
	2,106,390	919,653	2,156,422	1,039,294

The school fees receivable is net of a Bad Debt Provision of £221,283 (2024 : £231,019).

15 CREDITORS: DUE WITHIN ONE YEAR

	Group		Charity	
	2025	2024	**2025**	2024
	£	£	£	£
Bank loans and overdrafts	1,887,780	921,996	1,887,780	921,996
Fees received from parents in advance of term	1,815,115	2,033,452	1,815,115	2,033,452
Repayable deposits from parents	387,763	407,818	387,763	407,818
Trade creditors	658,044	390,493	654,973	371,909
Taxation and social security	667,569	150,370	651,933	132,930
Other creditors	176,939	154,205	176,939	154,205
Accruals	290,916	125,382	246,571	105,442
Amounts due to subsidiary companies	-	-	-	15,345
Amounts due to parent company	30,770		30,770	
	5,914,896	4,183,716	5,851,844	4,143,097

Fees received from parents for the following academic year are treated as deferred income.

16 CREDITORS: DUE AFTER MORE THAN ONE YEAR

	Group and Charity	
	2025	2024
	£	£
Fees received from parents in advance of term	386,109	388,946
Repayable Deposits from Parents	405,600	518,100
Bank loans	151,466	371,650
	943,175	1,278,696

The Repayable Deposits from Parents are disclosed as partly repayable after more than one year because they are repayable when the pupil leaves and it is reasonable to assume that many pupils will not be leaving within one year. A breakdown of the expected periods of repayment is shown in note 18.

17 BANK LOAN

	2025	2024
	£	£
The bank loans are repayable by instalments		
Due within 2 to 5 years	-	141,694
Due within 1 to 2 years	151,466	229,956
Due after more than one year	151,466	371,650
Due within 1 year	204,000	18,328
	355,466	389,978

The group refinanced with Barclays in March 2023, which included a loan of £540,000 repayable over a term of 4 years (until March 2027) which is secured by a charge on the College's assets at an interest rate of 2% over bank base rate. The overdraft is also secured by a charge on the College's assets.

18 REPAYABLE DEPOSITS FROM PARENTS

	2025	2024
	£	£
The deposits become repayable when the pupil leaves :		
Due after 5 years	58,500	79,400
Due within 2 to 5 years	251,800	242,700
Due within 1 to 2 years	95,300	196,000
Due after more than one year	405,600	518,100
Due within 1 year	387,763	407,818
	793,363	925,918

Parents pay the school a deposit of £500, £2,000 or £9,000 in advance. The money may be returned subject to specific conditions on the receipt of one term's notice. Assuming pupils remain in the school (which the vast majority do based on historical information), deposits will be applied as above.

19 COMMITMENTS UNDER OPERATING LEASES

	2025	2024
	£	£
Within 1 year	22,205	29,773
Between 2 and 5 years	55,512	-
	77,717	29,773

Lease payments recognised as an expense amounted to £26,065 (2024 : £38,535). The lease relates to the broadband connection (£2,800) and the other to printers, scanners and photocopiers (£23,265).

20 SHARE CAPITAL

	2025	2024
	£	£
Authorised		
100 Ordinary shares of £1 each	100	100
Allotted, called up and fully paid		
100 Ordinary shares of £1 each	100	100

21 RESTRICTED FUNDS

Ellesmere College's funds are analysed under the following headings :

a) RESTRICTED FUNDS

The Peter Messenger Fund was set up in memory of a former pupil to provide support to pupils who wish to further their musical and instrumental abilities.
The Mullock Scholarship is to fund music scholarships.
Enhance Ellesmere is a donation scheme to fund additional educational facilities.
The Ian Beer Scholarship Fund is to fund rugby scholarship.
The Leavers Gift Fund is a donation scheme to fund pieces of artwork which are displayed at the school premises.
The Walker Scholarship is to fund music scholarships.

b) UNRESTRICTED FUNDS

Unrestricted funds represent accumulated income from the school's activities and other sources that are available for the general purpose of the school.

22 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted	Restricted	**Total 2025**
	£	£	**£**
Tangible fixed assets	7,417,310	-	7,417,310
Securities investments	507,641	-	507,641
Net current (liabilities)/assets	(3,705,436)	38,717	(3,666,719)
Long term liabilities	(943,175)	-	(943,175)
	3,276,340	38,717	3,315,057

	Unrestricted	Restricted	restated **Total 2024**
	£	£	**£**
Tangible fixed assets	7,770,259	-	7,770,259
Securities investments	476,071	-	476,071
Net current (liabilities)/assets	(3,091,413)	31,711	(3,059,702)
Long term liabilities	(1,278,696)	-	(1,278,696)
	3,876,221	31,711	3,907,932

23 SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	Balance at 1 September 2024 £	Incoming resources £	Resources expended £	Gains/ (Losses)/ Transfers £	Balance at 31 August 2025 £
Restricted Funds					
Peter Messenger Fund	3,570	-	-	-	3,570
Enhance Ellesmere	20,781	500	(684)	-	20,597
Ian Beer Rugby Scholarship	100	-	-	-	100
Leavers Gift	7,260	7,190	-	-	14,450
	31,711	7,690	(684)	-	38,717
Unrestricted Funds					
General Reserve	3,876,221	11,651,404	(12,277,427)	26,142	3,276,340

	Balance at 1 September 2023 £	Incoming resources £	Resources expended £	Gains/ (Losses)/ Transfers £	Balance at 31 August 2024 £
Restricted Funds					
Peter Messenger Fund	3,570	-	-	-	3,570
Enhance Ellesmere	18,199	2,775	(193)	-	20,781
Ian Beer Rugby Scholarship	100	-	-	-	100
Leavers Gift	42,741	43,725	(79,206)	-	7,260
	64,610	46,500	(79,399)	-	31,711
Unrestricted Funds					
General Reserve	3,970,703	12,791,090	(12,935,952)	50,380	3,876,221

Note 22 provides details of the individual funds.

24 CAPITAL COMMITMENTS

At 31 August 2025 the company has no captal commitments (2024 : None).

25 PENSION SCHEMES

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS"), for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £692,729 (2024 : £792,863) and at the year-end £74,928 (2024 : £73,195) was accrued in respect of contributions to this scheme.

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

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2023 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2020 in accordance with The Public Service Pensions (Valuations and Employer Cost Cap) Directions 2023 and the Employer Contribution Rate was assessed using agreed assumptions in line with the Directions and was accepted at the original assessed rate as there was no cost control mechanism breach

The valuation report was published by the Department for Education on 26 October 2023. The key elements of the valuation are:
•Total scheme liabilities for service (the capital sum needed at 31 March 2020 to meet the stream of future cash flows in respect of benefits earned) of £262 billion
•Value of notional assets (estimated future contributions together with the proceeds from the notional investments held at the valuation date) of £222 billion
•Notional past service deficit of £39.8 billion (2016 £22 billion)
•Discount rate is 1.7% in excess of CPI (2016 2.4% in excess of CPI) (this change has had the greatest financial significance)

As a result of the valuation, new employer contribution rates have been set at 28.6% of pensionable pay from 1 April 2024 until 31 March 2027 (compared to 23.68% under the previous valuation including a 0.08% administration levy).

25 PENSION SCHEMES continued

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

Pensions Trust Flexible Retirement Scheme

The School participates in The Flexible Retirement Scheme (FRS) for its support staff. This is a multi employer defined contribution scheme administered by the Pensions Trust. For those enrolled on the Auto-enrollment scheme Ellesmere College paid contributions at the rate of 3% with members contributions at 5%. For the majority of those enrolled in the Company Scheme the employer contribution is 5% with matching contributions made by members.

26 SUBSIDIARIES

The Company owns all of the share capital of Ellesmere College Enterprises Limited, a company incorporated in England and Wales, company number 05181897, registered office Ellesmere College, Ellesmere, Shropshire, SY12 9AB. This company carries out trading activity on behalf of the school including lettings and sales from the school's tuck shop.

Ellesmere College Enterprises Limited had a turnover of £343,107 (2024: £534,915), gross profit of £39,379 (2024: profit £81,946), and a profit of £18,153 in the year ended 31 August 2025 (2024: profit £64,663). At 31 August 2025 the company had shareholder's deficit of NIL (2024: NIL), assets of £169,927 (2024 : £262,561) and liabilities of £169,827 (2024 : £262,461). Gift aid distributed to the College for the year was £18,153 (2024: £64,663)

The Company owns all of the share capital of Ellesmere College International Limited a company incorporated in England and Wales, company number 08512074, registered office Ellesmere College, Ellesmere, Shropshire, SY12 9AB.

Ellesmere College International Limited had a turnover of £590,024 (2024: £409,740), gross profit of £265,062 (2024: £294,516) and a profit before tax and gift aid of £262,297 in the year ended 31 August 2025 (2024: £294,841). At 31 August 2024 the company had shareholder's deficit of NIL (2023:NIL), assets of £170,574 (2024 : £14,190) and liabilities of £170,573 (2024 : £14,189). Gift aid distributed to the College was £262,297 for the year (2024: £294,841)

27 ULTIMATE CONTROLLING PARTY

The Woodard Corporation Limited is the ultimate controlling party, a registered charity number 1096270, which is incorporated in England and Wales, company number 04659710 . Copies of the financial statements of the Woodard Corporation can be obtained from the registered office, High Street, Abbots Bromley, Rugeley, Staffordshire, WS15 3BW. The accounts of Ellesmere College Limited are included within the consolidated financial statements of the Woodard Corporation Limited. The Woodard Corporation's principal purpose and activity is to provide high quality education in an actively Christian school environment for all.

28 RELATED PARTIES

As stated in note 28, Ellesmere College Limited is a wholly owned subsidiary of the Woodard Corporation. During the year £92,310 (2024 : £82,191) was invoiced by the Woodard Corporation for a levy to meet running costs and staff training. In addition to this the Woodard Corporation made payments to Ellesmere College of NIL (2024 : £836) for commission on the advance fee scheme. The year end balances between Ellesmere College and the Woodard Corporation are shown on note 14.

The company also controls two subsidiary trading companies, Ellesmere College Enterprises Limited and Ellesmere College International Limited.

The transactions with the subsidiaries are summarised below :

	2025	2024
Opening charity creditor	(15,345)	(60,350)
Opening charity debtor	220,687	394,131
Recharged to subsidiaries	273,208	295,669
Paid by subsidiaries	(507,030)	(828,618)
Invoiced by Subsidiaries	(85,379)	(254,465)
Paid by Ellesmere College	97,560	299,471
Gift Aid from Subsidiaries	280,450	359,504
	264,151	205,342
Closing charity creditor	-	(15,345)
Closing charity debtor	264,151	220,687
	264,151	205,342

During the year NIL (2024 : £275) was donated to the School by a member of the key management personnel.

29 Consolidated Statement of Financial Activities - Comparative figures by fund type
Year Ended 31 August 2024

	Not	Unrestricted Funds	Restricted Funds	Endowed Funds	Total 2024
		£	£	£	£
Income and Endowments from :					
Charitable Activities					
School fees receivable	2	10,759,183	-	-	10,759,183
Ancillary trading income	3	1,159,210	-	-	1,159,210
Other trading activities					
Non-ancillary trading income	4	750,854	-	-	750,854
Other activities	4	(224)	-	-	(224)
Investments					
Investment income	5	7,666	-	-	7,666
Voluntary sources					
Grants and Donations	6	10,000	46,500	-	56,500
Other incoming resources		104,401	-	-	104,401
TOTAL INCOMING RESOURCES		12,791,090	46,500	-	12,837,590
Expenditure on Raising Funds					
Non ancillary trading costs	7	389,918	-	-	389,918
Ancillary trading expenses		1,165,560	-	-	1,165,560
Financing costs	8	151,102	-	-	151,102
Investment management		2,498	-	-	2,498
Fundraising and development		123,084	-	-	123,084
TOTAL DEDUCTIBLE COSTS	**7**	1,832,162	-	-	1,832,162
Charitable Activities					
Education	**7**	11,103,790	79,399	-	11,183,189
TOTAL EXPENDITURE	**7**	12,935,952	79,399	-	13,015,351
Net Expenditure before transfers		(144,862)	(32,899)	-	(177,761)
Realised gains / (losses) on investment assets	13	5,654	-	-	5,654
Unrealised gains / (losses) on investment assets	**13**	44,726	-	-	44,726
Net Expenditure		(94,482)	(32,899)	-	(127,381)
Transfers between funds	23	-	-	-	-
Net Movement in funds for the year		(94,482)	(32,899)	-	(127,381)
Fund balances at 1st September		3,970,703	64,610	-	4,035,313
FUND BALANCES AS AT 31ST AUGUST		3,876,221	31,711	-	3,907,932

30. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group 2025 £	Group 2024 £
Net income for the reporting period (as per the statement of financial activities)	(592,875)	(127,381)
Adjustments for:		
Depreciation charges	352,949	411,448
(Gains)/Losses on investments	(26,142)	(50,380)
Dividends, interest and rents from investments	(8,207)	(7,666)
Financing costs	116,390	151,102
Loss/(profit) on sale of fixed assets	-	(16,356)
Decrease in stocks	9,071	5,949
(Increase) / decrease in debtors	(1,186,737)	(100,749)
Increase in creditors	652,896	670,994
	(682,655)	936,961

31. ANALYSIS OF CHANGES IN NET DEBT

	Group 2024 £	Cashflows	Other non cash changes	**Group 2025 £**
Cash at bank and in hand	161,828	(53,503)	-	108,325
Overdraft facility repayable on demand	(903,668)	(780,112)	-	(1,683,780)
	(741,840)	(833,615)		(1,575,455)
Borrowings				
Loans falling due within 1 year	(18,328)	(185,672)	-	(204,000)
Loans falling due after 1 year	(371,650)	220,184	-	(151,466)
	(389,978)	34,512		(355,466)
Total cash and cash equivalents	(1,131,818)	(799,103)	-	(1,930,921)

32. ACCOUNTING ESTIMATES AND JUDGEMENTS

In preparing the financial statements, the directors are required to make estimates and judgements. The matters detailed below are considered to be the most important in understanding the judgements that are involved in preparing the financial statements and the uncertainties that could impact the accounts reported in the results of operations, financial position and cashflows. Accounting policies are shown at note 1 to the financial statements.

Provision for bad debts

Debts are provided for if not recovered within one term. Estimating amounts to provide against recovery of debts is a matter of judgement.

Depreciation, impairment and residual values of fixed assets

Judgement is exercised in estimating the residual values of fixed assets, the selection of appropriate rates for depreciation, and for matters of impairment.

ELLESMERE COLLEGE LIMITED

England & Wales - Charity number 1103049

Accounts

Charity Registration No. 1103049

Company Registration No. 05066406 (England and Wales)

ELLESMERE COLLEGE LIMITED

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST AUGUST 2024

ELLESMERE COLLEGE LIMITED

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COMPANY INFORMATION

DIRECTORS AND ADVISORS

Directors	Mr C E Lillis (Chairman) Dr K E Castle Ms S M Connor BA (Hons) PGDipBJ Mr R A K Hoppins FCA Mrs J Nieto (appointed 25 March 2024) Mr J C Pochin Mr M D T Sampson BSc Dr Julie Scanlon Professor Anna Sutton B.Ed M.Ed (Wales) FRSA Mrs J M Trowbridge LLB JP Mr Michael A Ward BA (Hons) LL (Dip)
Secretary	Mrs R Avery BA ACMA
Charity No.	1103049
Company No.	05066406
Principal Address and Registered Office	Ellesmere College Ellesmere Shropshire SY12 9AB
Key Management Personnel	
Head	Mr B J Wignall MA FRSA (deceased 26 January 2024) Mrs S V Pritt-Roberts MEd NPQH (appointed 25 January 2024)
Director of Finance	Mrs R Avery BA ACMA
Deputy Head Academic	Mrs S V Pritt-Roberts MEd NPQH (Head from 25th January 2024)
Deputy Head Pastoral	Mr R Chatterjee MSc PhD
Director of Operations	Mr M McCarthy BSc
Deputy Head External Relations	Mr S B Mullock BA
Auditor	Moore Kingston Smith LLP 6th Floor, 9 Appold Street London EC2A 2AP
Bankers	Barclays Bank plc 68-70 High Street Rhyl, Denbighshire, LL18 1EU

ELLESMERE COLLEGE LIMITED

COMPANY INFORMATION

Solicitors	Veale Wasbrough Vizards LLP Narrow Quay House Narrow Quay Bristol BS1 4QA Browne Jacobson LLP 15th Floor, 103 Colmore Row Birmingham, B3 3AG Jolliffe & Co LLP 6 St John Street Chester, CH1 1DA
Investment Advisers	Evelyn Partners Investment Management LLP 45 Gresham Street London EC2V 7BG
Insurance Brokers	Marsh Ltd 4 Milton Road Haywards Heath West Sussex RH16 1AH

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2024

The directors present their report and financial statements for the year ended 31st August 2024 and confirm they comply with the requirements of the Charities Act 2011, including the Directors' and Strategic Reports, under the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE INFORMATION

The charity was formed in 2004 and is registered with the Charity Commission as charity number 1103049. The charity is a limited liability company and wholly owned subsidiary of The Woodard Corporation (charity number 1096270). The charitable company is incorporated in the United Kingdom. Directors of the Company are also Fellows (members) of the Woodard Corporation and participate in the election of its board of management and are committed to its charitable objects.

Notes 27 and 29 provide details of connected charities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The company is governed by Articles of Association as adopted by Special Resolution dated 20 March 2013, replacing those dated 4 March 2004 amended by Special Resolution(s) dated 24 January 2006, 28 April 2009 and 23 June 2009. They permit funds to be managed in such a manner as the directors see fit, provided that such powers are only exercised for the purposes of attaining the objects and in a manner which is legally charitable. The Articles of Association forbid the distribution of any property or funds, which are to be applied solely towards the promotion of the objects of the company.

Governing Body

The governors are the directors and charitable trustees of the company and comprise the governing body of Ellesmere College and are elected to hold office for five years. The school is governed by the governing body, the operation of which is supplemented by the use of a number of committees. The full governing body met three times during the year.

Recruitment and Training of Governors

All governors are Fellows of the Woodard Corporation. Fellows are responsible for electing the Woodard Corporation Board. Governors are recruited on the basis of nominations from school contacts and from selection when a post becomes available. The governing body look to ensure a mix of skills and select new governors on the basis of background, competence, specialist skills and, in the case of Fellows, Christian commitment. Governors are provided with induction training by the Head and other senior College staff and a wider programme of training events is organised by the Woodard Corporation. The school also encourages governors to attend events run by the Association of Governing Bodies of Independent Schools (AGBIS), and other suitable conferences.

Where possible the governors consider that the skills and experience of the governing body should comprise the following:

A Governor with a legal background.

A Governor with a financial/accounting background.

A Governor with education experience.

A Governor with safeguarding experience.

A Governor with senior managerial or business experience.

A Governor with experience of equal opportunities or disability needs.

At least one female Governor and at least one male Governor.

One Governor may have one or more of these skills.

Volunteers

Governors are volunteers providing their time for free to support the governance of the school.

Organisational Management

The school is governed by the governing body which delegates work to a number of committees. Membership of each committee is outlined on page 14. The directors determine the general policy of the company.

The governors manage their work through a number of sub-committees:

- Finance and General Purposes Committee
- Staffing and Personnel Committee
- Regulatory Compliance Committee
- Education Committee
- Investment Committee

The day-to-day management of the company is delegated to the Head who oversees educational, pastoral and administrative functions in consultation with the senior staff. The day-to-day administration is undertaken within the policies and procedures approved by the governors which provide for only significant expenditure decisions and major capital projects to be referred to the governors for prior approval.

The Head oversees the recruitment of all staff. The Head and Director of Finance are invited to attend governors' meetings.

The remuneration of key management personnel is set by the governing body, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the school's success.

We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope for rewarding excellence. Delivery of the school's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

Group Structure and Relationships

The school has 2 wholly owned non-charitable subsidiaries, Ellesmere College Enterprises Limited and Ellesmere College International Limited.

The school has developed links with a wide range of organisations to ensure the widest possible access to our facilities and schooling. Through membership of the Headmasters' and Headmistresses' Conference and through networking with peer groups we ensure that we are able to attain the highest standards of quality and performance. We encourage our pupils to develop an awareness of the social context of the all-round education they receive at the school and they are engaged in a number of activities to enhance their understanding. We have a thriving alumni group, The Ellesmerian Club, who are generous in supporting the work of the school and whose support we greatly appreciate. We also cooperate with many local charities in our ongoing endeavours to widen public access to the schooling we can provide, to optimise the educational use of our cultural and sporting facilities and to awaken in our pupils, in the public interest, an awareness of the social context of the all-round education they receive.

CHARITABLE OBJECTS, AIMS, OBJECTIVES & ACTIVITIES

Charitable Objects

The charity's objects, as set out in the Articles of Association, are to promote and extend education (including spiritual, moral, social, cultural and physical education) in accordance with the doctrines and principles of the Church. The Church is defined as being the Church of England and churches in full communion with the See of Canterbury.

Intended impact

Woodard schools strive for the best all round education of every aspect of each individual; they ensure high standards of religious education; and they see themselves as communities working together for the benefit of all members, and of the Church and the nation. They are strong Christian foundations which adhere to catholic belief as found in the Church, to Christian worship focused in the Eucharist, and to the care of each individual and the whole school community particularised in the ministry of the Chaplain.

Aims

Ellesmere College is a boarding and day school for pupils from the ages of 7 to 18. It aims to support children in reaching their potential in all areas of their activity at the school, and in the wider community. This may be in academic subjects but could just as easily be reflected in success in art, drama, sport, music or dance. We produce 'well rounded' individuals who are able to make a positive contribution to society. All Woodard schools aim to provide a rounded education to help the pupils to make their way in adult life.

Primary objectives

The primary objectives of Ellesmere College to fulfil these aims are:

- to provide a stimulating learning environment in which pupils can develop their academic potential to the full;
- to provide a happy and secure pastoral environment in which pupils can learn to live together and thus foster a sense of community, respect for one other and good citizenship;
- to provide pupils with the opportunity to take advantage of a breadth of co-curricular activities in order to develop positively all aspects of their character;
- to provide pupils with the opportunity to take decisions based on their own judgment and to communicate those decisions appropriately and effectively;
- to provide financial support to enable children whose parents are unable to afford the full fees to benefit from an Ellesmere College education;
- to provide a clear, simple and effective management structure capable of taking timely decisions and allocating necessary resources appropriately, and
- to provide the necessary administrative and logistic framework to meet the needs of members of staff and pupils alike.

Strategies to achieve the primary objectives

This year our focus has been on -

- To continue to develop the exceptional levels of academic support for all pupils.

- The College continues to be one of only a small number of schools in the world that has been accredited by the World Academy of Sport as an Athlete Friendly Education Centre. Various national selections and achievements took place across a wide range of sports, including (but not exclusively) rugby, hockey, shooting, golf, swimming, and tennis.

- Continuing to achieve and maintain appropriate accreditation to validate the exceptional artistic and performance opportunities at the College.

- Ensuring that the College is of the highest quality to maintain pupil numbers.

The College provides a holistic education covering the academic, sporting, artistic and personal development of all our pupils.

- Exploring international opportunities to create additional revenue streams to support the College's charitable activities. The College has signed an agreement with Alruwad International School in Muscat, Oman. The school has subsequently rebranded as Ellesmere Muscat. A second school, Ellesmere Riyadh opened in September 2024.

Principal Activities of the Year

The principal activity of the school is the delivery of education to pupils ranging from 7 to 18 years of age. We run a number of summer school activities and the school is open at other times for use by the local community. Pupil numbers at the school during the year were as follows:

	Total 2024	Of which are boarders	Total 2023	Of which are boarders
Senior school (13-18 years)	429	223	449	229
Lower school (7-13 years)	141	4	134	10
Total	570	227	583	239

Public Benefit

Within the objects, the school aims to create an environment to nurture children, to get the best from them and to allow them to develop and fulfil their potential. We provide them with a first-class independent education and a wide range of sporting and artistic opportunities. Our public benefit aim is that all pupils will be self-confident and desire to contribute to the wider community.

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

Our school welcomes pupils from all backgrounds. To admit prospective pupils, we need to be satisfied that our school will be able to educate and develop prospective pupils to the best of their potential and in line with the general standards achieved by their peers. Entrance interviews and assessments are undertaken to satisfy ourselves and parents that potential pupils can cope with the pace of learning and benefit from the education we provide. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of our assessment processes.

Our school is a part of a wider community and we are keen that our staff and pupils participate. Our school also offers a resource to support a range of educational activities for the benefit of local children attending state schools and their teachers. Our governors are committed to developing our programme of cooperation and joint working with local maintained sector junior and secondary schools. The activities undertaken and the success of our programme are explained in the 'review of achievements and performance for the year' section of this report.

Woodard and its schools provide a significant benefit to the public. The school strives to ensure that measures of public benefit are appropriate, and that significant sections of the public are not excluded from the opportunity to benefit from the education and facilities offered due to the need to pay a fee. In addition to significant provision of bursaries and other forms of financial support, the school provides a wide range of opportunities for community benefit and facilities and events are often open to all.

Parents of pupils at the school often make significant sacrifices to pay the fees. In educating 452 UK based pupils, parents help to relieve the state of the financial burden of paying for their children's education. The saving to the public purse is estimated to have a value in the last year of £3,475,880.

In addition to the very substantial benefits our school brings to our pupils, the local community and society through the education we offer and our bursary programme, we create a social asset without cost to the Exchequer.

Bursaries & Scholarships

The school awarded fee reductions in the form of bursaries and scholarships to 410 pupils, based on either educational merit and potential or family financial need. The majority of those receiving merit awards would not have been able to join the College had they not received such awards and to that extent much of the merit award funding can be regarded as bursary spending. This year the value of scholarships and bursaries totalled £3,779,913 (2023: £3,616,679) and represented 26% (2023: 26%) of our gross fees.

Bursaries

The governors view our bursary awards as important in helping to ensure children from families who would otherwise not be able to afford the fees can access the education we offer. Our bursary awards are available to all who meet our general entry requirements and are made solely on the basis of parental means or to relieve hardship where a pupil's education and future prospects would otherwise be at risk for example in the case of redundancy. In assessing means we use the methodology promulgated by the Independent Schools' Bursars Association, which takes a number of factors into consideration including family income, investments and savings and family circumstances for example dependant relatives and the number of siblings. Our school does not have an endowment and in funding our awards we have to be mindful that we must ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their child's education, and those benefiting from the awards.

The bursary awards are made in monetary values and range up to 100% of remission of fees. Information about fee assistance through bursaries is provided to all applying to the school. We also advertise the awards each summer in the local press and at local libraries. Further details of our scholarships and bursaries and how to apply are available on our website.

Scholarships

The purpose of our scholarship awards is to recognise high academic potential or the ability to excel in our co-curricular activities. Our scholarships are awarded on the basis of the individual's academic potential or evidence of exceptional abilities which will contribute to our co-curricular activities. In addition, awards may be subject to conditions imposed by the original donor.

Scholarships are awarded with a fixed percentage remission of fees of between 0% and 50%. Where further assistance is required, scholarship awards may be supplemented by a means tested bursary. We advertise the availability of scholarship awards each summer in the local press and at local libraries. Further details of our scholarship policy are available on our website.

Review

The progress of pupils receiving scholarships is reviewed at least annually to ensure their progress is in line with their abilities. The availability of all such awards for fee-assistance, together with the terms and conditions for each kind of award, is advertised on our website at www.ellesmere.com.

The school includes details of the various concessions in the prospectuses and on the website. All parents making enquiries about possible entry are provided with a description of the criteria for bursaries and scholarships. All criteria and policies relating to concessions are kept under review and are updated when necessary.

Employment Policy

We are an equal opportunity organisation and are committed to a working environment that is free from

any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. We will make reasonable adjustments to meet the needs of staff or pupils who are or become disabled.

Investment Policy and Objectives

The company's memorandum and articles of association permit funds to be invested in such manner as the directors see fit, providing that such powers of investment are only exercised for the purpose of attaining the objects and in a manner that is legally charitable.

Investment activities are managed in line with the requirements of the Trustee Act 2000. The governors have appointed Evelyn Partners Investment Management (previously known as Smith and Williamson) as investment manager. Our investment policy is to grow the value of the portfolio so that it can be used in support of school projects. The investment manager has discretion about how the investments are managed within the policy parameters set by the governors. Funds not invested are held on deposit to earn interest.

STRATEGIC REPORT

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

The Promotion of Education

During the year we educated an average of 564 children between the ages of 7 and 18. The school provides a high standard of education and this is validated in review of the academic results, student destinations and through external inspection. The school offers an exceptionally broad curriculum and educates children with a wide range of ability. We can demonstrate particular excellence in a very wide range of activities, both curricular and extracurricular. Our aim is to support children in reaching their potential in all areas of their activity at the school. This may be in academic subjects but could just as easily be reflected in success in art, drama, sport, music or dance. We aim to produce 'well rounded' individuals who are able to make a positive contribution to society.

Academic Results

The educational performance of the school continues to achieve excellent outcomes, overall and for the individual. The school achieved an 86% pass rate at 9 to 4 for GCSE, of which 29% of exam results were graded 9-7 (A*/A). The 2024 school pass rate of 86% sits with a national pass rate of 67%.

Ellesmere College uses added value as a measure of educational progress. Added value measures the difference between the expected grade from a pupil's baseline assessment score at the beginning of their course and the grade they actually achieved. Value added at GCSE at Ellesmere College is +0.11 meaning that, on average, an Ellesmere College education added +0.11 of a grade to every pupil's result, across all subjects.

The sixth form curriculum offer of A level, International Baccalaureate, and BTEC Diploma provides choice for students and routes that access universities in the UK and around the world. At A Level the pass rate was 96% with some outstanding performances taking students onto prestigious university places. 42% were graded A*/A/B. 28 subjects were examined. The school aims to provide a rounded education to help the pupils to make their way in adult life. A very large majority move on to higher education, and a significant number achieve their first choice destination.

The 2024 IB cohort achieved an overall average of points 33. Three students achieved an impressive 40 plus points out of the maximum possible of 45. Three did not achieve the full diploma. They gain certification in the subjects they passed and can retake in November. One of our top IB performers, HMC Scholar and Head Girl, secured her place at Harvard University for October 2024.

The BTEC Sports Diploma is embedded in our curriculum offer and provides an alternative approach. 100% of students passed the two A level diploma and the extended diploma, which is a three A level equivalent. Two who completed the extended diploma did so at Distinction star level, equivalent to three A levels at A* - others achieved strong passes at Distinction and Merit level, securing their pathways to university.

Improving Facilities

We continue to improve facilities through constant investment in the fabric of the buildings and assets, and programmes to provide the best facilities to support teaching and learning.

Arts, Music and Drama

The excellence of the College's provision for the media, visual, dramatic, and musical arts has already been noted. That the College continues to be one of the few independent schools in the country to have achieved the Arts Council of Great Britain's award of 'Artsmark Platinum' bears external testimony to the standards achieved, both in performance and in partnership and outreach.

Further details of the excellence of the College's provision and its outreach work can be found on the College's website.

Sport

As previously noted the College had been accredited by the World Academy of Sport as an Athlete Friendly Education Centre (AFEC) and as such is one of fewer than 30 schools in the world to have achieved this status. The AFEC scheme is backed by the International Olympic Movement and the International Baccalaureate, and it recognises excellence in the provision at an individual level in catering for the needs of pupils.

Further details of the College's sporting excellence, and its sporting outreach programmes, can be found on the College website.

Adventurous Activities

The College remains committed to providing high quality adventurous activities, most particularly through the Duke of Edinburgh scheme and the Combined Cadet Force. The Duke of Edinburgh scheme continues to be extremely popular with Ellesmerians.

Wider Education

In line with the Christian character of all Woodard Schools, and having regard for guidance issued by the Charity Commission and others, the school pursued policies that support the provision of benefit to the public.

The Woodard Corporation is involved in development of academies as part of the government's initiative. In support of this project all Woodard Schools have provided assistance, where asked, through provision of educational expertise, participation in governance, direct curriculum support, etc. Ellesmere College has contributed to this initiative.

More locally, the College is actively involved in the maintained schools. A number of members of the College's academic staff fulfil governance roles within local maintained schools.

Further significant public benefit is provided by the College through the work of its other employees in the furtherance of education beyond Ellesmere College. Fifteen of the teaching staff undertake significant work as examiners for GCSE, A-level, and the International Baccalaureate Diploma programme, with roles ranging from Examiner to Chief Examiner at A-level. The College provides a public benefit by facilitating staff absence to enable them to complete these tasks. The College's significant public benefit role as a centre for excellence for the West Midlands in many sports is augmented further by the College's willingness to allow staff time to support regional development, which directly benefits pupils from the maintained sector. This year's such developments have included club refereeing and coaching; management of county cricket, rugby and hockey squads; directing and coaching for North Midlands rugby. The College acts as a centre for teacher training. We have links with Manchester Metropolitan University and Glyndwr University and take a number of trainees on placement who then go on to teach in both the maintained and independent sectors. We are authorised to run ECT (Early Careers Teacher) programmes for completion of QTS (Qualified Teacher Status) and have a full CPD (Continual Personal Development) programme for serving teachers.

Public benefit within the wider community of young people is provided through the College Duke of

Edinburgh scheme's willingness to lend its canoes to other Duke of Edinburgh groups and provide logistical advice. Students from Ellesmere College spent in excess of 2,300 hours volunteering during the year, something they can be very proud of.

Community

The College continues to provide financial and operational support to the Ellesmere Town swimming pool to enable it to remain open and available for the public.

The College offers Easter and Summer courses for local children in a variety of sports and activities.

Outreach and Partnership

The College offers considerable and extensive public benefit through its outreach and partnership activities. In addition to those activities mentioned under the heading 'Wider Education' the College has hosted Arts Connect meetings for the Midlands hub of the Arts Council Arts Mark Award Schools. There have been many collaborations with local schools in the area particular in the areas of drama, music and sport.

Charitable Activities

The College's charitable commitments continue to be strong and varied. Too many charities have benefitted this year from College fundraising activity to be mentioned individually.

Fundraising Performance

Donations to the college totalled £56,500 (2023: £20,237). Enhance Ellesmere is a programme through which donations are invested in educational facilitates and support which might not otherwise be afforded. The College's focus is on development of its relationship with and between alumni over an active policy of fundraising.

Investment Performance against Objectives

The company's investments are managed by Evelyn Partners and in the opinion of the governors the performance has been in line with expectations over this period. The investment backdrop has seen risk assets continue to benefit despite an ever more complicated geo-political backdrop. Inflation has continued to fall and as a result central bank interest rates are following suit albeit the pace is being determined by a more stubborn 'core' inflation. The portfolio has seen a net total return of +13.6% (net total return) over the trailing 12 months to 31st August 2024 to a value of £476,071 (2023: £420,522). This compares to the peer group with a similar risk appetite as measured by ARC Steady Growth of +12.4% and CPI of +2.2%.

Key Performance Indicators

The governors use a number of KPIs to guide and inform their review of the school's performance, while recognising that any short-term measurement may distort the delivery of the primary objectives of the College. Current KPIs:

1. To produce a surplus for the group before depreciation and special projects are taken into account.

   The surplus before depreciation and special projects was £311,211.

2. To retain a minimum of 60% of current pupils on transfer from Middle School to Sixth Form.

   In the year 2023-24 57% of pupils transferred from Year 11 to Year 12.

3. To remain a minimum of 90% of pupils on transfer from Lower School to Middle School.

   In the year 2023-24 the figure was 89%.

4. To achieve 60% of pupils joining their first-choice university. This target is set on the basis of the College's policy to encourage pupils to be ambitious in their applications to universities.

   In the year 2023-24 77% of Year 13 students secured their first-choice university place.

5. To maintain an appropriately wide spread of international pupils both for reasons of spreading financial risk and – more importantly – for maintaining a genuinely international culture within the College. 'Appropriately wide' is defined as having an international population of students from more than 20 countries.

   In the year 2023-24 34 different nationalities were represented at the College.

FINANCIAL REVIEW

Results for the Year

The net deficit for the year out of unrestricted funds amounted to £94,482 (2023: £314,021) after charging depreciation of £411,448 (2023: £320,467). The Group surplus before depreciation was £284,067 which was a pleasing improvement on the year before. Net fees were higher than anticipated due to an increase in the number of international pupils, but costs remained challenging particularly in areas such as staffing and energy.

Net current liabilities fell slightly to £3,059,602 (2023: £3,121,737) with increased fees in advance reducing the overdraft outstanding at the end of the year. Long term liabilities increased by £398,871 to £1,278,696 (2023: £879,825) due to fees in advance paid by parents for 2 years or more.

The College is supported by our subsidiary companies, Ellesmere College Enterprises (ECE) and Ellesmere College International (ECI). Our trading company, ECE, continues to hire out Ellesmere College facilities as well as undertaking commercial activity on behalf of the school. ECE's surplus was £64,663 (2023: £69,754) for the year. In addition, ECI contributed a surplus of £294,841 (2023: £146,618).

Reserves Level and Policy, and Financial Viability

It has been the school's policy to utilise funds to ensure that high quality up-to-date facilities are provided for the benefit of pupils. The aim is to budget so as to provide sufficient working capital to meet the present needs and future development requirements of the school without the requirement to have recourse to sales of tangible fixed assets, or use of the school's readily realisable investments to support unrestricted funds. Unrestricted funds decreased by £94,482 to total £3,876,221 (2023: £3,970,703). Ellesmere College plans to fund longer term capital expenditure and meet long term liabilities through careful management of resources and investments and through building reserves through operations and trading.

The governors have invested substantial sums into maintaining school buildings in recent years and have a continuing programme of refurbishment, development, and investment to maintain excellent teaching facilities for our pupils. In common with most independent schools, which tend to fund their own capital investment plans, free reserves are at a negative balance illustrating the extent of the investment in our school. The group's total capital and reserves of £3,908,032 (2023: £4,035,413) at the year-end included £31,711 (2023: £64,610) of restricted funds. Tangible assets held for charity use totalled £7,770,259 (2023: £7,616,453), leaving a deficit on free reserves of £3.8m (2023: £3.6m) at the year-end. The school's financial viability does not depend on income reserves but in its ability to continue to trade at a surplus on an annual basis, and on the substantial portfolio of fixed assets held for operational use. The school does not have, and cannot rely on, permanent endowments.

PRINCIPAL RISKS AND UNCERTAINTIES

The governing body is responsible for the identification and management of risks. The major risks to which the charity is exposed, as identified by the directors, have been reviewed and systems or procedures have been established to manage those risks. Detailed examination of the risks and establishment of controls to mitigate them is delegated to the relevant sub-committees and the process is overseen by the governing body. A formal review of the risk management processes is undertaken

annually.

The independent sector as a whole is currently subject to increased political risk as the stated policy of the Labour Party is to remove tax concessions for charitable independent schools, adding VAT and removing business rates relief. There is a significant risk to the independent sector as adding VAT to school fees will make the fees unaffordable for a proportion of parents, materially affecting school income. The full effect will not be known until all details of the policy are announced and schools and parents are able to assess the impact on affordability.

The principal risks to which the school is exposed include those affecting protection of pupils and security and preservation of charitable assets both now and in the future. Significant risk areas:

- the change in political leadership has resulted in VAT being added to school fees along with the removal of the 80% rates relief, both of which will impact finances significantly. The Governors consider this to be the predominant risk to the school.
- the economic turbulence of recent years impacting parents' ability to afford school fees
- all organisations face difficult economic conditions and directors and senior managers in the school keep abreast of economic conditions locally, nationally and internationally to identify trends and develop plans to address issues
- the school operates in an environment of rising costs, particularly energy and employment costs.
- the market in which the school operates is highly competitive and we monitor developments in education to ensure that pupils always receive a first class, holistic and varied educational experience in our school
- we strive to ensure that all staff are able to work in a safe and supportive environment and policies, procedures and training in Human Resource management and Health and Safety help to ensure that the school meets expectations
- the school operates in a highly regulated sector, including in matters of child protection, and we appoint appropriate professional advisers to ensure that we can keep up to date with all requirements; school or individual membership of bodies being the constituent associations of the Independent Schools Council also ensure that we have access to up to date information and support
- the school operates in an increasingly litigious environment and we appoint appropriate professional advisers and purchase insurance using specialist brokers and advisers to ensure that we can keep up to date with all requirements and meet all challenges

The key controls used by the school include:

- formal agendas and minutes for all meetings of the governing body and committees
- terms of reference for all committees
- comprehensive strategic planning, financial forecasting, budgeting and management accounting
- established and identifiable organisational structures and reporting lines which are regularly reviewed
- comprehensive formal written policies
- clear authorisation limits and purchase control systems
- vetting procedures, as required by law, for protection of the vulnerable.

The school plans strategically having regard for risk. The executive team provides the governing body with regular reports which include details of the principal strategic objectives and the activity to achieve those objectives. The school also records significant achievements and updates the governing body and Woodard on short-term plans.

The strategy is discussed between the governing body and the Woodard Board and protocols have been developed and agreed which outline the relationship between the two bodies.

Financial risk management objectives and policies

The school uses financial instruments, other than derivatives, comprising loans, cash and other liquid resources and various other items such as trade debtors and creditors that arise directly from operations. The main purpose of these financial instruments is to raise finance for the group's operations.

The main issues arising from the group's financial instruments are liquidity risk, interest rate risk and to a lesser extent debtor risk. The school's directors adopt policies for managing each of the risks and these are summarised below:

- Liquidity risk – the school seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable needs by negotiating adequate facilities from its bank.
- Interest rate risk – the school finances operations through a mixture of retained surpluses and bank borrowings. These are open to fluctuations in interest rates.
- Debtor risk – debt collection procedures are in place to ensure timely payment of fees including a direct debit scheme. Debts are referred to solicitors if necessary.

Going Concern

In her Autumn budget statement, the Chancellor of the Exchequer confirmed that VAT should be applied to private school fees from the 1st January 2025. In addition to this, an increase in employers' National Insurance contributions is to take effect from April 2025. The Directors are preparing for these measures to have a material impact on fees and cause a reduction in demand in the independent school sector.

Budgets and cashflow forecasts have been prepared to December 2025 which show that the Group can operate within the limit of the overdraft facility, but this will be closely monitored as the year progresses as the effects of the increased cost to parents are seen. While it is not anticipated that it will be required, the Group has assets including investments that could be liquidated if necessary. Barclays support the College and the Group with a £2,000,000 overdraft facility and this can be extended by agreement. Cash is managed on a group basis and Barclays have expressed their support.

Despite the very considerable pressures imposed on the independent school sector in the recent budget statement, the Directors have a reasonable expectation that the group will be able to continue operating for the foreseeable future, and thus the financial statements have been prepared on a going concern basis.

Details relating to the adoption of the going concern basis can be found in the accounting policy 1b.

FUTURE PLANS

The key objectives of the current five-year plan are:

1. Having achieved accreditation as a High Performance Learning World Class School to build on the programme to ensure that every pupil reaches his or her full academic potential.

2. To build on the recognition of the excellence of the College's artistic programme provided by the Artsmark Platinum status and to continue to develop as an arts hub for the region. There are ambitious plans for renovation of a building at the College to provide improved music teaching facilities.

3. To review curriculum provision in line with national changes and to meet the needs of our market.

4. To manage the staffing at all times so that we deliver the best possible education as well as accommodation, welfare and administration.

5. To build and encourage community access for educational purposes to the schools' facilities.

6. To maximise the income from the use of the College's facilities and develop new streams from overseas.

7. To identify opportunities for energy consumption reduction.

8. To maintain the fabric of the school to a high level.

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2024

DIRECTORS

The directors who served during the year, and the committees of which they are members, are:

C E Lillis (Chairman)	Finance and General Purposes Investment
K E Castle	Regulatory Compliance
S M Connor	Education
R A K Hoppins	Finance and General Purposes Investment
J Nieto	(Full Council)
J C Pochin	Finance and General Purposes
M D T Sampson	Regulatory Compliance
J Scanlon	Education, Regulatory Compliance
A Sutton	Education
J M Trowbridge	Education
M A Ward	Finance and General Purposes

None of the directors has any beneficial interest in the company. Ellesmere College buys trustees and officers insurance on behalf of the directors.

AUDITORS

Following a competitive tender process, Moore Kingston Smith LLP were appointed as the company's external auditors at the Annual General Meeting held on 23rd May 2024, for the year to 31 August 2024 onwards. As a consequence, RSM UK Audit LLP did not offer themselves for reappointment under section 487 (2) of the Companies Act 2006. The Board would like to express its appreciation to RSM for their services over the past seven years.

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2024

DIRECTORS' RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the director's report, incorporating the strategic report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare company and group financial statements for each financial year. Under that law the directors have elected to prepare the financial statements 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 company and the group and of the income and expenditure of the company and group for that period.

In preparing each of the group and company financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements 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 group and the company will continue in business.

The directors are responsible for maintaining proper accounting records that are sufficient to show and explain the group's and company's transactions and disclose with reasonable accuracy at any time the financial position of the group and 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 group and company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors confirm that:

- so far as each director is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

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

Approved by the Board of Directors of Ellesmere College on 9th January 2025 including, in their capacity as company directors, approving the Directors' and Strategic Reports contained therein, and signed on its behalf by:



Mr C E Lillis
Chairman

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ELLESMERE COLLEGE LIMITED
YEAR ENDED 31ST AUGUST 2024

Opinion

We have audited the financial statements of Ellesmere College Limited (the parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2024 which comprise the Consolidated Statement of Financial Activities (including an Income and Expenditure Account), The Charity Statement of Financial Activities (including an Income and Expenditure Account), the Consolidated and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 August 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We have been appointed auditors under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Directors' 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 or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our auditor's report thereon. The Directors are responsible for the other information contained within the Annual 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.

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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' Report which includes the Directors' Report and the Strategic Report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the Strategic Report, included within the Directors' 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 their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report or the Strategic Report included within the Directors' Report.

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

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

Responsibilities of directors

As explained more fully in the Statement of Directors' responsibilities set out on page 14, 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 directors 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 directors are responsible for assessing the group's and 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 directors either intend to liquidate the group or 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

- As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud

may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The extent to which the audit was considered capable of detecting irregularities, including fraud

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.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.
- There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to

events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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.

Moore Kingston Smith LLP

16 January 2025

Mr Robert Kersse (Senior Statutory Auditor)
For and on behalf of Moore Kingston Smith LLP
9 Appold Street
London
EC2A 2AP

ELLESMERE COLLEGE LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)
YEAR ENDED 31 AUGUST 2024

	Notes	Unrestricted Funds £	Restricted Funds £	Endowed Funds £	Total 2024 £	Total 2023 £
Income and Endowments from :						
Charitable Activities						
School fees receivable	2	10,759,183	-	-	10,759,183	10,359,989
Ancillary trading income	3	1,159,210	-	-	1,159,210	1,093,630
Other trading activities						
Non-ancillary trading income	4	750,854	-	-	750,854	631,524
Other activities	4	(224)	-	-	(224)	4,369
Investments						
Investment income	5	7,666	-	-	7,666	7,312
Voluntary sources						
Grants and Donations	6	10,000	46,500	-	56,500	20,237
Other incoming resources		104,401	-	-	104,401	62,572
TOTAL INCOMING RESOURCES		12,791,090	46,500	-	12,837,590	12,179,633
Expenditure on Raising Funds						
Non ancillary trading costs	7	389,918	-	-	389,918	405,814
Ancillary trading expenses		1,165,560	-	-	1,165,560	1,108,004
Financing costs	8	151,102	-	-	151,102	254,656
Investment management		2,498	-	-	2,498	2,465
Fundraising and development		123,084	-	-	123,084	142,560
TOTAL DEDUCTIBLE COSTS	7	1,832,162	-	-	1,832,162	1,913,499
Charitable Activities						
Education	7	11,103,790	79,399	-	11,183,189	10,574,054
TOTAL EXPENDITURE	7	12,935,952	79,399	-	13,015,351	12,487,553
Net Expenditure before transfers		(144,862)	(32,899)	-	(177,761)	(307,920)
Realised gains / (losses) on investment assets	13	5,654	-	-	5,654	(420)
Unrealised gains / (losses) on investment asset	13	44,726	-	-	44,726	(6,810)
Net Expenditure		(94,482)	(32,899)	-	(127,381)	(315,150)
Transfers between funds	23	-	-	-	-	-
Net Movement in funds for the year		(94,482)	(32,899)	-	(127,381)	(315,150)
Fund balances at 1st September		3,970,703	64,610	-	4,035,313	4,350,463
FUND BALANCES AS AT 31ST AUGUST		3,876,221	31,711	-	3,907,932	4,035,313

All amounts relate to continuing activities.
All recognised gains and losses in the current and prior year are included in the statement of financial activities.
The notes on pages 24 to 44 form part of these financial statements.

ELLESMERE COLLEGE LIMITED

CHARITY STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)

YEAR ENDED 31 AUGUST 2024

	Notes	Unrestricted Funds £	Restricted Funds £	Endowed Funds £	Total 2024 £	Total 2023 £
Income and Endowments from :						
Charitable Activities						
School fees receivable	2	10,759,183	-	-	10,759,183	10,359,989
Ancillary trading income	3	1,159,210	-	-	1,159,210	1,093,630
Other trading activities						
Recharges to Ellesmere College Enterprises		43,639	-	-	43,639	42,295
Other activities	4	(224)	-	-	(224)	4,369
Investments						
Investment income	5	7,666	-	-	7,666	7,312
Voluntary sources						
Grants and Donations	6	369,504	46,500	-	416,004	180,199
Other incoming resources		104,401	-	-	104,401	62,572
TOTAL INCOMING RESOURCES		12,443,379	46,500	-	12,489,879	11,750,366
Expenditure on Raising Funds						
Non Ancillary Trading		43,639			43,639	42,295
Ancillary trading expenses		1,165,560	-	-	1,165,560	1,108,004
Financing costs	8	150,170	-	-	150,170	253,798
Investment management		2,498	-	-	2,498	2,465
Fundraising and development		123,084	-	-	123,084	142,560
TOTAL DEDUCTIBLE COSTS	7	1,484,951	-	-	1,484,951	1,549,122
Charitable Activities						
Education	7	11,103,290	79,399	-	11,182,689	10,565,574
TOTAL EXPENDITURE	7	12,588,241	79,399	-	12,667,640	12,114,696
Net Expenditure before transfers		(144,862)	(32,899)	-	(177,761)	(364,330)
Realised gains / (losses) on investment assets	13	5,654	-	-	5,654	(420)
Unrealised gains / (losses) on investment assets	13	44,726	-	-	44,726	(6,810)
Net Expenditure		(94,482)	(32,899)	-	(127,381)	(371,560)
Transfers between funds	23	-	-	-	-	-
Net Movement in funds for the year		(94,482)	(32,899)	-	(127,381)	(371,560)
Fund balances at 1st September		3,970,703	64,610	-	4,035,313	4,406,873
FUND BALANCES AS AT 31ST AUGUST		3,876,221	31,711	-	3,907,932	4,035,313

All amounts relate to continuing activities.
All recognised gains and losses in the current and prior year are included in the statement of financial activities.
The notes on pages 24 to 44 form part of these financial statements.

ELLESMERE COLLEGE LIMITED

CONSOLIDATED AND CHARITY BALANCE SHEETS
AS AT 31 AUGUST 2024

	Note	Group 2024 £	2023 £	Charity 2024 £	2023 £
FIXED ASSETS					
Tangible assets	12	7,770,259	7,616,453	7,770,259	7,616,453
Securities Investments	13	476,071	420,522	476,172	420,623
		8,246,330	8,036,975	8,246,431	8,037,076
CURRENT ASSETS					
Stock		42,633	48,582	36,157	41,573
Debtors	14	919,653	818,904	1,039,294	1,028,572
Cash at bank and in hand		161,828	177,323	7,943	6,277
		1,124,114	1,044,809	1,083,394	1,076,422
CURRENT LIABILITIES					
Creditors: amounts falling due within one year	15	(4,183,716)	(4,166,546)	(4,143,097)	(4,198,260)
NET CURRENT LIABILITIES		(3,059,602)	(3,121,737)	(3,059,703)	(3,121,838)
TOTAL ASSETS LESS CURRENT LIABILITIES		5,186,728	4,915,238	5,186,728	4,915,238
LONG TERM LIABILITIES					
Creditors: amounts falling due after more than one year	16	(1,278,696)	(879,825)	(1,278,696)	(879,825)
NET ASSETS		3,908,032	4,035,413	3,908,032	4,035,413
REPRESENTED BY :					
Called up share capital	20	100	100	100	100
RESTRICTED FUNDS	23	31,711	64,610	31,711	64,610
UNRESTRICTED FUNDS					
General reserve		3,876,221	3,970,703	3,876,221	3,970,703
		3,908,032	4,035,413	3,908,032	4,035,413

The financial statements were approved and authorised for issue by the Board on 9/1/25 and signed on its behalf by :

Mr C E Lillis - Chairman
Company Registration No : 05066406

The notes on pages 24 to 44 form part of these financial statements.

ELLESMERE COLLEGE LIMITED

CONSOLIDATED CASH FLOW STATEMENT
AS AT 31 AUGUST 2024

	Note	Group 2024 £	Group 2023 £
Cash flows from operating activities :			
Net cash provided by operating activities	30	936,961	230,170
Cash flows from investing activities :			
Dividends, interest and rents from investments	6	7,666	7,312
Proceeds from the sale of property, plant and equipment		16,356	-
Purchase of property, plant and equipment		(565,254)	(433,598)
Proceeds from sale of investments		120,830	75,220
Purchase of investments		(125,999)	(80,051)
Net cash used in investing activities		(546,401)	(431,117)
Cash flows from financing activities :			
Repayments of borrowing		(99,681)	(131,821)
Repayment of existing loan to Handelsbanken		-	(473,188)
Drawdown of Barclays loan		-	540,000
Financing costs		(151,102)	(254,656)
Net cash used in financing activities		(250,783)	(319,665)
Change in cash and cash equivalents in the year		139,777	(520,612)
Cash and cash equivalents at the beginning of the year		(881,617)	(361,005)
Cash and cash equivalents at the end of the year	31	(741,840)	(881,617)

1 ACCOUNTING POLICIES

The principal accounting policies, all of which have been applied consistently throughout the year and in the preceding year are:

a) Basis of Accounting

Ellesmere College Limited is a private company limited by shares, number 5066406, incorporated in England and Wales. Its registered office and principal place of business is Ellesmere College, Ellesmere, Shropshire SY12 9AB. It is also a charity, number 1103049. The group consists of Ellesmere College Limited, Ellesmere College Enterprises Limited and Ellesmere College International Limited.

The accounts of the group have been prepared under the Companies Act 2006 and in accordance with the Statement of Recommended Practice for Charities ('SORP (FRS102)') and with applicable UK Accounting Standards. They are drawn up on the historical cost accounting basis except that property and share investments held as fixed assets are carried at fair value.

Ellesmere College meets the definition of a public benefit entity under Financial Reporting Standard (FRS) 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The preparation of financial statements in conformity with FRS 102 requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. Further details are provided in note 33 and in the accounting policies for depreciation of fixed assets, for pensions and for bad debts.

The financial statements are presented in sterling (£) and the functional currency is sterling (£). Monetary amounts in these finance statements are rounded to the nearest £.

b) Going Concern

The accounts have been prepared on a going concern basis. The Ellesmere College Board reviews the financial information for the company and the group and considers whether the group and the company are a going concern for a period of at least 12 months from the date of approval of the accounts.

Having considered all factors and reviewing the available evidence, the directors have a reasonable expectation that the group will be able to continue operating for the foreseeable future and the financial statements have been prepared on a going concern basis.

In 2023/2024 the Group achieved a surplus before depreciation as expected. Pupil numbers are lower in September 2024 than the year 2023 - 2024 but the College has made significant cost reductions to compensate for this. Labour's policy of adding VAT to school fees from January 2025 is a concern for all independent schools, however budgets and cashflows have been prepared for the 2024-2025 year, which also include the impact of an increase in employers NI from April 2025 as noted in the most recent budget, and these show that with the planned cost savings the Group will remain a going concern for the foreseeable future.

While it is not anticipated that it will be required, the Group has assets including investments that could be liquidated if necessary. Barclays support the College by providing a £2,000,000 overdraft facility, which is reviewed annually. Cash is managed on a Group basis and Barclays have expressed their continued support for the Group for the period with an increase in overdraft if necessary.

The Trustees / Directors are unaware of any other factors which would impact on the charity and the group being treated as a going concern.

c) Group Accounts

The financial statements consolidate the financial statements of the company, and all its subsidiary companies, charitable trusts and funds with all inter-company balances being eliminated. Entities are consolidated where Ellesmere College exercises overall control either through ownership of shares, or through having common trustees with a common objective. Accounting policies are consistently applied between group companies.

d) School Fees Receivable and Similar Income

Fees receivable and other educational income are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions by the school, but include contributions received from restricted funds for scholarships, bursaries and other grants. All debts are fully provided for unless they relate to current pupils owing less than two terms in which case a partial provision is made.

e) Ancillary and Non-Ancillary Trading Income

Ancillary trading income represents amounts from activities to generate funds within the charitable objects for example, tuition in extra subjects and coaches to and from school. Non-ancillary trading income represents amounts from activities not directly related to the charitable objects, for example lettings of school facilities out of term time and sales from the tuck shop and vending machines. Income from these activities is recognised in the SOFA when the goods are sold or services provided.

f) Voluntary sources, Grants and Donations

Voluntary incoming resources are accounted for as and when entitlement arises, the amount can reliably be quantified and the economic benefit is considered probable.

Voluntary income for general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, voluntary income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention to be permanent or not. Gifts in kind are valued at estimated open market value at the date of gift, in the case of assets for retention or consumption, or at the value to the school in case of donated services or facilities.

g) Expenditure

Expenditure is accrued as soon as there is a contractual obligation or a liability is considered probable, discounted to present value for longer term liabilities. Expenditure is allocated to expense headings either on a direct cost basis or apportioned according to time spent. The irrecoverable element of VAT is included with the item of expense to which it relates. The cost of refurbishing and converting existing buildings is written-off in the year in which it is incurred except where the useful life is extended.

h) Pension Costs

The school company participates in the Teachers' Pensions scheme, which is an unfunded government scheme. The Teachers' Pensions scheme provides benefits based on final pensionable pay. The funds of the scheme are separate from the company, although the company's share of the scheme cannot be identified as the scheme is a multi-employer scheme, and so the pension costs are accounted for as defined contribution schemes.

The company offers membership of the Pensions Trust Flexible Retirement Plan to employees other than the full and part-time academic staff. The Pensions Trust Flexible Retirement Plan is a multi-employer pension schemes where the scheme assets are pooled for investment purposes and cannot be attributed to individual employers. Benefits are paid from the total scheme assets. It is in most respects a money purchase arrangement, but has some guarantees. As a result it is not possible or appropriate to identify the assets and liabilities of the scheme which are attributable to the company. In accordance with Financial Reporting Standard (FRS) 102 (section 28) therefore, the scheme is accounted for as a defined contribution scheme.

i) Tangible Fixed Assets and Depreciation

In accordance with Section 35.10 (d) of FRS102, Ellesmere College has elected to use the carrying value of any of the above freehold land and buildings previously carried at a valuation, as their deemed cost at the date of transition to FRS102, 1 September 2014.

Tangible fixed assets are stated at cost less depreciation. Individual capital items, or projects, with a value greater than £10,000 are capitalised.

Where tangible fixed assets have been acquired with the aid of specific grants they are included in the balance sheet at cost and depreciated over their expected useful economic life. The related grants are credited to a restricted fixed asset fund (in the statement of financial activities and carried forward in the balance sheet). The depreciation on such assets is charged in the statement of financial activities over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

Depreciation is provided at rates calculated to write off the cost, less estimated residual value of each asset based on current market prices, over its expected useful life, as follows:

Freehold land is not depreciated	
Freehold Buildings:	variable according to the building and written off over the expected useful life (see note below)
Computer equipment	33.33% on cost
Plant and Equipment	between 4% and 25% depending on expected useful life
Motor vehicles	25% on cost

The company has reviewed its tangible assets, which comprise land, buildings and initial fixtures and fittings. The company undertakes an annual review of all buildings assessing their useful economic life. In some cases the useful economic life of a building is anticipated to be of considerable length, often in excess of 100 years. The buildings are capitalised in the financial statements at historic cost and the calculated depreciation charge is charged in these accounts over the expected useful life which ranges from 10 to 250 years. The directors will continue to carry out annual assessments of the recoverable amount and the estimated useful life of all buildings. The review is based on the directors' assessments of the market value and the future economic benefit derived from an asset versus its carrying value in the financial statements.

j) Financial Instruments

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

k) Securities Investments

Securities investments are carried at fair value, which is deemed to be market value as at the balance sheet date.

Realised and unrealised investment gains and losses are recognised as 'net gains/(losses) on investment assets' in the Statement of Financial Activities and are allocated to the appropriate fund according to the 'ownership' of the underlying assets.

l) Stocks

Stocks comprise raw materials, consumable stores and goods held for resale: they are valued at the lower of cost and net realisable value.

m) Leasing Commitments

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the SOFA on a straight line basis over the lease term. Lease incentives are accounted for over the lease term on a straight-line basis.

n) Fee Deposits

Refundable fee deposits are currently classified between long term and short term in the financial statements. These deposits are refundable in the event that the pupils leave the school on one term's notice and as such the deposit would be refunded to the parents at that point. However, the financial statements are prepared on a going concern basis and it is assumed that the majority of children will remain in school for their full years of education and therefore the deposit will be refunded to them when they leave school.

o) Fund Accounts

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

p) Taxation

Ellesmere College is a registered charity and as such is exempt from tax on income and gains falling within Part 11 of the Corporation Tax Act 2010 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. There is no similar exemption for VAT, which is included in expenditure or in the cost of assets as appropriate.

The school has subsidiary companies that are subject to taxes including corporation tax and VAT in the same way as any commercial organisation. The tax charged to the profit and loss account is based on the subsidiary companies profits for the year and takes into account tax arising because of timing differences between the treatment of certain items for tax and accounting purposes. The subsidiary companies distribute their profits to Ellesmere College under Gift Aid and tax liabilities are kept to a minimum.

2 CHARITABLE ACTIVITIES - SCHOOL FEES RECEIVABLE - GROUP AND CHARITY

The School fees income comprises:

	2024	2023
	£	£
Gross fees	14,539,096	13,980,148
Less: Total scholarships, bursaries, etc	(3,779,913)	(3,620,159)
	10,759,183	10,359,989
Add back : Scholarships, Grants etc. paid for by Restricted Funds	-	12,122
Unrestricted :	10,759,183	10,372,111

Scholarships, bursaries and other awards were paid to 410 pupils (2023 : 426 pupils). Within this, means-tested bursaries totalling £623,374 were paid to 107 pupils (2023 : £660,198 to 118 pupils).

3 CHARITABLE ACTIVITIES - ANCILLARY TRADING INCOME (UNRESTRICTED) - GROUP AND CHARITY

	2024	2023
	£	£
Entrance fees and registration fees	21,394	21,691
Fees in lieu of notice	56,306	129,854
Extra subjects	464,555	462,222
Other ancillary educational income	2,406	7,086
Pupil Bussing	408,659	331,279
Activities, Clubs, Events and House income	205,890	141,498
	1,159,210	1,093,630

4 OTHER TRADING ACTIVITIES (UNRESTRICTED)

	2024	2023
	£	£
Non-ancillary trading income		
Ellesmere College Enterprises Limited	341,114	394,591
Ellesmere College International Limited	409,740	236,933
	750,854	631,524
Interest receivable - pupils' bills	(224)	4,369
	750,630	635,893

Cost of stock £28,998 (2023 : £30,311)

5 INVESTMENTS - INVESTMENT INCOME

	Unrestricted	Restricted	Endowed	**Total 2024**	Total 2023
	£	£	£	£	£
Securities investment income					
Dividends	6,111	-	-	6,111	6,029
Fixed interest	1,555			1,555	1,283
	7,666	-	-	7,666	7,312

£7,312 of income in 2023 was unrestricted.

6 VOLUNTARY SOURCES - GRANTS AND DONATIONS

	Unrestricted	Restricted	Endowed	**Total 2024**	Total 2023
				£	£
Donations	10,000	46,500	-	56,500	20,237
Gift Aid from Ellesmere College Ent Ltd	64,663			64,663	13,464
Gift Aid from Ellesmere College Int Ltd	294,841			294,841	146,498
	369,504	46,500	-	416,004	180,199

£19,200 of 2023 donation income was restricted, with £160,999 unrestricted.

7 ANALYSIS OF EXPENDITURE

a)Total Expenditure - Group

	Staff Costs (note 9)	Depreciation (note 12)	Support Costs	**Total 2024**	Total 2023
	£	£	£	£	£
Costs of raising funds					
Non ancillary trading costs	167,390	-	222,528	389,918	405,814
Other income generating activities	631,637	-	533,923	1,165,560	1,108,004
Financing cost (note 8)	-	-	151,102	151,102	254,656
Investment management	-	-	2,498	2,498	2,465
Fundraising and development	116,106	-	6,978	123,084	142,560
Total	915,133	-	917,029	1,832,162	1,913,499
Charitable Expenditure					
Education					
Teaching	4,836,252	-	564,123	5,400,375	5,452,956
Welfare	823,492		838,455	1,661,947	1,580,326
Premises	878,580	411,448	1,641,913	2,931,941	2,083,537
School administration and governance	393,477	-	789,858	1,183,335	1,452,062
Grants, awards and prizes (note 7c)	-	-	5,591	5,591	5,173
Total	6,931,801	411,448	3,839,940	11,183,189	10,574,054
Total Expended - Group	7,846,934	411,448	4,756,969	13,015,351	12,487,553

7 **ANALYSIS OF EXPENDITURE (continued)**

b)Total Expenditure - Charity

	Staff Costs (note 9)	Depreciation (note 12)	Support Costs	**Total 2024**	Total 2023
	£	£	£	£	£
Costs of raising funds					
Non Ancillary Trading	-	-	43,639	43,639	42,295
Other income generating activities	631,637	-	533,923	1,165,560	1,108,004
Financing cost (note 8)	-	-	150,170	150,170	253,798
Investment management	-	-	2,498	2,498	2,465
Fundraising and development	116,106	-	6,978	123,084	142,560
Total	747,743	-	737,208	1,484,951	1,549,122
Charitable Expenditure					
Education					
Teaching	4,836,252	-	564,123	5,400,375	5,452,956
Welfare	823,492		838,455	1,661,947	1,580,326
Premises	878,580	411,448	1,641,913	2,931,941	2,083,537
School administration and governance	393,477	-	789,358	1,182,835	1,443,582
Grants, awards and prizes (note 7c)	-	-	5,591	5,591	5,173
Total	6,931,801	411,448	3,839,440	11,182,689	10,565,574
Total Expended - Charity	7,679,544	411,448	4,576,648	12,667,640	12,114,696

Premises Costs include £79,399 from a restricted fund (£8,207 in 2023)

The cost of stock in the year was £222,799 (2023 : £98,052).

7 **ANALYSIS OF EXPENDITURE (continued)**

c) Grants, awards and prizes

Ellesmere College makes awards to individual families to support schooling

	Group and Charity	
	2024	**2023**
	£	£
From Restricted Funds :		
Bursaries and other grants and awards	-	12,122
From unrestricted funds :		
Prizes and leaving awards	5,591	5,174
	5,591	17,296

d) Governance included in support costs

Ellesmere College reimburses governors for out of pocket expenses including travel, subsistence and accommodation, where a claim is made. One trustees was reimbursed £96 during the year (2023 : NIL).

Group	**2024**	**2023**
	£	£
Remuneration paid to auditor for audit services for current year	19,650	38,866
Remuneration paid to auditor for audit services for prior year	20,400	-
Other governance costs	196	1,655
	40,246	40,521
Charity		
Remuneration paid to auditor for audit services for current year	17,500	30,386
Remuneration paid to auditor for audit services for prior year	22,050	-
Other governance costs	196	1,655
	39,746	32,041

8 FINANCING COSTS

	2024	**2023**
Group	£	£
Bank charges and Bank Loan Interest	129,716	98,514
Bad and doubtful debt - increase / (decrease) in provision	21,386	156,142
	151,102	254,656
Charity		
Bank charges and Bank Loan Interest	128,784	97,656
Bad and doubtful debt - increase / (Decrease) in provision	21,386	156,142
	150,170	253,798

9 STAFF COSTS

The aggregate payroll costs for the year were :	2024	2023
	£	£
Group		
Wages and salaries	6,332,096	6,208,747
Social security costs	595,090	585,340
Other pension costs	898,829	822,535
Private medical insurance	20,919	10,957
	7,846,934	7,627,579
Charity		
Wages and salaries	6,173,043	6,068,741
Social security costs	588,360	581,988
Other pension costs	897,222	821,457
Private medical insurance	20,919	10,957
	7,679,544	7,483,143

All staff are jointly employed by Ellesmere College and its subsidiary Ellesmere College Enterprises. The charity expenditure on payroll is reduced by amounts charged to the subsidiary to reflect time spent working on subsidiary business. The number of staff partially charged was 35 (2023 : 49) and the number wholly disbursed is 3 (2023:3).

The Senior Management Team are classed by the school as being the Key Management Personnel.

None of the governors received remuneration or other benefits from Ellesmere College or from any connected body.

	2024	2023
Aggregate employee benefits of key management personnel	654,573	714,965

9 STAFF COSTS (continued)

The number of higher paid employees who received emoluments of £60,000 or more was:

	2024 Number	2023 Number
£60,000 - £70,000	2	2
£70,000 - £80,000	1	1
£80,000 - £90,000	2	1
£90,000 - £100,000	-	1
£100,000 - £110,000	1	-
£120,000- £130,000	1	-
£200,000 - £210,000	-	1

Average number of employees on head count basis

	2024 Number	2023 Number
Teaching	119	119
Welfare	48	44
Premises	48	50
Support	29	30
Group and Charity	244	243

10 DIRECTORS

None of the directors (or any persons connected with them) received any remuneration during the year.
No children or grandchildren of directors attended the College (2023 : NIL).

During the year one directors (2023:NIL) received reimbursement of travel and training expenses.

11 TAXATION

The company is a registered charity and therefore no liability arises on its charitable activities.

12 TANGIBLE FIXED ASSETS

Group and Charity	Land and Buildings Freehold	Motor Vehicles	Computer Equipment	Plant and Equipment	Total
	£	£	£	£	£
Cost					
At 1 September 2023	9,054,516	261,642	430,782	1,579,876	11,326,816
Additions	185,896	107,235	81,189	190,934	565,254
Disposals	-	(40,000)	-	-	(40,000)
As 31 August 2024	9,240,412	328,877	511,971	1,770,810	11,852,070
Depreciation					
At 1 September 2023	1,973,008	230,019	218,083	1,289,253	3,710,363
Charge for the year	200,272	19,555	124,526	67,095	411,448
Disposals	-	(40,000)	-	-	(40,000)
At 31 August 2024	2,173,280	209,574	342,609	1,356,348	4,081,811
Net book value at 31 August 2024	7,067,132	119,303	169,362	414,462	7,770,259
Net book value at 31 August 2023	7,081,508	31,623	212,699	290,623	7,616,453

All assets are used for charitable purposes.

Finance leases and hire purchase contracts

There are no assets held under finance leases or hire purchase contracts.

13 SECURITIES INVESTMENTS

Group	Securities Investments 2024	Securities Investments 2023 Restated
	£	£
Group Investments		
At 1 September	420,522	422,921
Additions	125,972	80,051
Disposals	(120,803)	(75,220)
Increase/(Decrease) in value of investments	50,380	(7,230)
Group investments at 31 August	476,071	420,522
Investment in subsidiaries	101	101
Charity investments at 31 August	476,172	420,623
Investments comprise :		
Listed Investments		
Bonds - Sterling	44,160	36,126
Bonds - Other Currencies	-	10,451
Property	6,262	11,887
Alternatives	40,875	38,718
Multi Asset	7,502	7,024
Global	51,399	35,224
UK Equities	97,641	100,827
Continental Europe	11,820	10,530
North America	147,409	94,415
Japan Indirect	24,695	20,855
Pacific Basin	19,961	37,826
Other overseas equities	-	15,395
Emerging Markets	22,364	-
Cash	1,983	1,244
Group investments at 31 August	476,071	420,522
Investment in subsdiaries	101	101
Charity investments at 31 August	476,172	420,623
Historical cost of investments	383,315	384,562

Ellesmere College owns all of the share capital of Ellesmere College Enterprises Ltd and Ellesmere College International Ltd, companies incorporated in England/Wales. Further details are provided in notes 27 and 29.

The main Securities Investments are managed for Ellesmere College by Evelyn Partners Investment Management LLP. All investments are managed and held in the UK.

Three of the North America investments had a value of more than 5% of the total (2023 : One of the North America investments).

14 DEBTORS

	Group		Charity	
	2024	2023	**2024**	2023
	£	£	**£**	£
School fees receivable	528,971	320,999	528,971	320,999
Trade debtors	101,046	183,754	-	-
Other debtors	27,472	24,752	27,472	24,044
Prepayments and accrued income	262,164	288,898	262,164	288,898
Amounts due from subsidiary companies	-	-	220,687	394,131
Amounts due from parent company	-	500	-	500
	919,653	818,903	1,039,294	1,028,572

The school fees receivable is net of a Bad Debt Provision of £231,019 (2023 : £239,329).

15 CREDITORS: DUE WITHIN ONE YEAR

	Group		Charity	
	2024	2023	**2024**	2023
	£	£	**£**	£
Bank loans and overdrafts	921,996	1,185,974	921,996	1,185,974
Fees received from parents in advance of term	2,033,452	1,682,140	2,033,452	1,682,140
Repayable deposits from parents	407,818	472,336	407,818	472,336
Trade creditors	390,493	332,556	371,909	328,621
Taxation and social security	150,370	149,383	132,930	141,568
Other creditors	154,205	158,824	154,205	158,824
Accruals	125,382	185,333	105,442	168,447
Amounts due to subsidiary companies	-	-	15,345	60,350
	4,183,716	4,166,546	4,143,097	4,198,260

Fees received from parents for the following academic year are treated as deferred income.

16 CREDITORS: DUE AFTER MORE THAN ONE YEAR

	Group and Charity	
	2024	2023
	£	£
Fees received from parents in advance of term	388,946	-
Repayable Deposits from Parents	518,100	517,200
Bank loans	371,650	362,625
	1,278,696	879,825

The Repayable Deposits from Parents are disclosed as partly repayable after more than one year because they are repayable when the pupil leaves and it is reasonable to assume that many pupils will not be leaving within one year. A breakdown of the expected periods of repayment is shown in note 18.

17 BANK LOAN

	2024	2023
	£	£
The bank loans are repayable by instalments		
Due within 2 to 5 years	141,694	227,471
Due within 1 to 2 years	229,956	135,154
Due after more than one year	371,650	362,625
Due within 1 year	18,328	127,034
	389,978	489,659

The group refinanced with Barclays in March 2023, which included a loan of £540,000 repayable over a term of 4 years (until March 2027) which is secured by a charge on the College's assets at an interest rate of 2% over bank base rate.

18 REPAYABLE DEPOSITS FROM PARENTS

	2024	2023
	£	£
The deposits become repayable when the pupil leaves :		
Due after 5 years	79,400	57,600
Due within 2 to 5 years	242,700	302,500
Due within 1 to 2 years	196,000	157,100
Due after more than one year	518,100	517,200
Due within 1 year	407,818	472,336
	925,918	989,536

Parents pay the school a deposit of £500, £2,000 or £9,000 in advance. The money may be returned subject to specific conditions on the receipt of one term's notice. Assuming pupils remain in the school (which the vast majority do based on historical information), deposits will be applied as above.

19 COMMITMENTS UNDER OPERATING LEASES

	2024	2023
	£	£
Within 1 year	29,773	37,636
Between 2 and 5 years	-	29,773
	29,773	67,409

Lease payments recognised as an expense amounted to £38,535 (2023 : £38,535). One lease relates to the broadband connection (£11,100) and the other to printers, scanners and photocopiers (£27,435).

20 SHARE CAPITAL

	2024	2023
	£	£
Authorised		
100 Ordinary shares of £1 each	100	100
Allotted, called up and fully paid		
100 Ordinary shares of £1 each	100	100

21 RESTRICTED FUNDS

Ellesmere College's funds are analysed under the following headings :

a) RESTRICTED FUNDS

The Peter Messenger Fund was set up in memory of a former pupil to provide support to pupils who wish to further their musical and instrumental abilities.
The Mullock Scholarship is to fund music scholarships.
Enhance Ellesmere is a donation scheme to fund additional educational facilities.
The Ian Beer Scholarship Fund is to fund rugby scholarship.
The Leavers Gift Fund is a donation scheme to fund pieces of artwork which are displayed at the school premises.
The Walker Scholarship is to fund music scholarships.

b) UNRESTRICTED FUNDS

Unrestricted funds represent accumulated income from the school's activities and other sources that are available for the general purpose of the school.

22 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted	Restricted	**Total 2024**
	£	£	**£**
Tangible fixed assets	7,770,259	-	7,770,259
Securities investments	476,071	-	476,071
Net current (liabilities)/assets	(3,480,359)	31,711	(3,448,648)
Long term liabilities	(889,750)	-	(889,750)
	3,876,221	31,711	3,907,932

	Unrestricted	Restricted	**Total 2023**
	£	£	**£**
Tangible fixed assets	7,616,453	-	7,616,453
Securities investments	420,522	-	420,522
Net current (liabilities)/assets	(3,186,447)	64,610	(3,121,837)
Long term liabilities	(879,825)	-	(879,825)
	3,970,703	64,610	4,035,313

23 SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	Balance at 1 £	Incoming £	Resources £	Gains/ £	Balance at 31 £
Restricted Funds					
Peter Messenger Fund	3,570	-	-	-	3,570
Enhance Ellesmere	18,199	2,775	(193)	-	20,781
Ian Beer Rugby Scholarship	100	-	-	-	100
Leavers Gift	42,741	43,725	(79,206)	-	7,260
	64,610	46,500	(79,399)	-	31,711
Unrestricted Funds					
General Reserve	3,970,703	12,791,090	(12,935,952)	50,380	3,876,221

	Balance at 1 £	Incoming £	Resources £	Gains/ £	Balance at 31 £
Restricted Funds					
Peter Messenger Fund	3,570	-	-	-	3,570
Mullock Scholarship	1,902	-	(1,902)	-	-
Enhance Ellesmere	26,006	400	(8,207)	-	18,199
Ian Beer Rugby Scholarship	100	-	-	-	100
Leavers Gift	33,941	8,800	-	-	42,741
Walker Scholarship	220	10,000	(10,220)	-	-
	65,739	19,200	(20,329)	-	64,610
Unrestricted Funds					
General Reserve	4,284,724	12,172,555	(12,479,346)	(7,230)	3,970,703

Note 22 provides details of the individual funds.

24 CAPITAL COMMITMENTS

At 31 August 2024 the company has no captal commitments (2023 : £175,000).

25 PENSION SCHEMES

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS"), for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £792,863 (2023 : £735,573) and at the year-end £73,195 (2023 : £60,830) was accrued in respect of contributions to this scheme.

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

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2023 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2020 in accordance with The Public Service Pensions (Valuations and Employer Cost Cap) Directions 2023 and the Employer Contribution Rate was assessed using agreed assumptions in line with the Directions and was accepted at the original assessed rate as there was no cost control mechanism breach

The valuation report was published by the Department for Education on 26 October 2023. The key elements of the valuation are:
•Total scheme liabilities for service (the capital sum needed at 31 March 2020 to meet the stream of future cash flows in respect of benefits earned) of £262 billion
•Value of notional assets (estimated future contributions together with the proceeds from the notional investments held at the valuation date) of £222 billion
•Notional past service deficit of £39.8 billion (2016 £22 billion)
•Discount rate is 1.7% in excess of CPI (2016 2.4% in excess of CPI) (this change has had the greatest financial significance)

As a result of the valuation, new employer contribution rates have been set at 28.6% of pensionable pay from 1 April 2024 until 31 March 2027 (compared to 23.68% under the previous valuation including a 0.08% administration levy).

25 PENSION SCHEMES continued

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

Pensions Trust Flexible Retirement Scheme

The School participates in The Flexible Retirement Scheme (FRS) for its support staff. This is a multi employer defined contribution scheme administered by the Pensions Trust. For those enrolled on the Auto-enrollment scheme Ellesmere College paid contributions at the rate of 3% with members contributions at 5%. For the majority of those enrolled in the Company Scheme the employer contribution is 5% with matching contributions made by members.

26 SUBSIDIARIES

The Company owns all of the share capital of Ellesmere College Enterprises Limited, a company incorporated in England and Wales, company number 05181897, registered office Ellesmere College, Ellesmere, Shropshire, SY12 9AB. This company carries out trading activity on behalf of the school including lettings and sales from the school's tuck shop.

Ellesmere College Enterprises Limited had a turnover of £534,915 (2023: £462,332), gross profit of £81,946 (2023: profit £96,782), and a profit of £64,663 in the year ended 31 August 2024 (2023: profit £69,754). At 31 August 2024 the company had shareholder's deficit of NIL (2023: NIL), assets of £262,561 (2023 : £264,187) and liabilities of £262,461 (2023 : £264,087). Gift aid distributed to the College for the year was £64,663 (2023: £13,464)

The Company owns all of the share capital of Ellesmere College International Limited a company incorporated in England and Wales, company number 08512074, registered office Ellesmere College, Ellesmere, Shropshire, SY12 9AB.

Ellesmere College International Limited had a turnover of £409,740 (2023: £236,933), gross profit of £294,516 (2023: £149,843) and a profit before tax and gift aid of £294,841 in the year ended 31 August 2024 (2023: £146,618). At 31 August 2023 the company had shareholder's deficit of NIL (2023:NIL), assets of £14,190 (2023 : £158,681) and liabilities of £14,189 (2023 : £158,680). Gift aid distributed to the College was £294,841 for the year (2023: £146,498)

27 ULTIMATE CONTROLLING PARTY

The Woodard Corporation Limited is the ultimate controlling party, a registered charity number 1096270, which is incorporated in England and Wales, company number 04659710 . Copies of the financial statements of the Woodard Corporation can be obtained from the registered office, High Street, Abbots Bromley, Rugeley, Staffordshire, WS15 3BW. The accounts of Ellesmere College Limited are included within the consolidated financial statements of the Woodard Corporation Limited. The Woodard Corporation's principal purpose and activity is to provide high quality education in an actively Christian school environment for all.

28 RELATED PARTIES

As stated in note 28, Ellesmere College Limited is a wholly owned subsidiary of the Woodard Corporation. During the year £82,191 (2023 : £70,237) was invoiced by the Woodard Corporation for a levy to meet running costs and staff training. In addition to this the Woodard Corporation made payments to Ellesmere College of £836 (2023 : £500) for commission on the advance fee scheme. The year end balances between Ellesmere College and the Woodard Corporation are shown on note 14.

The company also controls two subsidiary trading companies, Ellesmere College Enterprises Limited and Ellesmere College International Limited.

The transactions with the subsidiaries are summarised below :

	2024	2023
Opening charity creditor	(60,350)	(24,156)
Opening charity debtor	394,131	175,590
Recharged to subsidiaries	295,669	325,539
Paid by subsidiaries	(828,618)	(266,959)
Invoiced by Subsidiaries	(254,465)	(298,659)
Paid by Ellesmere College	299,471	262,464
Gift Aid from Subsidiaries	359,504	159,962
	205,342	333,781
Closing charity creditor	(15,345)	(60,350)
Closing charity debtor	220,687	394,131
	205,342	333,781

The College provides financial and operational support to the Ellesmere Primary school pool in return for timetabled use of the pool. This benefits the College, as Ellesmere College Swimming Academy is in need of additional pool time, and the Primary School was able to keep its pool open for the benefit of the school, and the wider community. The Primary School is a member of the North West Academies Trust. The Chairman of the Trust is our Headmaster.

During the year £39,210 (2023 : £16,517) was invoiced by Ellesmere Primary School for power and water rates. The amount accrued at 31 August 2024 was NIL (2023 : £7,200). In addition to this the College invoiced Ellesmere Primary School £2,908 (2023 : £498) for services provided. The balance outstanding at 31 August 2024 was £138 (2023 : £138).

During the year £275 (2023 : £300) was donated to the School by member of the key management personnel.

29 Consolidated Statement of Financial Activities - Comparative figures by fund type
Year Ended 31 August 2023

	Unrestricted Funds £	Restricted Funds £	Endowed Funds £	Total 2023 £
Income and Endowments from :				
Charitable Activities				
School fees receivable	10,372,111	(12,122)	-	10,359,989
Ancillary trading income	1,093,630	-	-	1,093,630
Other trading activities				
Non-ancillary trading income	631,524	-	-	631,524
Other activities	4,369	-	-	4,369
Investments				
Investment income	7,312	-	-	7,312
Bank and other interest	-	-	-	-
Voluntary sources				
Grants and Donations	1,037	19,200	-	20,237
Other incoming resources	62,572	-		62,572
TOTAL INCOMING RESOURCES	12,172,555	7,078	-	12,179,633
Expenditure on Raising Funds				
Non ancillary trading costs	405,814	-	-	405,814
Other income generating activities	1,108,004	-	-	1,108,004
Financing costs	254,656	-	-	254,656
Investment management	2,465	-	-	2,465
Fundraising and development	142,560	-	-	142,560
TOTAL DEDUCTIBLE COSTS	1,913,499	-	-	1,913,499
Charitable Activities				
Education and grantmaking	10,565,847	8,207	-	10,574,054
TOTAL EXPENDITURE	12,479,346	8,207	-	12,487,553
Net income and expenditure before transfers	(306,791)	(1,129)	-	(307,920)
Realised gains on investment assets	(420)	-	-	(420)
Unrealised gains on investment assets	(6,810)	-	-	(6,810)
Net incoming/(outgoing) resources	(314,021)	(1,129)	-	(315,150)
Transfers between funds	-	-	-	-
Net Movement in funds for the year	(314,021)	(1,129)	-	(315,150)
Fund balances at 1st September	4,284,724	65,739	-	4,350,463
FUND BALANCES AS AT 31ST AUGUST 2023	3,970,703	64,610	-	4,035,313

30. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group 2024 £	Group 2023 £
Net income for the reporting period (as per the statement of financial activities)	(127,381)	(315,150)
Adjustments for:		
Depreciation charges	411,448	320,467
(Gains)/Losses on investments	(50,380)	7,230
Dividends, interest and rents from investments	(7,666)	(7,312)
Financing costs	151,102	254,656
Loss/(profit) on sale of fixed assets	(16,356)	-
Decrease in stocks	5,949	6,971
(Increase) / decrease in debtors	(100,749)	(186,782)
Increase in creditors	670,994	150,090
	936,961	230,170

31. ANALYSIS OF CHANGES IN NET DEBT

	Group 2023 £	Cashflows	Other non cash changes	**Group 2024 £**
Cash at bank and in hand	177,323	(15,495)	-	161,828
Overdraft facility repayable on demand	(1,058,940)	155,272	-	(903,668)
	(881,617)	139,777		(741,840)
Borrowings				
Loans falling due within 1 year	(127,034)	108,706	-	(18,328)
Loans falling due after 1 year	(362,625)	(9,025)	-	(371,650)
	(489,659)	99,681		(389,978)
Total cash and cash equivalents	(1,371,276)	239,458	-	(1,131,818)

32. ACCOUNTING ESTIMATES AND JUDGEMENTS

In preparing the financial statements, the directors are required to make estimates and judgements. The matters detailed below are considered to be the most important in understanding the judgements that are involved in preparing the financial statements and the uncertainties that could impact the accounts reported in the results of operations, financial position and cashflows. Accounting policies are shown at note 1 to the financial statements.

Provision for bad debts

Debts are provided for if not recovered within one term. Estimating amounts to provide against recovery of debts is a matter of judgement.

Depreciation, impairment and residual values of fixed assets

Judgement is exercised in estimating the residual values of fixed assets, the selection of appropriate rates for depreciation, and for matters of impairment.

ELLESMERE COLLEGE LIMITED

England & Wales - Charity number 1103049

Accounts

Charity Registration No. 1103049

Company Registration No. 05066406 (England and Wales)

ELLESMERE COLLEGE LIMITED

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST AUGUST 2023

ELLESMERE COLLEGE LIMITED

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ELLESMERE COLLEGE LIMITED

COMPANY INFORMATION

DIRECTORS AND ADVISORS

Directors	Mr C E Lillis (Chairman)
	Rt. Revd. Sarah Bullock (resigned 20 March 2023)
	Dr K E Castle
	Ms S M Connor BA (Hons) PGDipBJ
	Ms D Fairweather BA (Hons) (resigned 3 July 2023)
	Mr J Hopkins (resigned 21 November 2022)
	Mr R A K Hoppins FCA
	Mr J C Pochin
	Mr M D T Sampson BSc
	Dr Julie Scanlon (appointed 29 January 2023)
	Professor Anna Sutton B.Ed M.Ed (Wales) FRSA
	Mrs J M Trowbridge LLB JP
	Mr Michael A Ward BA (Hons) LL (Dip) (appointed 19 June 2023)
Secretary	Mrs R Avery BA ACMA
Charity No.	1103049
Company No.	05066406
Principal Address and Registered Office	Ellesmere College Ellesmere Shropshire SY12 9AB
Key Management Personnel	
Head	Mr B J Wignall MA FRSA (deceased 26 January 2024)
Director of Finance	Mrs R Avery BA ACMA
Deputy Head Academic / Acting Head	Mrs S V Pritt-Roberts MEd NPQH (Acting Head from 25 January 2024)
Deputy Head Pastoral	Mr R Chatterjee MSc PhD
Director of Operations	Mr M McCarthy BSc
Deputy Head External Relations	Mr S B Mullock BA
Auditor	RSM UK Audit LLP Landmark St Peter's Square 1 Oxford Street Manchester M1 4PB
Bankers	Svenska Handelsbanken AB (publ) Michael Place, Anchorage Avenue Shrewsbury Business Park Shrewsbury, Shropshire, SY2 6FG

COMPANY INFORMATION

	Barclays Bank plc 68-70 High Street Rhyl, Denbighshire, LL18 1EU
Solicitors	Veale Wasbrough Vizards LLP Narrow Quay House Narrow Quay Bristol BS1 4QA
	Browne Jacobson LLP 15th Floor, 103 Colmore Row Birmingham, B3 3AG
	Jolliffe & Co LLP 6 St John Street Chester, CH1 1DA
Investment Advisers	Evelyn Partners Investment Management LLP 45 Gresham Street London EC2V 7BG
Insurance Brokers	Marsh Ltd 4 Milton Road Haywards Heath West Sussex RH16 1AH

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2023

The directors present their report and financial statements for the year ended 31st August 2023 and confirm they comply with the requirements of the Charities Act 2011, including the Directors' and Strategic Reports, under the Companies Act 2006.

SPECIAL ANNOUNCEMENT

It is with great sadness that we announce the death of our long-standing Headmaster Brendan Wignall on 26th January 2024.

Brendan's health sadly deteriorated rapidly during January 2024 and as a result the Governors appointed Vicky Pritt-Roberts, our long-standing Deputy Head Academic, to the position of Acting Head with effect from 25th January 2024.

REFERENCE AND ADMINISTRATIVE INFORMATION

The charity was formed in 2004 and is registered with the Charity Commission as charity number 1103049. The charity is a limited liability company and wholly owned subsidiary of The Woodard Corporation (charity number 1096270). The charitable company is incorporated in the United Kingdom. Directors of the Company are also Fellows (members) of the Woodard Corporation and participate in the election of its board of management and are committed to its charitable objects.

Notes 27 and 29 provide details of connected charities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The company is governed by Articles of Association as adopted by Special Resolution dated 20 March 2013, replacing those dated 4 March 2004 amended by Special Resolution(s) dated 24 January 2006, 28 April 2009 and 23 June 2009. They permit funds to be managed in such a manner as the directors see fit, provided that such powers are only exercised for the purposes of attaining the objects and in a manner which is legally charitable. The Articles of Association forbid the distribution of any property or funds, which are to be applied solely towards the promotion of the objects of the company.

Governing Body

The governors are the directors and charitable trustees of the company and comprise the governing body of Ellesmere College and are elected to hold office for five years. The school is governed by the governing body, the operation of which is supplemented by the use of a number of committees. The full governing body met three times during the year.

Recruitment and Training of Governors

All governors are Fellows of the Woodard Corporation. Fellows are responsible for electing the Woodard Corporation Board. Governors are recruited on the basis of nominations from school contacts and from selection when a post becomes available. The governing body look to ensure a mix of skills and select new governors on the basis of background, competence, specialist skills and, in the case of Fellows, Christian commitment. Governors are provided with induction training by the Head and other senior College staff and a wider programme of training events is organised by the Woodard Corporation. The school also encourages governors to attend events run by the Association of Governing Bodies of Independent Schools (AGBIS), and other suitable conferences.

Where possible the governors consider that the skills and experience of the governing body should comprise the following:

A Governor with a legal background.

A Governor with a financial/accounting background.

A Governor with education experience.

A governor with safeguarding experience.

A Governor with experience of equal opportunities or disability needs.

At least one female Governor and at least one male Governor.

One Governor may have one or more of these skills.

Volunteers

Governors are volunteers providing their time for free to support the governance of the school.

Organisational Management

The school is governed by the governing body which delegates work to a number of committees. Membership of each committee is outlined on page 14. The directors determine the general policy of the company.

The governors manage their work through a number of sub-committees:

- Finance and General Purposes Committee
- Staffing and Personnel Committee
- Regulatory Compliance Committee
- Education Committee
- Investment Committee

The day-to-day management of the company is delegated to the Head who oversees educational, pastoral and administrative functions in consultation with the senior staff. The day-to-day administration is undertaken within the policies and procedures approved by the governors which provide for only significant expenditure decisions and major capital projects to be referred to the governors for prior approval.

The Head oversees the recruitment of all staff. The Head and Director of Finance are invited to attend governors' meetings.

The remuneration of key management personnel is set by the governing body, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the school's success.

We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope for rewarding excellence. Delivery of the school's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

Group Structure and Relationships

The school has 2 wholly owned non-charitable subsidiaries, Ellesmere College Enterprises Limited and Ellesmere College International Limited.

The school has developed links with a wide range of organisations to ensure the widest possible access to our facilities and schooling. Through membership of the Headmasters' and Headmistresses' Conference and through networking with peer groups we ensure that we are able to attain the highest standards of quality and performance. We encourage our pupils to develop an awareness of the social context of the all-round education they receive at the school and they are engaged in a number of activities to enhance their understanding. We have a thriving alumni group, The Ellesmerian Club, who are generous in supporting the work of the school and whose support we greatly appreciate. We also cooperate with many local charities in our ongoing endeavours to widen public access to the schooling we can provide, to optimise the educational use of our cultural and sporting facilities and to awaken in our pupils, in the public interest, an awareness of the social context of the all-round education they receive.

CHARITABLE OBJECTS, AIMS, OBJECTIVES & ACTIVITIES

Charitable Objects

The charity's objects, as set out in the Articles of Association, are to promote and extend education (including spiritual, moral, social, cultural and physical education) in accordance with the doctrines and principles of the Church. The Church is defined as being the Church of England and churches in full communion with the See of Canterbury.

Intended impact

Woodard schools strive for the best all round education of every aspect of each individual; they ensure high standards of religious education; and they see themselves as communities working together for the benefit of all members, and of the Church and the nation. They are strong Christian foundations which adhere to catholic belief as found in the Church, to Christian worship focused in the Eucharist, and to the care of each individual and the whole school community particularised in the ministry of the Chaplain.

Aims

Ellesmere College is a boarding and day school for pupils from the ages of 7 to 18. It aims to support children in reaching their potential in all areas of their activity at the school, and in the wider community. This may be in academic subjects but could just as easily be reflected in success in art, drama, sport, music or dance. We produce 'well rounded' individuals who are able to make a positive contribution to society. All Woodard schools aim to provide a rounded education to help the pupils to make their way in adult life.

Primary objectives

The primary objectives of Ellesmere College to fulfil these aims are:

- to provide a stimulating learning environment in which pupils can develop their academic potential to the full;
- to provide a happy and secure pastoral environment in which pupils can learn to live together and thus foster a sense of community, respect for one other and good citizenship;
- to provide pupils with the opportunity to take advantage of a breadth of co-curricular activities in order to develop positively all aspects of their character;
- to provide pupils with the opportunity to take decisions based on their own judgment and to communicate those decisions appropriately and effectively;
- to provide financial support to enable children whose parents are unable to afford the full fees to benefit from an Ellesmere College education;
- to provide a clear, simple and effective management structure capable of taking timely decisions and allocating necessary resources appropriately, and
- to provide the necessary administrative and logistic framework to meet the needs of members of staff and pupils alike.

Strategies to achieve the primary objectives

This year our focus has been on -

- Achieving and maintaining the exceptional levels of academic support for all pupils to enable them to achieve their best possible grades in public examinations.

  Following the College's full accreditation as a High Performance Learning World Class School (an accreditation achieved within the minimum normal timescale of two years) the College has built upon this accreditation and the work that was involved in achieving this status and continued to develop its teaching and learning framework, enabling the College better to help pupils develop cognitive skills, values, attitudes, and attributes needed to achieve success. The objective is to continue to develop the exceptional levels of academic support for all pupils.

- Developing further the College's reputation of excellence in all sports, and to achieve and maintain appropriate accreditation to recognise the excellence of provision at the College.

The College continues to be one of only a small number of schools in the world that has been accredited by the World Academy of Sport as an Athlete Friendly Education Centre. Various national selections and achievements took place across a wide range of sports, including (but not exclusively) rugby, hockey, shooting, golf, swimming, and tennis.

- Continuing to achieve and maintain appropriate accreditation to validate the exceptional artistic and performance opportunities at the College.

  The College has maintained its standard as an Artsmark Platinum School, as designated by the Arts Council of Great Britain, and remains one of a very small number of independent schools in the United Kingdom to have achieved this standard. Artsmark Platinum recognises the excellent provision of the College for the arts, but also the College's outreach programme.

- Ensuring that the College is of the highest quality to maintain pupil numbers.

  The College provides a holistic education covering the academic, sporting, artistic and personal development of all our pupils.

- Exploring international opportunities to create additional revenue streams to support the College's charitable activities. The College has signed an agreement with Alruwad International School in Muscat, Oman. The school has subsequently rebranded as Ellesmere Muscat. The Headmaster chairs the Executive Committee of that school and took the lead in appointing a new Principal. Other projects continue to be pursued.

Principal Activities of the Year

The principal activity of the school is the delivery of education to pupils ranging from 7 to 18 years of age. We run a number of summer school activities and the school is open at other times for use by the local community. Pupil numbers at the school during the year were as follows:

	Total 2023	Of which are boarders	Total 2022	Of which are boarders
Senior school (13-18 years)	449	229	406	217
Lower School (7-13 years)	134	10	171	10
Total	583	239	577	227
	Boys	Girls	Boys	Girls
Senior School	294	155	255	151
Lower School	83	51	108	63
Total	377	206	363	214

Public Benefit

Within the objects, the school aims to create an environment to nurture children, to get the best from them and to allow them to develop and fulfil their potential. We provide them with a first-class independent education and a wide range of sporting and artistic opportunities. Our public benefit aim is that all pupils will be self-confident and desire to contribute to the wider community.

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

Our school welcomes pupils from all backgrounds. To admit prospective pupils, we need to be satisfied that our school will be able to educate and develop prospective pupils to the best of their potential and in line with the general standards achieved by their peers. Entrance interviews and assessments are undertaken to satisfy ourselves and parents that potential pupils can cope with the pace of learning and benefit from the education we provide. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of our assessment processes.

Our school is a part of a wider community and we are keen that our staff and pupils participate. Our school also offers a resource to support a range of educational activities for the benefit of local children attending state schools and their teachers. Our governors are committed to developing our programme of cooperation and joint working with local maintained sector junior and secondary schools. The activities undertaken and the success of our programme are explained in the 'review of achievements and performance for the year' section of this report.

Woodard and its schools provide a significant benefit to the public. The school strives to ensure that measures of public benefit are appropriate, and that significant sections of the public are not excluded from the opportunity to benefit from the education and facilities offered due to the need to pay a fee. In addition to significant provision of bursaries and other forms of financial support, the school provides a wide range of opportunities for community benefit and facilities and events are often open to all.

Parents of pupils at the school often make significant sacrifices to pay the fees. In educating 470 UK based pupils, parents help to relieve the state of the financial burden of paying for their children's education. The saving to the public purse is estimated to have a value in the last year of £3,275,900.

In addition, by using the ISC Economic Impact Assessment tool, the economic impact of Ellesmere College can be demonstrated as follows –

The College contributed over £16 million to the UK GDP of which £8.5 million is to the local area. The College also supported 293 jobs locally and 436 nationally. The total amount of UK tax supported by the College's activities was over £5 million.

The school is unable to recover the VAT on purchases it makes. During the past year, Ellesmere College has paid an estimated £427,427 in VAT on goods and services.

In addition to the very substantial benefits our school brings to our pupils, the local community and society through the education we offer and our bursary programme create a social asset without cost to the Exchequer.

Bursaries & Scholarships

The school awarded fee reductions in the form of bursaries and scholarships to 428 pupils, based on either educational merit and potential or family financial need. The majority of those receiving merit awards would not have been able to join the College had they not received such awards and to that extent much of the merit award funding can be regarded as bursary spending. This year the value of scholarships and bursaries totalled £3,616,679 (2022: £3,405,123) and represented 26% (2022: 27%) of our gross fees.

Bursaries

The governors view our bursary awards as important in helping to ensure children from families who would otherwise not be able to afford the fees can access the education we offer. Our bursary awards are available to all who meet our general entry requirements and are made solely on the basis of parental means or to relieve hardship where a pupil's education and future prospects would otherwise be at risk for example in the case of redundancy. In assessing means we use the methodology promulgated by the Independent Schools' Bursars Association, which takes a number of factors into consideration including family income, investments and savings and family circumstances for example dependant relatives and the number of siblings. Our school does not have an endowment and in funding our awards we have to be mindful that we must ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their child's education, and those benefiting from the awards.

The bursary awards are made in monetary values and range up to 100% of remission of fees. Information about fee assistance through bursaries is provided to all applying to the school. We also advertise the awards each summer in the local press and at local libraries. Further details of our scholarships and bursaries and how to apply are available on our website.

Scholarships

The purpose of our scholarship awards is to recognise high academic potential or the ability to excel in

our co-curricular activities. Our scholarships are awarded on the basis of the individual's academic potential or evidence of exceptional abilities which will contribute to our co-curricular activities. In addition, awards may be subject to conditions imposed by the original donor.

Scholarships are awarded with a fixed percentage remission of fees of between 0% and 50%. Where further assistance is required, scholarship awards may be supplemented by a means tested bursary. We advertise the availability of scholarship awards each summer in the local press and at local libraries. Further details of our scholarship policy are available on our website.

Review

The progress of pupils receiving scholarships is reviewed at least annually to ensure their progress is in line with their abilities. The availability of all such awards for fee-assistance, together with the terms and conditions for each kind of award, is advertised on our website at www.ellesmere.com.

The school includes details of the various concessions in the prospectuses and on the website. All parents making enquiries about possible entry are provided with a description of the criteria for bursaries and scholarships. All criteria and policies relating to concessions are kept under review and are updated when necessary.

Employment Policy

We are an equal opportunity organisation and are committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. We will make reasonable adjustments to meet the needs of staff or pupils who are or become disabled.

Investment Policy and Objectives

The company's memorandum and articles of association permit funds to be invested in such manner as the directors see fit, providing that such powers of investment are only exercised for the purpose of attaining the objects and in a manner that is legally charitable.

Investment activities are managed in line with the requirements of the Trustee Act 2000. The governors have appointed Evelyn Partners Investment Management (previously known as Smith and Williamson) as investment manager. Our investment policy is to grow the value of the portfolio so that it can be used in support of school projects. The investment manager has discretion about how the investments are managed within the policy parameters set by the governors. Funds not invested are held on deposit to earn interest.

STRATEGIC REPORT

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

The Promotion of Education

During the year we educated an average of 583 (2022: 577) children between the ages of 7 and 18. The school provides a very high standard of education and this is validated in review of the academic results, our measurements of added value and through external inspection. The school offers an exceptionally broad curriculum and educates children with a wide range of ability. We can demonstrate particular excellence in a very wide range of activities, both curricular and extracurricular. Our aim is to support children in reaching their potential in all areas of their activity at the school. This may be in academic subjects but could just as easily be reflected in success in art, drama, sport, music or dance. We aim to produce 'well rounded' individuals who are able to make a positive contribution to society.

Academic Results

The educational performance of the school continues to achieve excellent outcomes, overall and for the individual. The school achieved an 80% pass rate at 9 to 4 for GCSE, of which 25% of exam results were graded 9-7 (A*/A) The 2023 examinations thresholds were set at a 2019 levels in order to recalibrate outcomes back to external examination assessment and away from calculated or teacher

assessed grades based on school assessment. The school pass rate in 2019 was 83% with a national pass rate in 2019 of 78%. The 2023 school pass rate of 80% sits with a national pass rate of 67%.

The sixth form curriculum offer of A level, International Baccalaureate, and BTEC Diploma provides choice for students and routes that access universities in the UK and around the world. At A Level the pass rate was 98% with some outstanding performances taking students onto prestigious university places. 47% were graded A*/A/B. 28 subjects were examined. This exam cohort did not sit external examinations at GCSE therefore the summer 2023 exams were their first set of externally assessed examinations. The school aims to provide a rounded education to help the pupils to make their way in adult life. A very large majority move on to higher education, and a significant number achieve their first choice destination.

The 2023 IB cohort achieved an overall average of points 32. One student achieved an impressive 44 points out of the maximum possible of 45, another scored 40/45. Two did not achieve the full diploma, falling short by 2 points. They do gain certification in the subjects they passed and can retake in November. Intake numbers for in the post pandemic period have continued to increase with twenty students in each year group.

The BTEC Sports Diploma is embedded in our curriculum offer and provides an alternative approach. 100% of students passed the two A level diploma and the extended diploma, which is a three A level equivalent. Two who completed the extended diploma did so at Distinction star level, equivalent to three A levels at A* - others achieved strong passes at Distinction and Merit level, securing their pathways to university.

Improving Facilities

We continue to improve facilities through constant investment in the fabric of the buildings and assets, and programmes to provide the best facilities to support teaching and learning.

Arts, Music and Drama

The excellence of the College's provision for the media, visual, dramatic, and musical arts has already been noted. That the College continues to be one of the few independent schools in the country to have achieved the Arts Council of Great Britain's award of 'Artsmark Platinum' bears external testimony to the standards achieved, both in performance and in partnership and outreach.

Further details of the excellence of the College's provision and its outreach work can be found on the College's website.

Sport

As previously noted the College had been accredited by the World Academy of Sport as an Athlete Friendly Education Centre (AFEC) and as such is one of fewer than 30 schools in the world to have achieved this status. The AFEC scheme is backed by the International Olympic Movement and the International Baccalaureate, and it recognises excellence in the provision at an individual level in catering for the needs of pupils.

Further details of the College's sporting excellence, and its sporting outreach programmes, can be found on the College website.

Adventurous Activities

The College remains committed to providing high quality adventurous activities, most particularly through the Duke of Edinburgh scheme and the Combined Cadet Force. The Duke of Edinburgh scheme continues to be extremely popular with Ellesmerians.

Wider Education

In line with the Christian character of all Woodard Schools, and having regard for guidance issued by the Charity Commission and others, the school pursued policies that support the provision of benefit to the public.

The Woodard Corporation is involved in development of academies as part of the government's initiative. In support of this project all Woodard Schools have provided assistance, where asked, through provision of educational expertise, participation in governance, direct curriculum support, etc. Ellesmere College has contributed to this initiative.

More locally, the College is actively involved in the governance and direction of maintained schools. The Governors make time for the Headmaster to act as Chair of North West Academies Trust, a growing Academies Trust based in Chester but also including Ellesmere Primary. A number of members of the College's academic staff also fulfil governance roles within Trust schools.

The Governors also allow time for the Headmaster to act as the Chair of CReSTeD, the primary educational charity in the UK for the accreditation of dyslexia provision in both maintained and independent schools.

Further significant public benefit is provided by the College through the work of its other employees in the furtherance of education beyond Ellesmere College. Fifteen of the teaching staff undertake significant work as examiners for GCSE, A-level, and the International Baccalaureate Diploma programme, with roles ranging from Examiner to Chief Examiner at A-level. The College provides a public benefit by facilitating staff absence to enable them to complete these tasks. The College's significant public benefit role as a centre for excellence for the West Midlands in many sports is augmented further by the College's willingness to allow staff time to support regional development, which directly benefits pupils from the maintained sector. This year's such developments have included club refereeing and coaching; management of county cricket, rugby and hockey squads; directing and coaching for North Midlands rugby. The College acts as a centre for teacher training. We have links with Manchester Metropolitan University and Glyndwr University and take a number of trainees on placement who then go on to teach in both the maintained and independent sectors. We are authorised to run NQT (Newly Qualified Teacher) programmes for completion of QTS (Qualified Teacher Status) and have a full CPD (Continual Personal Development) programme for serving teachers.

Public benefit within the wider community of young people is provided through the College Duke of Edinburgh scheme's willingness to lend its canoes to other Duke of Edinburgh groups and provide logistical advice. Students from Ellesmere College spent 2,262 hours volunteering during the year, something they can be very proud of.

Community

The College continues to provide financial and operational support to the Ellesmere Town swimming pool to enable it to remain open and available for the public.

The College offers Easter and Summer courses for local children in a variety of sports and activities.

Outreach and Partnership

The College offers considerable and extensive public benefit through its outreach and partnership activities. In addition to those activities mentioned under the heading 'Wider Education' the College has hosted Arts Connect meetings for the Midlands hub of the Arts Council Arts Mark Award Schools. There have been many collaborations with local schools in the area particular in the areas of music and drama.

Charitable Activities

The College's charitable commitments continue to be strong and varied. Too many charities have benefitted this year from College fundraising activity to be mentioned individually.

Fundraising Performance

Donations to the college totalled £20,237 (2022: £32,570). Enhance Ellesmere is a programme through which donations are invested in educational facilitates and support which might not otherwise be afforded. The College's focus is on development of its relationship with and between alumni over an active policy of fundraising.

Investment Performance against Objectives

The company's investments are managed by Evelyn Partners and in the opinion of the governors the performance has been in line with expectations over this period. The investment backdrop has continued to be challenging as elevated inflation continues to be the focal point with interest rates rising the fastest in 50 years. The portfolio has seen a total return of -0.9% (net total return) (2022: -8.1%) over the trailing 12 months to 31st August 23 to a value of £420,522. This compares to the peer group with a similar risk appetite as measured by ARC Steady Growth of +0.4% and the benchmark of +2.5%. The portfolio's Investments are held for the long-term and represent amounts yet to be spent on education.

Key Performance Indicators

The governors use a number of KPIs to guide and inform their review of the school's performance, while recognising that any short-term measurement may distort the delivery of the primary objectives of the College. Current KPIs:

1. To produce a surplus for the group before depreciation and special projects are taken into account.

   Due to increases in costs, particularly energy, food and staff, in the year 2022-23 this target was not achieved.

2. To retain a minimum of 60% of current pupils on transfer from Middle School to Sixth Form.

   In the year 2022-23 59% of pupils transferred from Year 11 to Year 12.

3. To remain a minimum of 90% of pupils on transfer from Lower School to Middle School.

   In the year 2022-23 the figure was 90%.

4. To achieve 60% of pupils joining their first-choice university. This target is set on the basis of the College's policy to encourage pupils to be ambitious in their applications to universities.

   In the year 2022-23 66% of Year 13 students secured their first-choice university place.

5. To maintain an appropriately wide spread of international pupils both for reasons of spreading financial risk and – more importantly – for maintaining a genuinely international culture within the College. 'Appropriately wide' is defined as having an international population of students from more than 20 countries.

   In the year 2022-23 34 different nationalities were represented at the College.

FINANCIAL REVIEW

Results for the Year

The net deficit for the year out of unrestricted funds amounted to £314,021 (2022: £390,385) after charging depreciation of £320,467 (2022: £292,092). The factors behind the result were a decrease in fees against budget and a charge to the accounts for an increase in bad debt provision. Both of these, along with an increase in requests for financial support from parents show that parents are facing an increased pressure to fund school fees. Staff costs were higher than in 2022, mainly due to an inflationary salary increase for staff and other costs such as food and energy rose higher than expected.

Net current liabilities for the Group increased by £178,290 to £3,121,737 from £2,943,447 in 2022. Reasons for this increase include a higher overdraft balance and deposits due to be refunded to parents at the year end. While the fall in the level of working capital is evident in the Group balance sheet, the increased income from its subsidiary companies should allow the Group to operate on a sustainable basis for the foreseeable future.

The College is supported by our subsidiary companies, Ellesmere College Enterprises (ECE) and Ellesmere College International (ECI). Our trading company, ECE, continues to hire out Ellesmere College facilities as well as undertaking commercial activity on behalf of the school. ECE's surplus was £69,754 (2022: £22,025) for the year. In addition, ECI contributed a surplus of £146,618 (2022: nil). The

total funds on the balance sheet decreased by £315,150 (2022: £386,468) for the year.

Reserves Level and Policy, and Financial Viability

It has been the school's policy to utilise funds to ensure that high quality up-to-date facilities are provided for the benefit of pupils. The aim is to budget so as to provide sufficient working capital to meet the present needs and future development requirements of the school without the requirement to have recourse to sales of tangible fixed assets, or use of the school's readily realisable investments to support unrestricted funds. Unrestricted funds decreased by £314,021 to total £3,970,703 (2022: £4,284,724). Ellesmere College plans to fund longer term capital expenditure and meet long term liabilities through careful management of resources and investments and through building reserves through operations and trading.

The governors have invested substantial sums into maintaining school buildings in recent years and have a continuing programme of refurbishment, development, and investment to maintain excellent teaching facilities for our pupils. In common with most independent schools, which tend to fund their own capital investment plans, free reserves are at a negative balance illustrating the extent of the investment in our school. The group's total capital and reserves of £4,035,413 (2022: £4,350,563) at the year-end included £64,610 (2022: £65,739) of restricted funds. Tangible assets held for charity use totalled £7,616,453 (2022: £7,503,322), leaving a deficit on free reserves of £3.6m (2022: £3.2m) at the year-end. The school's financial viability does not depend on income reserves but in its ability to continue to trade at a surplus on an annual basis, and on the substantial portfolio of fixed assets held for operational use. The school does not have, and cannot rely on, permanent endowments.

PRINCIPAL RISKS AND UNCERTAINTIES

The governing body is responsible for the identification and management of risks. The major risks to which the charity is exposed, as identified by the directors, have been reviewed and systems or procedures have been established to manage those risks. Detailed examination of the risks and establishment of controls to mitigate them is delegated to the relevant sub-committees and the process is overseen by the governing body. A formal review of the risk management processes is undertaken annually.

The principal risks to which the school is exposed include those affecting protection of pupils and security and preservation of charitable assets both now and in the future. Significant risk areas:

- a change in political leadership could result in VAT being added to school fees in the future and the removal of the 80% rates relief, both of which would impact finances significantly. The Governors consider this to be the predominant risk to the school.
- the cost of living crisis impacting parents ability to afford school fees
- all organisations face difficult economic conditions and directors and senior managers in the school keep abreast of economic conditions locally, nationally and internationally to identify trends and develop plans to address issues
- the school operates in an environment of rising costs, particularly energy and employment costs.
- the market in which the school operates is highly competitive and we monitor developments in education to ensure that pupils always receive a first class, holistic and varied educational experience in our school
- we strive to ensure that all staff are able to work in a safe and supportive environment and policies, procedures and training in Human Resource management and Health and Safety help to ensure that the school meets expectations
- the school operates in a highly regulated sector, including in matters of child protection, and we appoint appropriate professional advisers to ensure that we can keep up to date with all requirements; school or individual membership of bodies being the constituent associations of the Independent Schools Council also ensure that we have access to up to date information and support
- the school operates in an increasingly litigious environment and we appoint appropriate professional advisers and purchase insurance using specialist brokers and advisers to ensure that we can keep up to date with all requirements and meet all challenges
- all organisations face difficult economic conditions and directors and senior managers in the school keep abreast of economic conditions locally, nationally and internationally to identify trends and develop plans to address issues

- the school operates in an environment of rising costs, particularly energy and employment costs.

The key controls used by the school include:

- formal agendas and minutes for all meetings of the governing body and committees
- terms of reference for all committees
- comprehensive strategic planning, financial forecasting, budgeting and management accounting
- established and identifiable organisational structures and reporting lines which are regularly reviewed
- comprehensive formal written policies
- clear authorisation limits
- vetting procedures, as required by law, for protection of the vulnerable.

The school plans strategically having regard for risk. The executive provides the governing body with regular reports which include details of the principal strategic objectives and the activity to achieve those objectives. The school also records significant achievements and updates the governing body and Woodard on short-term plans.

The strategy is discussed between the governing body and the Woodard Board and protocols have been developed and agreed which outline the relationship between the two bodies.

Financial risk management objectives and policies

The school uses financial instruments, other than derivatives, comprising loans, cash and other liquid resources and various other items such as trade debtors and creditors that arise directly from operations. The main purpose of these financial instruments is to raise finance for the group's operations.

The main issues arising from the group's financial instruments are liquidity risk, interest rate risk and to a lesser extent debtor risk. The school's directors adopt policies for managing each of the risks and these are summarised below:

- Liquidity risk – the school seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable needs by negotiating adequate facilities from its bank.
- Interest rate risk – the school finances operations through a mixture of retained surpluses and bank borrowings. These are open to fluctuations in interest rates.
- Debtor risk – debt collection procedures are in place to ensure timely payment of fees including a direct debit scheme. Debts are referred to solicitors if necessary.

Going Concern

Having considered all factors and after reviewing the available evidence, the directors have a reasonable expectation that the group will be able to continue operating for the foreseeable future and the financial statements have been prepared on a going concern basis. Further details related to the adoption of the going concern basis can be found in the accounting policy 1b.

FUTURE PLANS

The key objectives of the current five-year plan are:

1. Having achieved accreditation as a High Performance Learning World Class School to build on the programme to ensure that every pupil reaches his or her full academic potential.

2. To build on the recognition of the excellence of the College's artistic programme provided by the Artsmark Platinum status and to continue to develop as an arts hub for the region. There are ambitious plans for a prep and primary school Art Exhibition which will act as a culmination of this phase of the outreach work by our teachers and their work in collaboration with other schools.

3. To review curriculum provision in line with national changes and to meet the needs of our market.

4. To manage the staffing at all times so that we deliver the best possible education as well as accommodation, welfare and administration.

5. To build and encourage community access for educational purposes to the schools' facilities.

6. To maximise the income from the use of the College's facilities and develop new streams from overseas.

7. To identify opportunities for energy consumption reduction.

8. To maintain the fabric of the school to a high level.

DIRECTORS

The directors who served during the year, and the committees of which they are members, are:

C E Lillis (Chairman)	Finance and General Purposes Investment
K E Castle	Regulatory Compliance
S M Connor	Education
R A K Hoppins	Finance and General Purposes Investment
J C Pochin	Finance and General Purposes
M D T Sampson	Regulatory Compliance
J Scanlon	Education, Regulatory Compliance
A Sutton	Education
J M Trowbridge	Education
M A Ward	(full Council)

None of the directors has any beneficial interest in the company. Ellesmere College buys trustees and officers insurance on behalf of the directors.

AUDITOR

RSM UK Audit LLP, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006 unless the company receives notice under section 488(1) of the Companies Act 2006.

DIRECTORS' RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the director's report, incorporating the strategic 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. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law) including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland. 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 the group and of the income and expenditure, including the income and expenditure, of the charitable company and group for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements 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 maintaining proper accounting records that are sufficient to show and explain the charitable company's and group's transactions and disclose with reasonable accuracy at any time the financial position of the company and group 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 group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors confirm that:

- so far as each director is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

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

Approved by the Board of Directors of Ellesmere College on 20th February 2024, including, in their capacity as company directors, approving the Directors' and Strategic Reports contained therein, and signed on its behalf by:



Mr C E Lillis
Chairman

20/2/24

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ELLESMERE COLLEGE LIMITED
YEAR ENDED 31 AUGUST 2023

Opinion

We have audited the financial statements of Ellesmere College Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2023 which comprise the Consolidated Statement of Financial Activities (incorporating an income and expenditure account), the Charity Statement of Financial Activities (incorporating an income and expenditure account), the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows 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 FRS 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 the parent charitable company's affairs as at 31 August 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We have been appointed auditors under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Directors' 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 or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

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

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.

Opinion 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' Report and the incorporated Strategic Report prepared for the purpose of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the incorporated Strategic 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 their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report and the incorporated Strategic Report.
We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees
As explained more fully in the Statement of Directors' responsibilities set out on page 15, 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 Directors are responsible for assessing the group's and 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 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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team :

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the group and parent charitable company operate in and how the group and parent charitable company are complying with the legal and regulatory framework;

- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;

- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011 and the parent charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report and remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

The most significant laws and regulations that have an indirect impact on the financial statements are The Education (Independent School Standards) Regulations 2014, Keeping Children Safe in Education under section 175 of the Education Act 2002, and the UK General Data Protection Regulation (UK GDPR). We performed audit procedures to inquire of management and those charged with governance whether the charitable company is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

The group audit engagement team identified the risk of management override of controls and the completeness risk of all income except fee income as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included, but were not limited to, testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates and substantive and analytical testing of other income.

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

Use of our report

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

Dale Thorpe (Senior Statutory Auditor)
for and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Landmark, St Peter's Square
1 Oxford Street
Manchester, M1 4PB
Date.....21/12/23.....

ELLESMERE COLLEGE LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)

YEAR ENDED 31 AUGUST 2023

	Notes	Unrestricted Funds £	Restricted Funds £	Endowed Funds £	Total 2023 £	Total 2022 £
Income and Endowments from :						
Charitable Activities						
School fees receivable	2	10,372,111	(12,122)	-	10,359,989	9,031,655
Ancillary trading income	3	1,093,630	-	-	1,093,630	949,371
Other trading activities						
Non-ancillary trading income	4	631,524	-	-	631,524	212,633
Other activities	4	4,369	-	-	4,369	7,390
Investments						
Investment income	5	7,312	-	-	7,312	6,692
Voluntary sources						
Grants and Donations	6	1,037	19,200	-	20,237	40,292
Other incoming resources		62,572	-	-	62,572	134,215
TOTAL INCOMING RESOURCES		12,172,555	7,078	-	12,179,633	10,382,248
Expenditure on Raising Funds						
Non ancillary trading costs	7	405,814	-	-	405,814	186,962
Ancillary trading expenses		1,108,004	-	-	1,108,004	1,004,597
Financing costs	8	254,656	-	-	254,656	17,216
Investment management		2,465	-	-	2,465	2,515
Fundraising and development		142,560	-	-	142,560	102,873
TOTAL DEDUCTIBLE COSTS	7	1,913,499	-	-	1,913,499	1,314,163
Charitable Activities						
Education	7	10,565,847	8,207	-	10,574,054	9,411,913
TOTAL EXPENDITURE	7	12,479,346	8,207	-	12,487,553	10,726,076
Net Expenditure before transfers		(306,791)	(1,129)	-	(307,920)	(343,828)
Realised gains / (losses) on investment assets	13	(420)	-	-	(420)	23,235
Unrealised gains / (losses) on investment asset	13	(6,810)	-	-	(6,810)	(65,875)
Net Expenditure		(314,021)	(1,129)	-	(315,150)	(386,468)
Transfers between funds	24	-	-	-	-	-
Net Movement in funds for the year		(314,021)	(1,129)	-	(315,150)	(386,468)
Fund balances at 1st September		4,284,724	65,739	-	4,350,463	4,736,931
FUND BALANCES AS AT 31ST AUGUST		3,970,703	64,610	-	4,035,313	4,350,463

All amounts relate to continuing activities.
All recognised gains and losses in the current and prior year are included in the statement of financial activities.
The notes on pages 24 to 45 form part of these financial statements.

ELLESMERE COLLEGE LIMITED

CHARITY STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)

YEAR ENDED 31 AUGUST 2023

	Notes	Unrestricted Funds £	Restricted Funds £	Endowed Funds £	Total 2023 £	Total 2022 £
Income and Endowments from :						
Charitable Activities						
School fees receivable	2	10,372,111	(12,122)	-	10,359,989	9,031,655
Ancillary trading income	3	1,093,630	-	-	1,093,630	949,371
Other trading activities						
Recharges to Ellesmere College Enterprises		42,295	-	-	42,295	26,639
Other activities	4	4,369	-	-	4,369	7,390
Investments						
Investment income	5	7,312	-	-	7,312	6,692
Voluntary sources						
Grants and Donations	6	160,999	19,200	-	180,199	40,292
Other incoming resources		62,572	-	-	62,572	134,215
TOTAL INCOMING RESOURCES		11,743,288	7,078	-	11,750,366	10,196,254
Expenditure on Raising Funds						
Non Ancillary Trading		42,295			42,295	26,639
Ancillary trading expenses		1,108,004	-	-	1,108,004	1,004,597
Financing costs	8	253,798	-	-	253,798	16,510
Investment management		2,465	-	-	2,465	2,515
Fundraising and development		142,560	-	-	142,560	102,873
TOTAL DEDUCTIBLE COSTS	7	1,549,122	-	-	1,549,122	1,153,134
Charitable Activities						
Education	7	10,557,367	8,207	-	10,565,574	9,408,913
TOTAL EXPENDITURE	7	12,106,489	8,207	-	12,114,696	10,562,047
Net Expenditure before transfers		(363,201)	(1,129)	-	(364,330)	(365,793)
Realised gains / (losses) on investment assets	13	(420)	-	-	(420)	23,235
Unrealised gains / (losses) on investment assets	13	(6,810)	-	-	(6,810)	(65,875)
Net Expenditure		(370,431)	(1,129)	-	(371,560)	(408,433)
Transfers between funds	24	-	-	-	-	-
Net Movement in funds for the year		(370,431)	(1,129)	-	(371,560)	(408,433)
Fund balances at 1st September		4,341,134	65,739	-	4,406,873	4,815,306
FUND BALANCES AS AT 31ST AUGUST		3,970,703	64,610	-	4,035,313	4,406,873

All amounts relate to continuing activities.
All recognised gains and losses in the current and prior year are included in the statement of financial activities.
The notes on pages 24 to 45 form part of these financial statements.

ELLESMERE COLLEGE LIMITED

CONSOLIDATED AND CHARITY BALANCE SHEETS
AS AT 31 AUGUST 2023

	Note	Group 2023 £	2022 £	Charity 2023 £	2022 £
FIXED ASSETS					
Tangible assets	12	7,616,453	7,503,322	7,616,453	7,503,322
Securities Investments	13	420,522	422,921	420,623	423,022
		8,036,975	7,926,243	8,037,076	7,926,344
CURRENT ASSETS					
Stock		48,582	55,553	41,573	47,910
Debtors	14	818,904	632,122	1,028,572	791,607
Cash at bank and in hand		177,323	110,225	6,277	11,604
		1,044,809	797,900	1,076,422	851,121
CURRENT LIABILITIES					
Creditors payable within one year	15	(4,166,546)	(3,741,347)	(4,198,260)	(3,738,259)
NET CURRENT LIABILITIES		(3,121,737)	(2,943,447)	(3,121,838)	(2,887,138)
TOTAL ASSETS LESS CURRENT LIABILITIES		4,915,238	4,982,796	4,915,238	5,039,206
LONG TERM LIABILITIES					
Creditors payable after one year	16	(879,825)	(632,233)	(879,825)	(632,233)
NET ASSETS		4,035,413	4,350,563	4,035,413	4,406,973
REPRESENTED BY :					
Called up share capital	21	100	100	100	100
RESTRICTED FUNDS	24	64,610	65,739	64,610	65,739
UNRESTRICTED FUNDS					
General reserve		3,970,703	4,284,724	3,970,703	4,341,134
		4,035,413	4,350,563	4,035,413	4,406,973

The financial statements were approved and authorised for issue by the Board on...20/2/24....and signed on its behalf by :



Mr C E Lillis - Chairman
Company Registration No : 05066406

The notes on pages 24 to 45 form part of these financial statements.

ELLESMERE COLLEGE LIMITED

CONSOLIDATED CASH FLOW STATEMENT
AS AT 31 AUGUST 2023

	Note	Group 2023 £	Group 2022 £
Cash flows from operating activities :			
Net cash provided by operating activities	31	230,170	473,464
Cash flows from investing activities :			
Dividends, interest and rents from investments	6	7,312	6,692
Proceeds from the sale of property, plant and equipment		-	-
Purchase of property, plant and equipment		(433,598)	(131,490)
Proceeds from sale of investments		75,220	140,917
Purchase of investments		(80,051)	(145,094)
Net cash used in investing activities		(431,117)	(128,975)
Cash flows from financing activities :			
Repayments of borrowing		(131,821)	(160,747)
Repayment of existing loan to Handelsbanken		(473,188)	-
Drawdown of Barclays loan		540,000	-
Financing costs		(254,656)	(17,216)
Net cash used in financing activities		(319,665)	(177,963)
Change in cash and cash equivalents in the year		(520,612)	166,526
Cash and cash equivalents at the beginning of the year		(361,005)	(527,531)
Cash and cash equivalents at the end of the year	32	(881,617)	(361,005)

1 ACCOUNTING POLICIES

The principal accounting policies, all of which have been applied consistently throughout the year and in the preceding year are:

a) Basis of Accounting

Ellesmere College Limited is a private company limited by shares, number 5066406, incorporated in England and Wales. Its registered office and principal place of business is Ellesmere College, Ellesmere, Shropshire SY12 9AB. It is also a charity, number 1103049. The group consists of Ellesmere College Limited, Ellesmere College Enterprises Limited and Ellesmere College International Limited.

The accounts of the group have been prepared under the Companies Act 2006 and in accordance with the Statement of Recommended Practice for Charities ('SORP (FRS102)') and with applicable UK Accounting Standards. They are drawn up on the historical cost accounting basis except that property and share investments held as fixed assets are carried at fair value.

Ellesmere College meets the definition of a public benefit entity under Financial Reporting Standard (FRS) 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The preparation of financial statements in conformity with FRS 102 requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. Further details are provided in note 33 and in the accounting policies for depreciation of fixed assets, for pensions and for bad debts.

The financial statements are presented in sterling (£) and the functional currency is sterling (£).

b) Going Concern

The accounts have been prepared on a going concern basis. The Ellesmere College Board reviews the financial information for the company and the group and considers whether the group and the company are a going concern for a period of at least 12 months from the date of approval of the accounts.

Having considered all factors and reviewing the available evidence, the directors have a reasonable expectation that the group will be able to continue operating for the foreseeable future and the financial statements have been prepared on a going concern basis.

In 2022/2023 net current liabilities for the group increased to £3,121,737 (2022: £2,943,447) and pupil numbers have decreased slightly to 573 (2022:594) meaning the Group finished the year with less working capital. In 2023/2024 the increased income stream from Ellesmere College International and Ellesmere College Enterprises means that the group should acheive a much reduced deficit compared to 2022/2023.A greater emphasis on cost reduction is to be applied throughout the College for future years.

Cashflow forecasts and budgets for 2024 2025 show a sustained cash flow. Barclays support the College by providing a £2,000,000 overdraft facility, which is reviewed annually (next review September 2024). Cash is managed on a Group basis and Barclays have expressed their continued support for the Group for the period with an increase in overdraft if necessary.

The Trustees / Directors are unaware of any other factors which would impact on the charity and the group being treated as a going concern.

c) Group Accounts

The financial statements consolidate the financial statements of the company, and all its subsidiary companies, charitable trusts and funds with all inter-company balances being eliminated. Entities are consolidated where Ellesmere College exercises overall control either through ownership of shares, or through having common trustees with a common objective. Accounting policies are consistently applied between group companies.

d) School Fees Receivable and Similar Income

Fees receivable and other educational income are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions by the school, but include contributions received from restricted funds for scholarships, bursaries and other grants. All debts are fully provided for unless they relate to current pupils owing less than two terms in which case a partial provision is made.

e) Ancillary and Non-Ancillary Trading Income

Ancillary trading income represents amounts from activities to generate funds within the charitable objects for example, tuition in extra subjects and coaches to and from school. Non-ancillary trading income represents amounts from activities not directly related to the charitable objects, for example lettings of school facilities out of term time and sales from the tuck shop and vending machines. Income from these activities is recognised in the SOFA when the goods are sold or services provided.

f) Voluntary sources, Grants and Donations

Voluntary incoming resources are accounted for as and when entitlement arises, the amount can reliably be quantified and the economic benefit is considered probable.

Voluntary income for general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, voluntary income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention to be permanent or not. Gifts in kind are valued at estimated open market value at the date of gift, in the case of assets for retention or consumption, or at the value to the school in case of donated services or facilities.

g) Expenditure

Expenditure is accrued as soon as there is a contractual obligation or a liability is considered probable, discounted to present value for longer term liabilities. Expenditure is allocated to expense headings either on a direct cost basis or apportioned according to time spent. The irrecoverable element of VAT is included with the item of expense to which it relates. The cost of refurbishing and converting existing buildings is written-off in the year in which it is incurred except where the useful life is extended.

h) Pension Costs

The school company participates in the Teachers' Pensions scheme, which is an unfunded government scheme. The Teachers' Pensions scheme provides benefits based on final pensionable pay. The funds of the scheme are separate from the company, although the company's share of the scheme cannot be identified as the scheme is a multi-employer scheme, and so the pension costs are accounted for as defined contribution schemes.

The company offers membership of the Pensions Trust Flexible Retirement Plan to employees other than the full and part-time academic staff. The Pensions Trust Flexible Retirement Plan is a multi-employer pension schemes where the scheme assets are pooled for investment purposes and cannot be attributed to individual employers. Benefits are paid from the total scheme assets. It is in most respects a money purchase arrangement, but has some guarantees. As a result it is not possible or appropriate to identify the assets and liabilities of the scheme which are attributable to the company. In accordance with Financial Reporting Standard (FRS) 102 (section 28) therefore, the scheme is accounted for as a defined contribution scheme.

i) Tangible Fixed Assets and Depreciation

In accordance with Section 35.10 (d) of FRS102, Ellesmere College has elected to use the carrying value of any of the above freehold land and buildings previously carried at a valuation, as their deemed cost at the date of transition to FRS102, 1 September 2014.

Tangible fixed assets are stated at cost less depreciation. Individual capital items, or projects, with a value greater than £10,000 are capitalised.

Where tangible fixed assets have been acquired with the aid of specific grants they are included in the balance sheet at cost and depreciated over their expected useful economic life. The related grants are credited to a restricted fixed asset fund (in the statement of financial activities and carried forward in the balance sheet). The depreciation on such assets is charged in the statement of financial activities over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

Depreciation is provided at rates calculated to write off the cost, less estimated residual value of each asset based on current market prices, over its expected useful life, as follows:

Freehold land is not depreciated	
Freehold Buildings:	variable according to the building and written off over the expected useful life (see note below)
Computer equipment	33.33% on cost
Plant and Equipment	between 4% and 25% depending on expected useful life
Motor vehicles	25% on cost

The company has reviewed its tangible assets, which comprise land, buildings and initial fixtures and fittings. The company undertakes an annual review of all buildings assessing their useful economic life. In some cases the useful economic life of a building is anticipated to be of considerable length, often in excess of 100 years. The buildings are capitalised in the financial statements at historic cost and the calculated depreciation charge is charged in these accounts over the expected useful life which ranges from 10 to 250 years. The directors will continue to carry out annual assessments of the recoverable amount and the estimated useful life of all buildings. The review is based on the directors' assessments of the market value and the future economic benefit derived from an asset versus its carrying value in the financial statements.

j) Financial Instruments

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

k) Securities Investments

Securities investments are carried at fair value, which is deemed to be market value as at the balance sheet date.

Realised and unrealised investment gains and losses are recognised as 'net gains/(losses) on investment assets' in the Statement of Financial Activities and are allocated to the appropriate fund according to the 'ownership' of the underlying assets.

l) Stocks

Stocks comprise raw materials, consumable stores and goods held for resale: they are valued at the lower of cost and net realisable value.

m) Leasing Commitments

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the SOFA on a straight line basis over the lease term. Lease incentives are accounted for over the lease term on a straight-line basis.

n) **Fee Deposits**

Refundable fee deposits are currently classified between long term and short term in the financial statements. These deposits are refundable in the event that the pupils leave the school on one term's notice and as such the deposit would be refunded to the parents at that point. However, the financial statements are prepared on a going concern basis and it is assumed that the majority of children will remain in school for their full years of education and therefore the deposit will be refunded to them when they leave school.

o) **Fund Accounts**

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

p) **Taxation**

Ellesmere College is a registered charity and as such is exempt from tax on income and gains falling within Part 11 of the Corporation Tax Act 2010 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. There is no similar exemption for VAT, which is included in expenditure or in the cost of assets as appropriate.

The school has subsidiary companies that are subject to taxes including corporation tax and VAT in the same way as any commercial organisation. The tax charged to the profit and loss account is based on the subsidiary companies profits for the year and takes into account tax arising because of timing differences between the treatment of certain items for tax and accounting purposes. The subsidiary companies distribute their profits to Ellesmere College under Gift Aid and tax liabilities are kept to a minimum.

2 CHARITABLE ACTIVITIES - SCHOOL FEES RECEIVABLE - GROUP AND CHARITY

The School fees income comprises:

	2023 £	2022 £
Gross fees	13,980,148	12,436,778
Less: Total scholarships, bursaries, etc	(3,620,159)	(3,405,123)
	10,359,989	9,031,655
Add back : Scholarships, Grants etc. paid for by Restricted Funds	12,122	28,016
Unrestricted :	10,372,111	9,059,671

Scholarships, bursaries and other awards were paid to 426 pupils (2022 : 404 pupils). Within this, means-tested bursaries totalling £660,198 were paid to 118 pupils (2022 : £769,439 to 120 pupils).

3 CHARITABLE ACTIVITIES - ANCILLARY TRADING INCOME (UNRESTRICTED) - GROUP AND CHARITY

	2023 £	2022 £
Entrance fees and registration fees	21,691	21,022
Fees in lieu of notice	129,854	56,412
Extra subjects	462,222	446,095
Other ancillary educational income	7,086	3,264
Pupil Bussing	331,279	270,545
Activities, Clubs, Events and House income	141,498	152,033
	1,093,630	949,371

4 OTHER TRADING ACTIVITIES (UNRESTRICTED)

	2023 £	2022 £
Non-ancillary trading income		
Ellesmere College Enterprises Limited	394,591	212,633
Ellesmere College International Limited	236,933	-
	631,524	212,633
Interest receivable - pupils' bills	4,369	7,390
	635,893	220,023

Cost of stock £30,311 (2022 : £26,175)

5 INVESTMENTS - INVESTMENT INCOME

	Unrestricted	Restricted	Endowed	**Total 2023**	Total 2022
	£	£	£	£	£
Securities investment income					
Dividends	6,029	-	-	6,029	5,874
Fixed interest	1,283			1,283	818
	7,312	-	-	7,312	6,692

£6,692 of income in 2022 was unrestricted.

6 VOLUNTARY SOURCES - GRANTS AND DONATIONS

	Unrestricted	Restricted	Endowed	**Total 2023**	Total 2022
				£	£
Donations	1,037	19,200	-	20,237	32,570
Gift Aid from Ellesmere College Ent Ltd	13,464			13,464	
Gift Aid from Ellesmere College Int Ltd	146,498			146,498	
Government Grant - CJRS	-	-	-	-	7,722
	160,999	19,200	-	180,199	40,292

£31,933 of 2022 donation income was restricted, with £8,359 unrestricted.

7 ANALYSIS OF EXPENDITURE

a)Total Expenditure - Group

	Staff Costs (note 9)	Depreciation (note 12)	Support Costs	**Total 2023**	Total 2022
	£	£	£	£	£
Costs of raising funds					
Non ancillary trading costs	144,436	-	261,378	405,814	186,962
Other income generating activities	636,141	-	471,863	1,108,004	1,004,597
Financing cost (note 8)	-	-	254,656	254,656	17,216
Investment management	-	-	2,465	2,465	2,515
Fundraising and development	112,196	-	30,364	142,560	102,873
Total	892,773	-	1,020,726	1,913,499	1,314,163
Charitable Expenditure					
Education					
Teaching	4,811,406	-	641,550	5,452,956	4,996,803
Welfare	718,543		861,783	1,580,326	1,342,228
Premises	830,091	320,467	932,979	2,083,537	2,140,315
School administration and governance	374,766	-	1,077,296	1,452,062	927,345
Grants, awards and prizes (note 7c)	-	-	5,173	5,173	5,222
Total	6,734,806	320,467	3,518,781	10,574,054	9,411,913
Total Expended - Group	7,627,579	320,467	4,539,507	12,487,553	10,726,076

7 ANALYSIS OF EXPENDITURE (continued)

b)Total Expenditure - Charity

	Staff Costs (note 9)	Depreciation (note 12)	Support Costs	**Total 2023**	Total 2022
	£	£	£	£	£
Costs of raising funds					
Non Ancillary Trading	-	-	42,295	42,295	26,639
Other income generating activities	636,141	-	471,863	1,108,004	1,004,597
Financing cost (note 8)	-	-	253,798	253,798	16,510
Investment management	-	-	2,465	2,465	2,515
Fundraising and development	112,196	-	30,364	142,560	102,873
Total	748,337	-	800,785	1,549,122	1,153,134
Charitable Expenditure					
Education					
Teaching	4,811,406	-	641,550	5,452,956	4,996,803
Welfare	718,543		861,783	1,580,326	1,342,228
Premises	830,091	320,467	932,979	2,083,537	2,140,315
School administration and governance	374,766	-	1,068,816	1,443,582	924,345
Grants, awards and prizes (note 7c)	-	-	5,173	5,173	5,222
Total	6,734,806	320,467	3,510,301	10,565,574	9,408,913
Total Expended - Charity	7,483,143	320,467	4,311,086	12,114,696	10,562,047

All costs were unrestricted in 2023

The cost of stock in the year was £98,052 (2022 : £172,343).

7 ANALYSIS OF EXPENDITURE (continued)

c) Grants, awards and prizes

Ellesmere College makes awards to individual families to support schooling

	Group and Charity	
	2023	**2022**
	£	£
From Restricted Funds :		
Bursaries and other grants and awards	12,122	28,016
From unrestricted funds :		
Prizes and leaving awards	5,174	5,222
	17,296	33,238

d) Governance included in support costs

Ellesmere College reimburses governors for out of pocket expenses including travel, subsistence and accommodation, where a claim is made. No trustees were reimbursed during the year (2022 : NIL).

Group	**2023**	**2022**
	£	£
Remuneration paid to auditor for audit services	38,866	22,000
Other governance costs	1,655	-
	40,521	22,000
Charity		
Remuneration paid to auditor for audit services	30,386	19,000
Other governance costs	1,655	-
	32,041	19,000

8 FINANCING COSTS

	2023	**2022**
Group	£	£
Bank charges and Bank Loan Interest	98,514	51,781
Bad and doubtful debt - increase / (decrease) in provision	156,142	(34,565)
	254,656	17,216
Charity		
Bank charges and Bank Loan Interest	97,656	51,075
Bad and doubtful debt - increase / (Decrease) in provision	156,142	(34,565)
	253,798	16,510

9 STAFF COSTS

The aggregate payroll costs for the year were :	2023	2022
	£	£
Group		
Wages and salaries	6,208,747	5,585,990
Social security costs	585,340	521,770
Other pension costs	822,535	750,044
Private medical insurance	10,957	10,901
	7,627,579	6,868,705
Charity		
Wages and salaries	6,068,741	5,498,662
Social security costs	581,988	519,536
Other pension costs	821,457	749,119
Private medical insurance	10,957	10,901
	7,483,143	6,778,218

All staff are jointly employed by Ellesmere College and its subsidiary Ellesmere College Enterprises. The charity expenditure on payroll is reduced by amounts charged to the subsidiary to reflect time spent working on subsidiary business. The number of staff partially charged was 49 (2022 : 24) and the number wholly disbursed is 3 (2022:3).

The Senior Management Team are classed by the school as being the Key Management Personnel.

None of the governors received remuneration or other benefits from Ellesmere College or from any connected body.

	2023	2022
Aggregate employee benefits of key management personnel	714,965	667,094

9 STAFF COSTS (continued)

The number of higher paid employees who received emoluments of £60,000 or more was:

	2023 Number	2022 Number
£60,000 - £70,000	2	2
£70,000 - £80,000	1	-
£80,000 - £90,000	1	1
£90,000 - £100,000	1	1
£140,000 - £150,000		-
£180,000 - £190,000		-
£190,000 - £200,000		1
£200,000 - £210,000	1	

Average number of employees on head count basis

	2023 Number	2022 Number
Teaching	119	116
Welfare	44	43
Premises	50	51
Support	30	30
Group and Charity	243	240

10 DIRECTORS

None of the directors (or any persons connected with them) received any remuneration during the year.
No children or grandchildren of directors attended the College (2022 : NIL).

During the year no Directors (2022:NIL) received reimbursement of travel and training expenses.

11 TAXATION

The company is a registered charity and therefore no liability arises on its charitable activities.

12 TANGIBLE FIXED ASSETS

Group and Charity	Land and Buildings Freehold	Motor Vehicles	Computer Equipment	Plant and Equipment	Total
	£	£	£	£	£
Cost					
At 1 September 2022	8,905,443	219,478	220,739	1,547,558	10,893,218
Additions	149,073	42,164	210,043	32,318	433,598
As 31 August 2023	9,054,516	261,642	430,782	1,579,876	11,326,816
Depreciation					
At 1 September 2022	1,818,971	217,708	118,761	1,234,456	3,389,896
Charge for the year	154,037	12,311	99,322	54,797	320,467
Disposals					
At 31 August 2023	1,973,008	230,019	218,083	1,289,253	3,710,363
Net book value at 31 August 2023	7,081,508	31,623	212,699	290,623	7,616,453
Net book value at 31 August 2022	7,086,472	1,770	101,978	313,102	7,503,322

All assets are used for charitable purposes.

Finance leases and hire purchase contracts

There are no assets held under finance leases or hire purchase contracts.

13 SECURITIES INVESTMENTS

Group	Securities Investments 2023 £	Securities Investments 2022 £
Group Investments		
At 1 September	422,921	461,384
Reinvested income	7,296	6,692
Investment management fees	(2,465)	(2,515)
Decrease in value of investments	(7,230)	(42,640)
Group investments at 31 August	420,522	422,921
Investment in subsidiaries	101	101
Charity investments at 31 August	420,623	423,022
Investments comprise :		
Listed Investments		
Index Linked	-	26,334
Bonds - Sterling	36,126	-
Bonds - Other Currencies	10,451	-
Property	11,887	21,786
Overseas Index Linked	-	12,050
Alternatives	38,718	38,678
Multi Asset	7,024	7,130
Global	35,224	37,129
UK Equities	100,827	115,728
Continental Europe	10,530	12,450
North America	94,415	72,015
Japan Indirect	20,855	15,140
Pacific Basin	37,826	40,343
Pacific Basin Indirect		-
Other overseas equities	15,395	11,553
Cash	1,244	12,585
Group investments at 31 August	420,522	422,921
Investment in subsdiaries	101	101
Charity investments at 31 August	420,623	423,022
Historical cost of investments	384,562	367,549

Ellesmere College owns all of the share capital of Ellesmere College Enterprises Ltd and Ellesmere College International Ltd, companies incorporated in England/Wales. Further details are provided in notes 27 and 29.

The main Securities Investments are managed for Ellesmere College by Evelyn Partners Investment Management LLP. All investments are managed and held in the UK.

One of the North America investments had a value of more than 5% of the total (2022 : One of the North America investments).

14 DEBTORS

	Group		Charity	
	2023	2022	**2023**	2022
	£	£	**£**	£
School fees receivable	320,999	243,576	320,999	243,576
Trade debtors	183,754	15,902	-	-
Other debtors	24,752	31,203	24,044	31,203
Prepayments and accrued income	288,898	339,941	288,898	339,738
Amounts due from subsidiary companies	-	-	394,131	175,590
Amounts due from parent company	500	1,500	500	1,500
	818,903	632,122	1,028,572	791,607

The school fees receivable is net of a Bad Debt Provision of £239,329 (2022 : £126,933).

15 CREDITORS: DUE WITHIN ONE YEAR

	Group		Charity	
	2023	2022	**2023**	2022
	£	£	**£**	£
Bank loans and overdrafts	1,185,974	1,025,898	1,185,974	1,025,898
Fees received from parents in advance of term	1,682,140	1,716,127	1,682,140	1,716,127
Repayable deposits from parents	472,336	311,714	472,336	311,714
Trade creditors	332,556	235,936	328,621	233,516
Taxation and social security	149,383	143,506	141,568	125,652
Other creditors	158,824	103,507	158,824	103,507
Accruals	185,333	204,659	168,447	197,690
Amounts due to subsidiary companies	-	-	60,350	24,155
	4,166,546	3,741,347	4,198,260	3,738,259

Fees received from parents for the following academic year are treated as deferred income.

16 CREDITORS: DUE AFTER MORE THAN ONE YEAR

	Group and Charity	
	2023	2022
	£	£
Repayable Deposits from Parents	517,200	632,233
Bank loans	362,625	-
	879,825	632,233

The Repayable Deposits from Parents are disclosed as partly repayable after more than one year because they

17 BANK LOAN

	2023	2022
	£	£
The bank loans are repayable by instalments		
Due after 5 years	-	-
Due within 2 to 5 years	227,471	-
Due within 1 to 2 years	135,155	-
Due after more than one year	362,625	-
Due within 1 year	127,034	554,668
	489,659	554,668

The group refinanced with Barclays in March 2023, which included a loan of £540,000 repayable over a term of 4 years (until March 2027) which is secured by a charge on the College's assets at an interest rate of 2% over bank base rate.

18 REPAYABLE DEPOSITS FROM PARENTS

	2023	2022
	£	£
The deposits become repayable when the pupil leaves :		
Due after 5 years	57,600	67,700
Due within 2 to 5 years	302,500	400,300
Due within 1 to 2 years	157,100	164,233
Due after more than one year	517,200	632,233
Due within 1 year	472,336	311,714
	989,536	943,947

Parents pay the school a deposit of £500, £2,000 or £9,000 in advance. The money may be returned subject to specific conditions on the receipt of one term's notice. Assuming pupils remain in the school (which the vast majority do based on historical information), deposits will be applied as above.

19 COMMITMENTS UNDER OPERATING LEASES

	2023	2022
	£	£
Within 1 year	37,636	41,235
Between 2 and 5 years	29,773	45,363
After 5 years	-	-
	67,409	86,598

Lease payments recognised as an expense amounted to £38,535 (2022 : £41,235). One lease relates to the broadband connection (£11,100) and the other to printers, scanners and photocopiers (£27,435).

20 FINANCIAL INSTRUMENTS

	2023	2022
	£	£
FINANCIAL ASSETS:		
Debt instruments at amortised cost		
Trade debtors	504,753	259,478
Group debtors	500	1,500
Other debtors	24,752	31,203
	530,005	292,181

	2023	2022
	£	£
Equity instruments at cost less impairment		
Trade investments	420,522	422,922
	420,522	422,922

	2023	2022
	£	£
FINANCIAL LIABILITIES:		
Financial liabilities at amortised cost		
Bank overdrafts	1,058,940	471,230
Trade creditors	332,556	235,936
Group creditors	-	-
Other creditors	158,824	103,507
Accruals	185,333	204,658
Borrowings - bank loans	489,659	554,668
	2,225,312	1,569,999

21 SHARE CAPITAL

	2023	2022
	£	£
Authorised		
100 Ordinary shares of £1 each	100	100
Allotted, called up and fully paid		
100 Ordinary shares of £1 each	100	100

22 RESTRICTED FUNDS

Ellesmere College's funds are analysed under the following headings :

a) RESTRICTED FUNDS

The Peter Messenger Fund was set up in memory of a former pupil to provide support to pupils who wish to further their musical and instrumental abilities.
The Mullock Scholarship is to fund music scholarships.
Enhance Ellesmere is a donation scheme to fund additional educational facilities.
The Ian Beer Scholarship Fund is to fund rugby scholarship.
The Leavers Gift Fund is a donation scheme to fund pieces of artwork which are displayed at the school premises.
The Walker Scholarship is to fund music scholarships.
The Adlard Scholarship is to fund art scholarships.

b) UNRESTRICTED FUNDS

Unrestricted funds represent accumulated income from the school's activities and other sources that are available for the general purpose of the school.

23 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted	Restricted	**Total 2023**
	£	£	**£**
Tangible fixed assets	7,616,453	-	7,616,453
Securities investments	420,522	-	420,522
Net current (liabilities)/assets	(3,176,045)	54,304	(3,121,741)
Long term liabilities	(879,825)	-	(879,825)
	3,981,105	54,304	4,035,409

	Unrestricted	Restricted	**Total 2022**
	£	£	**£**
Tangible fixed assets	7,503,322	-	7,503,322
Securities investments	422,921	-	422,921
Net current (liabilities)/assets	(3,009,186)	65,739	(2,943,447)
Long term liabilities	(632,233)	-	(632,233)
	4,284,824	65,739	4,350,563

24 SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	September 2022	Incoming resources	Resources expended	(Losses)/ Transfers	Balance at 31 August 2023
	£	£	£	£	£
Restricted Funds					
Peter Messenger Fund	3,570	-	-	-	3,570
Mullock Scholarship	1,902	-	(1,902)	-	-
Enhance Ellesmere	26,006	400	(8,207)	-	18,199
Ian Beer Rugby Scholarship	100	-	-	-	100
Leavers Gift	33,941	8,800	-	-	42,741
Walker Scholarship	220	10,000	(10,220)	-	-
	65,739	19,200	(20,329)	-	64,610
Unrestricted Funds					
General Reserve	4,284,724	12,172,555	(12,479,346)	(7,230)	3,970,703

	Balance at 1 September	Incoming resources	Resources expended	Gains/ (Losses)/	Balance at 31 August 2022
	£	£	£	£	£
Restricted Funds					
Peter Messenger Fund	3,570	-	-	-	3,570
Mullock Scholarship	2,374	12,225	(12,697)	-	1,902
Enhance Ellesmere	24,528	1,478	-	-	26,006
Ian Beer Rugby Scholarship	-	100	-	-	100
Leavers Gift	25,811	8,130	-	-	33,941
Walker Scholarship	-	10,000	(9,780)	-	220
Adlard Scholarship	5,539	-	(5,539)	-	-
	61,822	31,933	(28,016)	-	65,739
Unrestricted Funds					
General Reserve	4,675,109	10,378,331	(10,726,076)	(42,640)	4,284,724

Note 22 provides details of the individual funds.

25 CAPITAL COMMITMENTS

At 31 August 2023 the company is committed to £175,000 (2022 : A minibus at a cost of £42,000).

26 PENSION SCHEMES

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS"), for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £735,573.69 (2022 : £673,759) and at the year-end £60,830 (2022 : £55,443) was accrued in respect of contributions to this scheme.

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

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2023 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2020 in accordance with The Public Service Pensions (Valuations and Employer Cost Cap) Directions 2023 and the Employer Contribution Rate was assessed using agreed assumptions in line with the Directions and was accepted at the original assessed rate as there was no cost control mechanism breach

The valuation report was published by the Department for Education on 26 October 2023. The key elements of the valuation are:

- Total scheme liabilities for service (the capital sum needed at 31 March 2020 to meet the stream of future cash flows in respect of benefits earned) of £262 billion
- Value of notional assets (estimated future contributions together with the proceeds from the notional investments held at the valuation date) of £222 billion
- Notional past service deficit of £39.8 billion (2016 £22 billion)
- Discount rate is 1.7% in excess of CPI (2016 2.4% in excess of CPI) (this change has had the greatest financial significance)

As a result of the valuation, new employer contribution rates have been set at 28.6% of pensionable pay from 1 April 2024 until 31 March 2027 (compared to 23.68% under the previous valuation including a 0.08% administration levy).

26 PENSION SCHEMES continued

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

Pensions Trust Flexible Retirement Scheme

The School participates in The Flexible Retirement Scheme (FRS) for its support staff. This is a multi employer defined contribution scheme administered by the Pensions Trust. For those enrolled on the Auto-enrollment scheme Ellesmere College paid contributions at the rate of 3% with members contributions at 5%. For the majority of those enrolled in the Company Scheme the employer contribution is 5% with matching contributions made by members.

27 SUBSIDIARIES

The Company owns all of the share capital of Ellesmere College Enterprises Limited, a company incorporated in England and Wales, company number 05181897, registered office Ellesmere College, Ellesmere, Shropshire, SY12 9AB. This company carries out trading activity on behalf of the school including lettings and sales from the school's tuck shop.

Ellesmere College Enterprises Limited had a turnover of £462,332 (2022: £358,802), gross profit of £96,782 (2022: profit £37,497), and a profit of £69,754 in the year ended 31 August 2023 (2022: profit £22,025). At 31 August 2023 the company had shareholder's deficit of NIL (2022: deficit £56,290), assets of £264,187 (2022 : £146,282) and liabilities of £264,087 (2022 : £202,472). Gift aid distributed to the College for the year was £13,464 (2022:nil)

The Company owns all of the share capital of Ellesmere College International Limited a company incorporated in England and Wales, company number 08512074, registered office Ellesmere College, Ellesmere, Shropshire, SY12 9AB.

Ellesmere College International Limited had a turnover of £236,933 (2022: NIL), gross profit of £149,843 (2022: NIL) and a profit before tax and gift aid of £146,618 in the year ended 31 August 2023 (2022: loss of £60). At 31 August 2023 the company had shareholder's deficit of NIL (2022: deficit £119), assets of £158,681 (2022 : £241) and liabilities of £158,680 (2022 : £360). Gift aid distributed to the College was £146,498 for the year (2022:nil)

28 ULTIMATE CONTROLLING PARTY

The Woodard Corporation Limited is the ultimate controlling party, a registered charity number 1096270, which is incorporated in England and Wales, company number 04659710 . Copies of the financial statements of the Woodard Corporation can be obtained from the registered office, High Street, Abbots Bromley, Rugeley, Staffordshire, WS15 3BW. The accounts of Ellesmere College Limited are included within the consolidated financial statements of the Woodard Corporation Limited. The Woodard Corporation's principal purpose and activity is to provide high quality education in an actively Christian school environment for all.

29 RELATED PARTIES

As stated in note 28, Ellesmere College Limited is a wholly owned subsidiary of the Woodard Corporation. During the year £70,237 (2022 : £68,826) was invoiced by the Woodard Corporation for a levy to meet running costs and staff training. In addition to this the Woodard Corporation made payments to Ellesmere College of £500 (2022 : £1,500) for commission on the advance fee scheme. The year end balances between Ellesmere College and the Woodard Corporation are shown on note 14.

The company also controls two subsidiary trading companies, Ellesmere College Enterprises Limited and Ellesmere College International Limited.

The transactions with the subsidiaries are summarised below :

	2023	2022
Opening charity creditor	(24,156)	(6,221)
Opening charity debtor	175,590	108,685
Recharged to subsidiaries	325,539	160,024
Paid by subsidiaries	(266,959)	(93,120)
Invoiced by Subsidiaries	(298,659)	(225,368)
Paid by Ellesmere College	262,464	207,434
Gift Aid from Subsidiaries	159,962	-
	333,781	151,434
Closing charity creditor	(60,350)	(24,156)
Closing charity debtor	394,131	175,590
	333,781	151,434

The College provides financial and operational support to the Ellesmere Primary school pool in return for timetabled use of the pool. This benefits the College, as Ellesmere College Swimming Academy is in need of additional pool time, and the Primary School was able to keep its pool open for the benefit of the school, and the wider community. The Primary School is a member of the North West Academies Trust. The Chairman of the Trust is our Headmaster.

During the year £16,517 (2022 : £21,245) was invoiced by Ellesmere Primary School for power and water rates. The amount accrued at 31 August 2023 was £7,200 (2022 : £7,700). In addition to this the College invoiced Ellesmere Primary School £498 (2022 : £1,420) for services provided. The balance outstanding at 31 August 2023 was £138 (2022 : NIL).

During the year £300 (2022 : £400) was donated to the School by member of the key management personnel.

30 Consolidated Statement of Financial Activities - Comparative figures by fund type
Year Ended 31 August 2022

	Unrestricted Funds £	Restricted Funds £	Endowed Funds £	Total 2022 £
Income and Endowments from :				
Charitable Activities				
School fees receivable	9,059,671	(28,016)	-	9,031,655
Ancillary trading income	949,371	-	-	949,371
Other trading activities				
Non-ancillary trading income	212,633	-	-	212,633
Other activities	7,390	-	-	7,390
Investments				
Investment income	6,692	-	-	6,692
Bank and other interest	-	-	-	-
Voluntary sources				
Grants and Donations	8,359	31,933	-	40,292
Other incoming resources	134,215	-		134,215
TOTAL INCOMING RESOURCES	10,378,331	3,917	-	10,382,248
Expenditure on Raising Funds				
Non ancillary trading costs	186,962	-	-	186,962
Other income generating activities	1,004,597	-	-	1,004,597
Financing costs	17,216	-	-	17,216
Investment management	2,515	-	-	2,515
Fundraising and development	102,873	-	-	102,873
TOTAL DEDUCTIBLE COSTS	1,314,163	-	-	1,314,163
Charitable Activities				
Education and grantmaking	9,411,913	-	-	9,411,913
TOTAL EXPENDITURE	10,726,076	-	-	10,726,076
Net income and expenditure before transfers	(347,745)	3,917	-	(343,828)
Realised gains on investment assets	23,235	-	-	23,235
Unrealised gains on investment assets	(65,875)	-	-	(65,875)
Net incoming/(outgoing) resources	(390,385)	3,917	-	(386,468)
Transfers between funds	-	-	-	-
Net Movement in funds for the year	(390,385)	3,917	-	(386,468)
Fund balances at 1st September	4,675,109	61,822	-	4,736,931
FUND BALANCES AS AT 31ST AUGUST 2022	4,284,724	65,739	-	4,350,463

31. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group 2023 £	Group 2022 £
Net income for the reporting period (as per the statement of financial activities)	(315,150)	(386,468)
Adjustments for:		
Depreciation charges	320,467	292,092
Losses on investments	7,230	42,640
Dividends, interest and rents from investments	(7,312)	(6,692)
Financing costs	254,656	17,216
Decrease in stocks	6,971	(22,155)
(Increase) / decrease in debtors	(186,782)	74,443
Increase in creditors	150,090	462,388
	230,170	473,464

32. ANALYSIS OF CHANGES IN NET DEBT

	Group 2022 £	Cashflows	Other non cash changes	Group 2023 £
Cash at bank and in hand	110,225	67,098		177,323
Overdraft facility repayable on demand	(471,230)	(587,710)		(1,058,940)
	(361,005)	(520,612)		(881,617)
Borrowings				
Loans falling due within 1 year	(554,668)	427,634		(127,034)
Loans falling due after 1 year	-	(362,625)		(362,625)
	(554,668)	65,009		(489,659)
Total cash and cash equivalents	(915,673)	(455,603)	-	(1,371,276)

33. ACCOUNTING ESTIMATES AND JUDGEMENTS

In preparing the financial statements, the directors are required to make estimates and judgements. The matters detailed below are considered to be the most important in understanding the judgements that are involved in preparing the financial statements and the uncertainties that could impact the accounts reported in the results of operations, financial position and cashflows. Accounting policies are shown at note 1 to the financial statements.

Provision for bad debts

Debts are provided for if not recovered within one term. Estimating amounts to provide against recovery of debts is a matter of judgement.

Depreciation, impairment and residual values of fixed assets

Judgement is exercised in estimating the residual values of fixed assets, the selection of appropriate rates for depreciation, and for matters of impairment.

ELLESMERE COLLEGE LIMITED

England & Wales - Charity number 1103049

Accounts

Charity Registration No. 1103049

Company Registration No. 05066406 (England and Wales)

ELLESMERE COLLEGE LIMITED

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST AUGUST 2022

ELLESMERE COLLEGE LIMITED

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ELLESMERE COLLEGE LIMITED

COMPANY INFORMATION

DIRECTORS AND ADVISORS

Directors	Mr C E Lillis (Chairman)
	Rt. Revd. Sarah Bullock
	Dr K E Castle BSc (Hons) MSc, Ed Doc, FCMI, SFHEA
	Ms S M Connor BA (Hons) PGDipBJ
	Ms D Fairweather BA (Hons)
	Mr J Hopkins
	Mr R A K Hoppins FCA
	Mr J C Pochin
	Mr M D T Sampson BSc
	Professor Anna Sutton B.Ed M.Ed (Wales) FRSA
	Mrs J M Trowbridge LLB JP
Secretary	Mrs R Avery BA ACMA
Charity No.	1103049
Company No.	05066406
Principal Address and Registered Office	Ellesmere College Ellesmere Shropshire SY12 9AB
Key Management Personnel	
Head	Mr B J Wignall MA FRSA
Director of Finance	Mrs R Avery BA ACMA
Deputy Head Academic	Mrs S V Pritt-Roberts MEd NPQH
Deputy Head Pastoral	Mr R Chatterjee MSc PhD
Director of Operations	Mr M McCarthy BSc
Deputy Head External Relations	Mr S B Mullock BA
Head of Sixth Form	Mr Tom Gareh
Head of Middle School	Mrs Siobhan Philips
Head of Lower School	Mrs Sharon Owen
Auditor	RSM UK Audit LLP 9th Floor 3 Hardman Street Manchester M3 3HF
Bankers	Svenska Handelsbanken AB (publ) Michael Place, Anchorage Avenue Shrewsbury Business Park Shrewsbury, Shropshire, SY2 6FG

COMPANY INFORMATION

	Barclays Bank plc 68-70 High Street Rhyl, Denbighshire, LL18 1EU
Solicitors	Veale Wasbrough Vizards Ltd Narrow Quay House Narrow Quay Bristol BS1 4QA Browne Jacobson LLP 15th Floor, 103 Colmore Row Birmingham, B3 3AG Jolliffe & Co LLP 6 St John Street Chester, CH1 1DA
Investment Advisers	Evelyn Partners Investment Management LLP 45 Gresham Street London EC2V 7BG
Insurance Brokers	Marsh Capital House 1 to 5 Perrymount Road Haywards Heath West Sussex RH16 3SY

ELLESMERE COLLEGE LIMITED

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2022

The directors present their report and financial statements for the year ended 31st August 2022 and confirm they comply with the requirements of the Charities Act 2011, including the Directors' and Strategic Reports, under the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE INFORMATION

The charity was formed in 2004 and is registered with the Charity Commission as charity number 1103049. The charity is a limited liability company and wholly owned subsidiary of The Woodard Corporation (charity number 1096270). The charitable company is incorporated in the United Kingdom. Directors of the Company are also Fellows (members) of the Woodard Corporation and participate in the election of its board of management and are committed to its charitable objects.

Notes 27 and 29 provide details of connected charities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The company is governed by Articles of Association as adopted by Special Resolution dated 20 March 2013, replacing those dated 4 March 2004 amended by Special Resolution(s) dated 24 January 2006, 28 April 2009 and 23 June 2009. They permit funds to be managed in such a manner as the directors see fit, provided that such powers are only exercised for the purposes of attaining the objects and in a manner which is legally charitable. The Articles of Association forbid the distribution of any property or funds, which are to be applied solely towards the promotion of the objects of the company.

Governing Body

The governors are the directors and charitable trustees of the company and comprise the governing body of Ellesmere College and are elected to hold office for five years. The school is governed by the governing body, the operation of which is supplemented by the use of a number of committees. The full governing body met three times during the year.

Recruitment and Training of Governors

All governors are Fellows of the Woodard Corporation. Fellows are responsible for electing the Woodard Corporation Board. Governors are recruited on the basis of nominations from school contacts and from selection when a post becomes available. The governing body look to ensure a mix of skills and select new governors on the basis of background, competence, specialist skills and, in the case of Fellows, Christian commitment. Governors are provided with induction training by the Head and other senior College staff and a wider programme of training events is organised by the Woodard Corporation. The school also encourages governors to attend events run by the Association of Governing Bodies of Independent Schools (AGBIS), and other suitable conferences.

Where possible the governors consider that the skills and experience of the governing body should comprise the following:

A Governor with a legal background.

A Governor with a financial/accounting background.

A Governor with education experience.

A Governor with senior managerial or business experience.

A Governor with experience of equal opportunities or disability needs.

At least one female Governor and at least one male Governor.

One Governor may have one or more of these skills.

Volunteers

Governors are volunteers providing their time for free to support the governance of the school.

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2022

Organisational Management

The school is governed by the governing body which delegates work to a number of committees. Membership of each committee is outlined on page 14. The directors determine the general policy of the company.

The governors manage their work through a number of sub-committees:

- Finance and General Purposes Committee
- Staffing and Personnel Committee
- Regulatory Compliance Committee
- Education Committee
- Investment Committee

The day to day management of the company is delegated to the Head who oversees educational, pastoral and administrative functions in consultation with the senior staff. The day to day administration is undertaken within the policies and procedures approved by the governors which provide for only significant expenditure decisions and major capital projects to be referred to the governors for prior approval.

The Head oversees the recruitment of all staff. The Head and Director of Finance are invited to attend governors' meetings.

The remuneration of key management personnel is set by the governing body, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the school's success.

We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope for rewarding excellence. Delivery of the school's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

Group Structure and Relationships

The school has 2 wholly owned non-charitable subsidiaries, Ellesmere College Enterprises Limited and Ellesmere College International Limited.

The school has developed links with a wide range of organisations to ensure the widest possible access to our facilities and schooling. Through membership of the Headmasters' and Headmistresses' Conference and through networking with peer groups we ensure that we are able to attain the highest standards of quality and performance. We encourage our pupils to develop an awareness of the social context of the all-round education they receive at the school and they are engaged in a number of activities to enhance their understanding. We have a thriving alumni group, The Ellesmerian Club, who are generous in supporting the work of the school and whose support we greatly appreciate. The Old Ellesmerian Parents' Society (the OEPs) maintains links with parents once their children have left the school, and a number of social events took place during the year. We also cooperate with many local charities in our ongoing endeavours to widen public access to the schooling we can provide, to optimise the educational use of our cultural and sporting facilities and to awaken in our pupils, in the public interest, an awareness of the social context of the all-round education they receive.

CHARITABLE OBJECTS, AIMS, OBJECTIVES & ACTIVITIES

Charitable Objects

The charity's objects, as set out in the Articles of Association, are to promote and extend education (including spiritual, moral, social, cultural and physical education) in accordance with the doctrines and principles of the Church. The Church is defined as being the Church of England and churches in full communion with the See of Canterbury.

Intended impact

Woodard schools strive for the best all round education of every aspect of each individual; they ensure high standards of religious education; and they see themselves as communities working together for the benefit of all members, and of the Church and the nation. They are strong Christian foundations which adhere to catholic belief as found in the Church, to Christian worship focused in the Eucharist, and to the care of each individual and the whole school community particularised in the ministry of the Chaplain.

Aims

Ellesmere College is a boarding and day school for pupils from the ages of 7 to 18. It aims to support children in reaching their potential in all areas of their activity at the school, and in the wider community. This may be in academic subjects but could just as easily be reflected in success in art, drama, sport, music or dance. We produce 'well rounded' individuals who are able to make a positive contribution to society. All Woodard schools aim to provide a rounded education to help the pupils to make their way in adult life.

Primary objectives

The primary objectives of Ellesmere College to fulfil these aims are:

- to provide a stimulating learning environment in which pupils can develop their academic potential to the full;
- to provide a happy and secure pastoral environment in which pupils can learn to live together and thus foster a sense of community, respect for one other and good citizenship;
- to provide pupils with the opportunity to take advantage of a breadth of co-curricular activities in order to develop positively all aspects of their character;
- to provide pupils with the opportunity to take decisions based on their own judgment and to communicate those decisions appropriately and effectively;
- to provide financial support to enable children whose parents are unable to afford the full fees to benefit from an Ellesmere College education;
- to provide a clear, simple and effective management structure capable of taking timely decisions and allocating necessary resources appropriately, and
- to provide the necessary administrative and logistic framework to meet the needs of members of staff and pupils alike.

Strategies to achieve the primary objectives

This year our focus has been on -

- Achieving and maintaining the exceptional levels of academic support for all pupils to enable them to achieve their best possible grades in public examinations.

  Following the College's full accreditation as a High Performance Learning World Class School (an accreditation achieved within the minimum normal timescale of two years) the College has built upon this accreditation and the work that was involved in achieving this status and continued to develop its teaching and learning framework, enabling the College better to help pupils develop cognitive skills, values, attitudes, and attributes needed to achieve success. The objective is to continue to develop the exceptional levels of academic support for all pupils.

- Developing further the College's reputation of excellence in all sports, and to achieve and maintain appropriate accreditation to recognise the excellence of provision at the College.

The College continues to be one of only a small number of schools in the world that has been accredited by the World Academy of Sport as an Athlete Friendly Education Centre. Various national selections and achievements took place across a wide range of sports, including (but not exclusively) rugby, hockey, shooting, golf, swimming, and tennis.

- Continuing to achieve and maintain appropriate accreditation to validate the exceptional artistic and performance opportunities at the College.

  The College has maintained its standard as an Artsmark Platinum School, as designated by the Arts Council of Great Britain, and remains one of a very small number of independent schools in the United Kingdom to have achieved this standard. Artsmark Platinum recognises the excellent provision of the College for the arts, but also the College's outreach programme.

- Ensuring that the College is of the highest quality to maintain pupil numbers.

  The College provides a holistic education covering the academic, sporting, artistic and personal development of all our pupils.

- Exploring international opportunities to create additional revenue streams to support the College's charitable activities.

  Significant progress has been made in pursuit of international projects and the College, through its subsidiary company Ellesmere College International, expects to make a major announcement in relation to one such project during the Michaelmas Term 2022. Other projects remain in development.

Principal Activities of the Year

The principal activity of the school is the delivery of education to pupils ranging from 7 to 18 years of age. We normally run a number of summer school activities and the school is open at other times for use by the local community. Pupil numbers at the school during the year were as follows:

	Total 2022	Of which are boarders	Total 2021	Of which are boarders
Senior school (13-18 years)	406	217	371	177
Lower School (7-13 years)	171	10	130	10
Total	**577**	**227**	**501**	**187**
	Boys	**Girls**	**Boys**	**Girls**
Senior School	255	151	225	146
Lower School	108	63	86	44
Total	**363**	**214**	**311**	**190**

Public Benefit

Within the objects, the school aims to create an environment to nurture children, to get the best from them and to allow them to develop and fulfil their potential. We provide them with a first-class independent education and a wide range of sporting and artistic opportunities. Our public benefit aim is that all pupils will be self-confident and desire to contribute to the wider community.

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

Our school welcomes pupils from all backgrounds. To admit prospective pupils, we need to be satisfied that our school will be able to educate and develop prospective pupils to the best of their potential and in line with the general standards achieved by their peers. Entrance interviews and assessments are undertaken to satisfy ourselves and parents that potential pupils can cope with the pace of learning and

benefit from the education we provide. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of our assessment processes.

Our school is a part of a wider community and we are keen that our staff and pupils participate. Our school also offers a resource to support a range of educational activities for the benefit of local children attending state schools and their teachers. Our governors are committed to developing our programme of cooperation and joint working with local maintained sector junior and secondary schools. The activities undertaken and the success of our programme are explained in the 'review of achievements and performance for the year' section of this report.

Woodard and its schools provide a significant benefit to the public. The school strives to ensure that measures of public benefit are appropriate, and that significant sections of the public are not excluded from the opportunity to benefit from the education and facilities offered due to the need to pay a fee. In addition to significant provision of bursaries and other forms of financial support, the school provides a wide range of opportunities for community benefit and facilities and events are often open to all.

Parents of pupils at the school often make significant sacrifices to pay the fees. In educating 456 UK based pupils, parents help to relieve the state of the financial burden of paying for their children's education. The saving to the public purse is estimated to have a value in the last year of £3,125,000.

The school is unable to recover the VAT on purchases it makes. During the past year, Ellesmere College has paid an estimated £348,512 in VAT on goods and services.

In addition to the very substantial benefits our school brings to our pupils, the local community and society through the education we offer and our bursary programme create a social asset without cost to the Exchequer.

Bursaries & Scholarships

The school awarded fee reductions in the form of bursaries and scholarships to 404 pupils, based on either educational merit and potential or family financial need. The majority of those receiving merit awards would not have been able to join the College had they not received such awards and to that extent much of the merit award funding can be regarded as bursary spending. This year the value of scholarships and bursaries totalled £3,405,123 (2021: £2,853,419) and represented 27% (26.8%) of our gross fees.

Bursaries

The governors view our bursary awards as important in helping to ensure children from families who would otherwise not be able to afford the fees can access the education we offer. Our bursary awards are available to all who meet our general entry requirements and are made solely on the basis of parental means or to relieve hardship where a pupil's education and future prospects would otherwise be at risk for example in the case of redundancy. In assessing means we use the methodology promulgated by the Independent Schools' Bursars Association, which takes a number of factors into consideration including family income, investments and savings and family circumstances for example dependant relatives and the number of siblings. Our school does not have an endowment and in funding our awards we have to be mindful that we must ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their child's education, and those benefiting from the awards.

The bursary awards are made in monetary values and range up to 100% of remission of fees. Information about fee assistance through bursaries is provided to all applying to the school. We also advertise the awards each summer in the local press and at local libraries. Further details of our scholarships and bursaries and how to apply are available on our website.

Scholarships

The purpose of our scholarship awards is to recognise high academic potential or the ability to excel in our co-curricular activities. Our scholarships are awarded on the basis of the individual's academic potential or evidence of exceptional abilities which will contribute to our co-curricular activities. In addition, awards may be subject to conditions imposed by the original donor.

Scholarships are awarded with a fixed percentage remission of fees of between 0% and 50%. Where further assistance is required, scholarship awards may be supplemented by a means tested bursary. We advertise the availability of scholarship awards each summer in the local press and at local libraries. Further details of our scholarship policy are available on our website.

Review

The progress of pupils receiving scholarships is reviewed at least annually to ensure their progress is in line with their abilities. The availability of all such awards for fee-assistance, together with the terms and conditions for each kind of award, is advertised on our website at www.ellesmere.com.

The school includes details of the various concessions in the prospectuses and on the website. All parents making enquiries about possible entry are provided with a description of the criteria for bursaries and scholarships. All criteria and policies relating to concessions are kept under review and are updated when necessary.

Employment Policy

We are an equal opportunity organisation and are committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. We will make reasonable adjustments to meet the needs of staff or pupils who are or become disabled.

Investment Policy and Objectives

The company's memorandum and articles of association permit funds to be invested in such manner as the directors see fit, providing that such powers of investment are only exercised for the purpose of attaining the objects and in a manner that is legally charitable. For the Advanced Fees Scheme, the aim is to match the return on investments with the maturation profile of the related liability to provide schooling in future years.

Investment activities are managed in line with the requirements of the Trustee Act 2000. The governors have appointed Evelyn Partners Investment Management (previously known as Smith and Williamson) as investment manager. Our investment policy is to grow the value of the portfolio so that it can be used in support of school projects. The investment manager has discretion about how the investments are managed within the policy parameters set by the governors. Funds not invested are held on deposit to earn interest.

STRATEGIC REPORT

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

The Promotion of Education

During the year we educated an average of 577 (2021: 501) children between the ages of 7 and 18. The school provides a very high standard of education and this is validated in review of the academic results, our measurements of added value and through external inspection. The school offers an exceptionally broad curriculum and educates children with a wide range of ability. We can demonstrate particular excellence in a very wide range of activities, both curricular and extracurricular. Our aim is to support children in reaching their potential in all areas of their activity at the school. This may be in academic subjects but could just as easily be reflected in success in art, drama, sport, music or dance. We aim to produce 'well rounded' individuals who are able to make a positive contribution to society.

Academic Results

The educational performance of the school continues to achieve excellent outcomes, overall and for the individual. The school achieved a 89% pass rate at 9 to 4 for GCSE, of which 30% of exam results were graded 9-7 (A*/A) The 2022 examinations were the first exams post pandemic and grade boundaries were set at a midpoint between 2019 and 2022 in order to recalibrate outcomes back to external examination assessment and away from calculated or teacher assessed grades based on school assessment.

The sixth form curriculum offer of A level, International Baccalaureate, and BTEC Diploma provides choice for students and routes that access universities in the UK and around the world. At A Level the pass rate was 98% with some outstanding performances taking students onto prestigious university places. 54% were graded A*/A/B. 28 subjects were examined. This exam cohort did not sit external examinations at GCSE therefore the summer 2022 exams were their first set of externally assessed examinations. The school aims to provide a rounded education to help the pupils to make their way in adult life. A very large majority move on to higher education, and a significant number achieve their first choice destination.

The 2022 IB cohort achieved an overall average of points 27. The 2022 group was a smaller than usual cohort, with just 6 students in the group, one of which managed to achieve 42 points, out of the maximum possible of 45, in spite of a having to work online in his home country for significant sections of the course. Intake numbers for September 2023 increased with the current year 12 at 22.

The BTEC Sports Diploma is embedded in our curriculum offer and provides an alternative approach. 100% of students passed the two A level diploma and the extended diploma, which is a three A level equivalent. Those who completed the extended diploma did so at Distinction star level, equivalent to three A levels at A*.

Improving Facilities

We continue to improve facilities through constant investment in the fabric of the buildings and assets, and programmes to provide the best facilities to support teaching and learning.

Arts, Music and Drama

The excellence of the College's provision for the media, visual, dramatic, and musical arts has already been noted. That the College continues to be one of the few independent schools in the country to have achieved the Arts Council of Great Britain's award of 'Artsmark Platinum' bears external testimony to the standards achieved, both in performance and in partnership and outreach.

Further details of the excellence of the College's provision and its outreach work can be found on the College's website.

Sport

As previously noted the College had been accredited by the World Academy of Sport as an Athlete Friendly Education Centre (AFEC) and as such is one of fewer than 30 schools in the world to have achieved this status. The AFEC scheme is backed by the International Olympic Movement and the International Baccalaureate, and it recognises excellence in the provision at an individual level in catering for the needs of pupils.

Further details of the College's sporting excellence, and its sporting outreach programmes, can be found on the College website.

Adventurous Activities

The College remains committed to providing high quality adventurous activities, most particularly through the Duke of Edinburgh scheme and the Combined Cadet Force. The Duke of Edinburgh scheme continues to be extremely popular with Ellesmerians.

Wider Education

In line with the Christian character of all Woodard Schools, and having regard for guidance issued by the Charity Commission and others, the school pursued policies that support the provision of benefit to the public.

The Woodard Corporation is involved in development of academies as part of the government's initiative. In support of this project all Woodard Schools have provided support, where asked, through provision of educational expertise, participation in governance, direct curriculum support, etc. Ellesmere College has contributed to this support.

More locally, the College is actively involved in the governance and direction of maintained schools. The Governors make time for the Headmaster to act as Chair of North West Academies Trust, a growing Academies Trust based in Chester but also including Ellesmere Primary. A number of members of the College's academic staff also fulfil governance roles within Trust schools.

The Governors also allow time for the Headmaster to act as the Chair of CReSTeD, the primary educational charity in the UK for the accreditation of dyslexia provision in both maintained and independent schools.

Further significant public benefit is provided by the College through the work of its other employees in the furtherance of education beyond Ellesmere College. Fifteen of the teaching staff undertake significant work as examiners for GCSE, A-level, and the International Baccalaureate Diploma programme, with roles ranging from Examiner to Chief Examiner at A-level. The College provides a public benefit by supporting staff absence to enable them to complete these tasks. The College's significant public benefit role as a centre for excellence for the West Midlands in many sports is augmented further by the College's willingness to allow staff time to support regional development, which directly benefits pupils from the maintained sector. This year's such developments have included club refereeing and coaching; management of county cricket, rugby and hockey squads; directing and coaching for North Midlands rugby. The College acts as a centre for teacher training. We have links with Manchester Metropolitan University and Glyndwr University and take a number of trainees on placement who then go on to teach in both the maintained and independent sectors. We are authorised to run NQT (Newly Qualified Teacher) programmes for completion of QTS (Qualified Teacher Status) and have a full CPD (Continual Personal Development) programme for serving teachers.

Public benefit within the wider community of young people is provided through the College Duke of Edinburgh scheme's willingness to lend its canoes to other Duke of Edinburgh groups and provide logistical advice. The Duke of Edinburgh Award Scheme estimates that students from Ellesmere College spent 676 hours volunteering between the 1 April 2021 and 31 March 2022.

Community

The College continues to provide financial and operational support to the Ellesmere Town swimming pool to enable it to remain open and available for the public.

After major disruption over recent years because of coronavirus the College was able to begin the Easter and Summer courses for local children that have been offered in a variety of sports. As we move clear of the pandemic the College expects to offer more such courses in the future.

After a two year break the College's annual summer Art Exhibition, hosted in Big School over three days and widely seen as one of the premier arts events in Shropshire, was reinstated.

Outreach and Partnership

The College offers considerable and extensive public benefit through its outreach and partnership activities. In addition to those activities mentioned under the heading 'Wider Education' the College has hosted Arts Connect meetings for the Midlands hub of the Arts Council Arts Mark Award Schools. There have been many collaborations with local schools in the area particular in the areas of music and drama.

Charitable Activities

The College's charitable commitments continue to be strong and varied. Too many charities have benefitted this year from College fundraising activity to be mentioned individually.

Fundraising Performance

Donations to the college totalled £32,570 (2021: £54,891). Enhance Ellesmere is a programme through which donations are invested in educational facilitates and support which might not otherwise be afforded. The College's focus is on development of its relationship with and between alumni over an active policy of fundraising.

Investment Performance against Objectives

The company's investments are managed by Evelyn Partners and in the opinion of the governors the performance has not met expectations over this period albeit the investment backdrop is understood to have been challenging compared to the previous year. The investment performance is measured against targets agreed with the investment managers and performance has been behind that of the benchmark during the period. The portfolio has fallen by -8.1% (net total return) over the trailing 12 months to a value of £422,922 and this compares to a total return of -1.5% for the benchmark. The principal differential has been the negative influence of 'growth' stocks on the returns over this period. The peer group with a similar risk appetite as measured by ARC Steady Growth has fallen by -6.5%. The portfolio's Investments are held for the long-term and represent amounts yet to be spent on education.

Key Performance Indicators

The governors use a number of KPIs to guide and inform their review of the school's performance, while recognising that any short-term measurement may distort the delivery of the primary objectives of the College. Current KPIs:

1. To produce a surplus for the group before depreciation and special projects are taken into account.

   Due to increases in costs, particularly energy, food and staff, in the year 2021-22 this target was not achieved.

2. To retain a minimum of 60% of current pupils on transfer from Middle School to Sixth Form.

   In the year 2021-22 71% of pupils transferred from Year 11 to Year 12.

3. To remain a minimum of 90% of pupils on transfer from Lower School to Middle School.

   In the year 2021-22 the figure was 95%.

4. To achieve 60% of pupils joining their first-choice university. This target is set on the basis of the College's policy to encourage pupils to be ambitious in their applications to universities.

   In the year 2021-22 64% of Year 13 students secured their first-choice university place.

5. To maintain an appropriately wide spread of international pupils both for reasons of spreading financial risk and – more importantly – for maintaining a genuinely international culture within the College. 'Appropriately wide' is defined as having an international population of students from more than 20 countries.

   In the year 2021-22 30 different nationalities were represented at the College.

FINANCIAL REVIEW

Results for the Year

The net expenditure for the year out of unrestricted funds amounted to £390,385 (2021: net income £81,221). Depreciation accounted for £292,092 (2021: 262,303) of this. Given the turbulent economic climate particularly since early 2022, and a subsequent rise in operational costs, particularly in areas of energy, catering and staffing costs, in the circumstances the governors consider this a reasonable financial performance.

Our trading company (Ellesmere College Enterprises) continues to hire out Ellesmere College facilities as well as undertaking commercial activity on behalf of the school and externally. The activities of the trading company were still recovering from the effect of Coronavirus. Enterprises' surplus was £22,025 (2021: £78,315 loss) for the year. Group total funds decreased by £386,468 (2021: increased by £96,112) for the year.

Reserves Level and Policy, and Financial Viability

It has been the school's policy to utilise funds to ensure that high quality up-to-date facilities are provided for the benefit of pupils. The aim is to budget so as to provide sufficient working capital to meet the present needs and future development requirements of the school without the requirement to have recourse to sales of tangible fixed assets, or use of the school's readily realisable investments supporting unrestricted funds. Unrestricted funds decreased by £390,385 to total £4,675,109. Ellesmere College plans to fund longer term capital expenditure and meet long term liabilities through careful management of resources and investments and through building reserves through operations and trading. The school aims to make an overall surplus to improve its cash position after the scheduled repayment of bank loans.

The governors have invested substantial sums into maintaining school buildings in recent years and have a continuing programme of refurbishment, development and investment to maintain excellent teaching facilities for our pupils. In common with most independent schools, and owing to having to fund their own capital investment plans, free reserves are at a negative balance illustrating the extent of the investment in our school. The school's total capital and reserves of £4,350,563 (2021: £4,737,031) at the year-end included £65,739 (2021: £61,822) of restricted funds. Tangible assets held for charity use totalled £7,503,322 (2021: £7,663,924), leaving a deficit on free reserves of £3.2m (2021: £3m) at the year-end. The school's financial viability does not depend on income reserves but in its ability to continue to trade at a surplus on an annual basis, and on the substantial portfolio of fixed assets held for operational use. The school does not have, and cannot rely on, permanent endowments.

PRINCIPAL RISKS AND UNCERTAINTIES

The governors consider the consequences of the pandemic and the economic turbulence of recent years and the affordability of fees by parents across the independent sector to be the principal risks faced by the school. This is particularly true for the local day market. For the year ending August 2022, fees across the school increased by 3%.

The governing body is responsible for the identification and management of risks. The major risks to which the charity is exposed, as identified by the directors, have been reviewed and systems or procedures have been established to manage those risks. Detailed examination of the risks and establishment of controls to mitigate them is delegated to the relevant sub-committees and the process is overseen by the governing body. A formal review of the risk management processes is undertaken annually.

The principal risks to which the school is exposed include those affecting protection of pupils and security and preservation of charitable assets both now and in the future. Significant risk areas:

- the market in which the school operates is highly competitive and we monitor developments in education to ensure that pupils always receive a first class, holistic and varied educational experience in our school
- we strive to ensure that all staff are able to work in a safe and supportive environment and policies, procedures and training in Human Resource management and Health and Safety help to ensure that the school meets expectations
- the school operates in a highly regulated sector, including in matters of child protection, and we appoint appropriate professional advisers to ensure that we can keep up to date with all requirements; school or individual membership of bodies being the constituent associations of the Independent Schools Council also ensure that we have access to up to date information and support
- the school operates in an increasingly litigious environment and we appoint appropriate professional advisers and purchase insurance using specialist brokers and advisers to ensure that we can keep up to date with all requirements and meet all challenges
- all organisations face difficult economic conditions and directors and senior managers in the school keep abreast of economic conditions locally, nationally and internationally to identify trends and develop plans to address issues
- the school operates in an environment of rising costs, particularly energy and employment costs.
- A change in political leadership could result in VAT being added to school fees in the future and the removal of the 80% rates relief, both of which would impact finances significantly.

The key controls used by the school include:

- formal agendas and minutes for all meetings of the governing body and committees
- terms of reference for all committees
- comprehensive strategic planning, financial forecasting, budgeting and management accounting
- established and identifiable organisational structures and reporting lines which are regularly reviewed
- comprehensive formal written policies
- clear authorisation limits
- vetting procedures, as required by law, for protection of the vulnerable.

The school plans strategically having regard for risk. The executive provides the governing body with regular reports which include details of the principal strategic objectives and the activity to achieve those objectives. The school also records significant achievements and updates the governing body and Woodard on short-term plans.

The strategy is discussed between the governing body and the Woodard Board and protocols have been developed and agreed which outline the relationship between the two bodies.

Financial risk management objectives and policies

The school uses financial instruments, other than derivatives, comprising loans, cash and other liquid resources and various other items such as trade debtors and creditors that arise directly from operations. The main purpose of these financial instruments is to raise finance for the group's operations.

The main issues arising from the group's financial instruments are liquidity risk, interest rate risk and to a lesser extent debtor risk. The school's directors adopt policies for managing each of the risks and these are summarised below:

- Liquidity risk – the school seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable needs by negotiating adequate facilities from its bank.
- Interest rate risk – the school finances operations through a mixture of retained surpluses and bank and other borrowings. These are open to fluctuations in interest rates.
- Debtor risk – debt collection procedures are in place to ensure timely payment of fees including a direct debit scheme. Debts are referred to solicitors if necessary.

Going Concern

The Ellesmere College Board has a reasonable expectation that the group will be able to continue operating for the foreseeable future for the following reasons, and the financial statements have been prepared on a going concern basis (see accounting policy 1b).

Pupil numbers on roll in September 2022 are 594 (2021:559), which is a 6% increase on the prior year. In addition, there has been an increase in pupils admitted to lower school, which is important for long term sustainability.

Detailed forecasting for 2022-2023 shows a growth in income from all three companies in the group in 2022-2023. An international project will be completed in 2022-2023 bringing additional income to the group.

Cashflow forecasts produced for the period to 31st March 2024 have been considered, which show a sustained cash flow throughout the period. The group has completed a refinancing exercise with Barclays to provide loan and overdraft facilities.

The Trustees/Directors are unaware of any other factors which would impact on the charity and the group being treated as a going concern.

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2022

POST BALANCE SHEET EVENTS

The group is in the process of finalising refinancing with Barclays. As at the date of signing these accounts, written agreement has been received from Barclays with regards to the terms of facilities.

FUTURE PLANS

The key objectives of the current five-year plan are:

1. Having achieved accreditation as a High Performance Learning World Class School to build on the programme to ensure that every pupil reaches his or her full academic potential.
2. To build on the recognition of the excellence of the College's artistic programme provided by the Artsmark Platinum status and to continue to develop as an arts hub for the region. There are ambitious plans for a prep and primary school Art Exhibition which will act as a culmination of this phase of the outreach work by our teachers and their work in collaboration with other schools.
3. To review curriculum provision in line with national changes and to meet the needs of our market.
4. To manage the staffing at all times so that we deliver the best possible education as well as accommodation, welfare and administration.
5. To build and encourage community access for educational purposes to the schools' facilities.
6. To maximise the income from the use of the College's facilities and develop new streams from overseas.
7. To identify opportunities for energy consumption reduction.
8. To maintain the fabric of the school to a high level.

DIRECTORS

The directors who served during the year, and the committees of which they are members, are:

C E Lillis (Chairman)	Finance and General Purposes
	Investment
Rt Revd Bullock	(full council)
K E Castle	Regulatory Compliance
S M Connor	Education
D Fairweather	(full council)
J Hopkins	Finance and General Purposes
	Regulatory Compliance
	Staffing and Personnel
R A K Hoppins	Finance and General Purposes
	Investment
J C Pochin	Finance and General Purposes
M D T Sampson	Regulatory Compliance
A Sutton	Education
J M Trowbridge	Education

None of the directors has any beneficial interest in the company. Ellesmere College buys trustees and officers insurance on behalf of the directors.

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2022

AUDITOR

RSM UK LLP, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006 unless the company receives notice under section 488(1) of the Companies Act 2006.

DIRECTORS' RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the director's report, incorporating the strategic 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. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law) including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland. 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 the group and of the income and expenditure, including the income and expenditure, of the charitable company and group for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

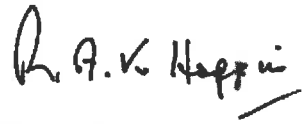
The directors are responsible for maintaining proper accounting records that are sufficient to show and explain the charitable company's and group's transactions and disclose with reasonable accuracy at any time the financial position of the company and group and enable them to ensure that the financial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

The directors confirm that:

- so far as each director is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

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

Approved by the Board of Directors of Ellesmere College on 8th March 2023, including, in their capacity as company directors, approving the Directors' and Strategic Reports contained therein, and signed on its behalf by:



Mr R A K Hoppins
DIRECTOR

ELLESMERE COLLEGE LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ELLESMERE COLLEGE LIMITED
YEAR ENDED 31 AUGUST 2022

Opinion

We have audited the financial statements of Ellesmere College Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2022 which comprise the Consolidated Statement of Financial Activities (incorporating an income and expenditure account), the Charity Statement of Financial Activities (incorporating an income and expenditure account), the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows 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 FRS 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 the parent charitable company's affairs as at 31 August 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We have been appointed auditors under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Directors' 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 or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

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

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.

Opinion 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' Report and the incorporated Strategic Report prepared for the purpose of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the incorporated Strategic 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 their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report and the incorporated Strategic Report.
We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees
As explained more fully in the Statement of Directors' responsibilities set out on page 15, 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 Directors are responsible for assessing the group's and 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 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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team :

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the group and parent charitable company operate in and how the group and parent charitable company are complying with the legal and regulatory framework;

- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;

- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011 and the parent charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report and remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

The most significant laws and regulations that have an indirect impact on the financial statements are The Education (Independent School Standards) Regulations 2014, Keeping Children Safe in Education under section 175 of the Education Act 2002, and the UK General Data Protection Regulation (UK GDPR). We performed audit procedures to inquire of management and those charged with governance whether the charitable company is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

The group audit engagement team identified the risk of management override of controls and the completeness and cut off risk of all income except fee income as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included, but were not limited to, testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates and substantive and analytical testing of other income.

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

Use of our report

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

RSM UK Audit LLP

Dale Thorpe (Senior Statutory Auditor)
for and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
9th Floor, 3 Hardman Street,
Manchester. M3 3HF
Date..... 9/3/23

ELLESMERE COLLEGE LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)
YEAR ENDED 31 AUGUST 2022

	Notes	Unrestricted Funds £	Restricted Funds £	Endowed Funds £	Total 2022 £	Total 2021 £
Income and Endowments from :						
Charitable Activities						
School fees receivable	3	9,059,671	(28,016)		9,031,655	7,570,359
Ancillary trading income	4	949,371			949,371	776,415
Other trading activities						
Non-ancillary trading income	5	212,633			212,633	55,490
Other activities	5	7,390			7,390	-
Investments						
Investment income	6	6,692			6,692	8,283
Voluntary sources						
Grants and Donations	7	8,359	31,933		40,292	1,161,602
Other incoming resources		134,215			134,215	292
TOTAL INCOMING RESOURCES		10,378,331	3,917	-	10,382,248	9,572,441
Expenditure on Raising Funds						
Non ancillary trading costs	8	186,962	-	-	186,962	105,879
Ancillary trading expenses		1,004,597	-	-	1,004,597	716,144
Financing costs	9	17,216	-	-	17,216	63,902
Investment management		2,515	-	-	2,515	2,353
Fundraising and development		102,873	-	-	102,873	112,748
TOTAL DEDUCTIBLE COSTS	8	1,314,163	-	-	1,314,163	1,001,026
Charitable Activities						
Education	8	9,411,913		-	9,411,913	8,537,291
TOTAL EXPENDITURE	8	10,726,076	-	-	10,726,076	9,538,317
Net (Expenditure)/ income before transfers		(347,745)	3,917	-	(343,828)	34,124
Realised gains on investment assets	13	23,235	-	-	23,235	23,511
Unrealised gains on investment assets	13	(65,875)	-	-	(65,875)	38,477
Net (Expenditure)/income		(390,385)	3,917	-	(386,468)	96,112
Transfers between funds	24	-	-	-	-	-
Net Movement in funds for the year		(390,385)	3,917	-	(386,468)	96,112
Fund balances at 1st September		4,675,109	61,822	-	4,736,931	4,640,819
FUND BALANCES AS AT 31ST AUGUST		4,284,724	65,739	-	4,350,463	4,736,931

All amounts relate to continuing activities.
All recognised gains and losses in the current and prior year are included in the statement of financial activities.
The notes on pages 24 to 45 form part of these financial statements.

ELLESMERE COLLEGE LIMITED

CHARITY STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)
YEAR ENDED 31 AUGUST 2022

	Notes	Unrestricted Funds £	Restricted Funds £	Endowed Funds £	Total 2022 £	Total 2021 £
Income and Endowments from :						
Charitable Activities						
School fees receivable	3	9,059,671	(28,016)	-	9,031,655	7,570,359
Ancillary trading income	4	949,371		-	949,371	776,415
Other trading activities						
Ellesmere College Enterprises Ltd		26,639		-	26,639	18,694
Other activities	5	7,390		-	7,390	-
Investments						
Investment income	6	6,692		-	6,692	8,283
Voluntary sources						
Grants and Donations	7	8,359	31,933	-	40,292	1,161,602
Other incoming resources		134,215		-	134,215	292
TOTAL INCOMING RESOURCES		10,192,337	3,917	-	10,196,254	9,535,645
Expenditure on Raising Funds						
Non Ancillary Trading		26,639			26,639	18,694
Ancillary trading expenses		1,004,597	-	-	1,004,597	716,144
Financing costs	9	16,510	-	-	16,510	63,432
Investment management		2,515	-	-	2,515	2,353
Fundraising and development		102,873	-	-	102,873	112,748
TOTAL DEDUCTIBLE COSTS	8	1,153,134	-	-	1,153,134	913,371
Charitable Activities						
Education	8	9,408,913		-	9,408,913	8,534,291
TOTAL EXPENDITURE	8	10,562,047	-	-	10,562,047	9,447,662
Net (Expenditure)/income before transfers		(369,710)	3,917	-	(365,793)	87,983
Realised gains on investment assets	13	23,235	-	-	23,235	23,511
Unrealised gains on investment assets	13	(65,875)	-	-	(65,875)	38,477
Net (Expenditure)/ income		(412,350)	3,917	-	(408,433)	149,971
Transfers between funds	24	-	-	-	-	-
Net Movement in funds for the year		(412,350)	3,917	-	(408,433)	149,971
Fund balances at 1st September		4,753,484	61,822	-	4,815,306	4,665,335
FUND BALANCES AS AT 31ST AUGUST		4,341,134	65,739	-	4,406,873	4,815,306

All amounts relate to continuing activities.
All recognised gains and losses in the current and prior year are included in the statement of financial activities.
The notes on pages 24 to 45 form part of these financial statements.

ELLESMERE COLLEGE LIMITED

CONSOLIDATED AND CHARITY BALANCE SHEETS
AS AT 31 AUGUST 2022

	Note	Group 2022 £	2021 £	Charity 2022 £	2021 £
FIXED ASSETS					
Tangible assets	12	7,503,322	7,663,924	7,503,322	7,663,924
Securities Investments	13	422,921	461,384	423,022	461,485
		7,926,243	8,125,308	7,926,344	8,125,409
CURRENT ASSETS					
Stock		55,553	33,398	47,910	28,531
Debtors	14	632,122	706,565	791,607	814,496
Cash at bank and in hand		110,225	353,657	11,604	319,363
		797,900	1,093,620	851,121	1,162,390
CURRENT LIABILITIES					
Creditors payable within one year	15	(3,741,347)	(3,325,468)	(3,738,259)	(3,315,964)
NET CURRENT LIABILITIES		(2,943,447)	(2,231,848)	(2,887,138)	(2,153,574)
TOTAL ASSETS LESS CURRENT LIABILITIES		4,982,796	5,893,460	5,039,206	5,971,835
LONG TERM LIABILITIES					
Creditors payable after one year	16	(632,233)	(1,156,429)	(632,233)	(1,156,429)
NET ASSETS		4,350,563	4,737,031	4,406,973	4,815,406
REPRESENTED BY :					
Called up share capital	21	100	100	100	100
RESTRICTED FUNDS	24	65,739	61,822	65,739	61,822
UNRESTRICTED FUNDS					
General reserve		4,284,724	4,675,109	4,341,134	4,753,484
		4,350,563	4,737,031	4,406,973	4,815,406

The financial statements were approved and authorised for issue by the Board on 8 March 2023 and signed on its behalf by :

R.A.K. Hoppins

Mr R A K Hoppins - Director
Company Registration No : 05066406

The notes on pages 24 to 45 form part of these financial statements.

ELLESMERE COLLEGE LIMITED

CONSOLIDATED CASH FLOW STATEMENT
AS AT 31 AUGUST 2022

	Note	Group 2022 £	Group 2021 £
Cash flows from operating activities :			
Net cash provided by operating activities	31	473,464	483,528
Cash flows from investing activities :			
Dividends, interest and rents from investments	6	6,692	8,283
Proceeds from the sale of property, plant and equipment		-	-
Purchase of property, plant and equipment		(131,490)	(82,336)
Proceeds from sale of investments		140,917	90,880
Purchase of investments		(145,094)	(96,810)
Net cash used in investing activities		(128,975)	(79,983)
Cash flows from financing activities :			
Repayments of borrowing		(160,747)	(156,135)
Financing costs		(17,216)	(63,902)
Net cash used in financing activities		(177,963)	(220,037)
Change in cash and cash equivalents in the year		166,526	183,508
Cash and cash equivalents at the beginning of the year		(527,531)	(711,039)
Cash and cash equivalents at the end of the year	32	(361,005)	(527,531)

1 ACCOUNTING POLICIES

The principal accounting policies, all of which have been applied consistently throughout the year and in the preceding year are:

a) Basis of Accounting

Ellesmere College Limited is a private company limited by shares, number 5066406, incorporated in England and Wales. Its registered office and principal place of business is Ellesmere College, Ellesmere, Shropshire SY12 9AB. It is also a charity, number 1103049. The group consists of Ellesmere College Limited, Ellesmere College Enterprises Limited and Ellesmere College International Limited.

The accounts of the group have been prepared under the Companies Act 2006 and in accordance with the Statement of Recommended Practice for Charities ('SORP (FRS102)') and with applicable UK Accounting Standards. They are drawn up on the historical cost accounting basis except that property and share investments held as fixed assets are carried at fair value.

Ellesmere College meets the definition of a public benefit entity under Financial Reporting Standard (FRS) 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The preparation of financial statements in conformity with FRS 102 requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. Further details are provided in note 33 and in the accounting policies for depreciation of fixed assets, for pensions and for bad debts.

The financial statements are presented in sterling (£) and the functional currency is sterling (£).

b) Going Concern

The accounts have been prepared on a going concern basis. The Ellesmere College Board reviews the financial information for the company and the group and considers whether the group and the company are a going concern for a period of at least 12 months from the date of approval of the accounts.

Having considered all factors and reviewing the available evidence, the directors have a reasonable expectation that the group will be able to continue operating for the foreseeable future and the financial statements have been prepared on a going concern basis.

The governing body has continued to review any potential impact of the global pandemic on school operations and finances.

Pupil numbers on roll in September 2022 are 594 (2021:559) which is a 6% increase on the prior year. Cashflow forecasts have been considered to the period to 31st March 2024 which show a sustained cash flow throughout the period. The group transferred it's financing facilities, which includes an existing loan of £540,000 and an overdraft facility of £2,000,000 from Handelsbanken to Barclays post year-end. This will ensure funding is in place for the foreseeable future.

The Trustees / Directors are unaware of any other factors which would impact on the charity and the group being treated as a going concern.

c) Group Accounts

The financial statements consolidate the financial statements of the company, and all its subsidiary companies, charitable trusts and funds with all inter-company balances being eliminated. Entities are consolidated where Ellesmere College exercises overall control either through ownership of shares, or through having common trustees with a common objective. Accounting policies are consistently applied between group companies.

d) School Fees Receivable and Similar Income

Fees receivable and other educational income are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions by the school, but include contributions received from restricted funds for scholarships, bursaries and other grants. All debts are fully provided for unless they relate to current pupils owing less than two terms in which case a partial provision is made.

e) Ancillary and Non-Ancillary Trading Income

Ancillary trading income represents amounts from activities to generate funds within the charitable objects for example, tuition in extra subjects and coaches to and from school. Non-ancillary trading income represents amounts from activities not directly related to the charitable objects, for example lettings of school facilities out of term time and sales from the tuck shop and vending machines. Income from these activities is recognised in the SOFA when the goods are sold or services provided.

f) Voluntary sources, Grants and Donations

Voluntary incoming resources are accounted for as and when entitlement arises, the amount can reliably be quantified and the economic benefit is considered probable.

Voluntary income for general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, voluntary income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention to be permanent or not. Gifts in kind are valued at estimated open market value at the date of gift, in the case of assets for retention or consumption, or at the value to the school in case of donated services or facilities.

g) Coronavirus Job Retention Scheme (CJRS) Income

The CJRS grant is receivable as compensation for staff costs incurred and for the purpose of giving immediate financial support to the organisation with no future related costs. It is recognised as income in the period in which it becomes receivable within "Grants and Donations" (note 7).

h) Expenditure

Expenditure is accrued as soon as there is a contractual obligation or a liability is considered probable, discounted to present value for longer term liabilities. Expenditure is allocated to expense headings either on a direct cost basis or apportioned according to time spent. The irrecoverable element of VAT is included with the item of expense to which it relates. The cost of refurbishing and converting existing buildings is written-off in the year in which it is incurred except where the useful life is extended.

i) Pension Costs

The school company participates in the Teachers' Pensions scheme, which is an unfunded government scheme. The Teachers' Pensions scheme provides benefits based on final pensionable pay. The funds of the scheme are separate from the company, although the company's share of the scheme cannot be identified as the scheme is a multi-employer scheme, and so the pension costs are accounted for as defined contribution schemes.

The company offers membership of the Pensions Trust Flexible Retirement Plan to employees other than the full and part-time academic staff. The Pensions Trust Flexible Retirement Plan is a multi-employer pension schemes where the scheme assets are pooled for investment purposes and cannot be attributed to individual employers. Benefits are paid from the total scheme assets. It is in most respects a money purchase arrangement, but has some guarantees. As a result it is not possible or appropriate to identify the assets and liabilities of the scheme which are attributable to the company. In accordance with Financial Reporting Standard (FRS) 102 (section 28) therefore, the scheme is accounted for as a defined contribution scheme.

j) Tangible Fixed Assets and Depreciation

In accordance with Section 35.10 (d) of FRS102, Ellesmere College has elected to use the carrying value of any of the above freehold land and buildings previously carried at a valuation, as their deemed cost at the date of transition to FRS102, 1 September 2014.

Tangible fixed assets are stated at cost less depreciation. Individual capital items, or projects, with a value greater than £10,000 are capitalised.

Where tangible fixed assets have been acquired with the aid of specific grants they are included in the balance sheet at cost and depreciated over their expected useful economic life. The related grants are credited to a restricted fixed asset fund (in the statement of financial activities and carried forward in the balance sheet). The depreciation on such assets is charged in the statement of financial activities over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

Depreciation is provided at rates calculated to write off the cost, less estimated residual value of each asset based on current market prices, over its expected useful life, as follows:

Freehold land is not depreciated	
Freehold Buildings:	variable according to the building and written off over the expected useful life (see note below)
Computer equipment	33.33% on cost
Plant and Equipment	between 4% and 25% depending on expected useful life
Motor vehicles	25% on cost

The company has reviewed its tangible assets, which comprise land, buildings and initial fixtures and fittings. The company undertakes an annual review of all buildings assessing their useful economic life. In some cases the useful economic life of a building is anticipated to be of considerable length, often in excess of 100 years. The buildings are capitalised in the financial statements at historic cost and the calculated depreciation charge is charged in these accounts over the expected useful life which ranges from 10 to 250 years. The directors will continue to carry out annual assessments of the recoverable amount and the estimated useful life of all buildings. The review is based on the directors' assessments of the market value and the future economic benefit derived from an asset versus its carrying value in the financial statements.

k) Financial Instruments

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

l) Securities Investments

Securities investments are carried at fair value, which is deemed to be market value as at the balance sheet date.

Realised and unrealised investment gains and losses are recognised as 'net gains/(losses) on investment assets' in the Statement of Financial Activities and are allocated to the appropriate fund according to the 'ownership' of the underlying assets.

m) Stocks

Stocks comprise raw materials, consumable stores and goods held for resale: they are valued at the lower of cost and net realisable value.

n) Leasing Commitments

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the SOFA on a straight line basis over the lease term. Lease incentives are accounted for over the lease term on a straight-line basis.

o) **Fee Deposits**

Refundable fee deposits are currently classified between long term and short term in the financial statements. These deposits are refundable in the event that the pupils leave the school on one term's notice and as such the deposit would be refunded to the parents at that point. However, the financial statements are prepared on a going concern basis and it is assumed that the majority of children will remain in school for their full years of education and therefore the deposit will be refunded to them when they leave school.

p) **Fund Accounts**

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

q) **Taxation**

Ellesmere College is a registered charity and as such is exempt from tax on income and gains falling within Part 11 of the Corporation Tax Act 2010 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. There is no similar exemption for VAT, which is included in expenditure or in the cost of assets as appropriate.

The school has subsidiary companies that are subject to taxes including corporation tax and VAT in the same way as any commercial organisation. The tax charged to the profit and loss account is based on the subsidiary companies profits for the year and takes into account tax arising because of timing differences between the treatment of certain items for tax and accounting purposes. The subsidiary companies distribute their profits to Ellesmere College under Gift Aid and tax liabilities are kept to a minimum.

3 CHARITABLE ACTIVITIES - SCHOOL FEES RECEIVABLE - GROUP AND CHARITY

The School fees income comprises:

	2022 £	2021 £
Gross fees	12,436,778	10,627,998
Less: Total scholarships, bursaries, etc	(3,405,123)	(3,057,639)
	9,031,655	7,570,359
Add back : Scholarships, Grants etc. paid for by Restricted Funds	28,016	6,699
Unrestricted :	9,059,671	7,577,058

Scholarships, bursaries and other awards were paid to 404 pupils (2021 : 426 pupils). Within this, means-tested bursaries totalling £769,439 were paid to 120 pupils (2021 : £608,300 to 100 pupils).

4 CHARITABLE ACTIVITIES - ANCILLARY TRADING INCOME (UNRESTRICTED) - GROUP AND CHARITY

	2022 £	2021 £
Entrance fees and registration fees	21,022	10,359
Fees in lieu of notice	56,412	130,579
Extra subjects	446,095	333,941
Other ancillary educational income	3,264	5,703
Pupil Bussing	270,545	202,550
Activities, Clubs, Events and House income	152,033	93,283
	949,371	776,415

5 OTHER TRADING ACTIVITIES (UNRESTRICTED) - GROUP

	2022 £	2021 £
Non-ancillary trading income		
Ellesmere College Enterprises Limited	212,633	55,490
Ellesmere College International Limited	-	-
	212,633	55,490
Interest receivable - pupils' bills	7,390	-
	220,023	55,490

Cost of stock £26,175 (2021 : £14,650)

6 INVESTMENTS - INVESTMENT INCOME

	Unrestricted	Restricted	Endowed	**Total 2022**	Total 2021
	£	£	£	£	£
Securities investment income					
Dividends	5,874	-	-	5,874	7,594
Fixed interest	818			818	689
	6,692	-	-	6,692	8,283

£8,283 of income in 2021 was unrestricted.

7 VOLUNTARY SOURCES - GRANTS AND DONATIONS

	Unrestricted	Restricted	Endowed	**Total 2022**	Total 2021
				£	£
Donations	637	31,933	-	32,570	54,891
Government Grant - CJRS	7,722	-	-	7,722	1,106,711
	8,359	31,933	-	40,292	1,161,602

£29,693 of 2021 donation income was restricted, with £25,198 unrestricted.

8 ANALYSIS OF EXPENDITURE

a)Total Expenditure - Group

	Staff Costs (note 10)	Depreciation (note 12)	Support Costs	**Total 2022**	Total 2021
	£	£	£	£	£
Costs of raising funds					
Non ancillary trading costs	90,487		96,475	186,962	105,879
Other income generating activities	543,668	-	460,929	1,004,597	716,144
Financing cost (note 9)	-	-	17,216	17,216	63,902
Investment management	-	-	2,515	2,515	2,353
Fundraising and development	94,775	-	8,098	102,873	112,748
Total	728,930	-	585,233	1,314,163	1,001,026
Charitable Expenditure					
Education					
Teaching	4,405,217	68,629	522,957	4,996,803	4,746,060
Welfare	611,249	-	730,979	1,342,228	1,023,266
Premises	791,561	223,463	1,125,291	2,140,315	1,979,896
School administration and governance	331,748	-	595,597	927,345	786,065
Grants, awards and prizes (note 8c)	-	-	5,222	5,222	2,004
Total	6,139,775	292,092	2,980,046	9,411,913	8,537,291
Total Expended - Group	6,868,705	292,092	3,565,279	10,726,076	9,538,317

8 **ANALYSIS OF EXPENDITURE (continued)**

b)Total Expenditure - Charity

	Staff Costs (note 10)	Depreciation (note 12)	Support Costs	**Total 2022**	Total 2021
	£	£	£	£	£
Costs of raising funds					
Non Ancillary Trading	-	-	26,639	26,639	18,694
Other income generating activities	543,668	-	460,929	1,004,597	716,144
Financing cost (note 9)	-	-	16,510	16,510	63,432
Investment management	-	-	2,515	2,515	2,353
Fundraising and development	94,775	-	8,098	102,873	112,748
Total	638,443	-	514,691	1,153,134	913,371
Charitable Expenditure					
Education					
Teaching	4,405,217	68,629	522,957	4,996,803	4,746,060
Welfare	611,249	-	730,979	1,342,228	1,023,266
Premises	791,561	223,463	1,125,291	2,140,315	1,979,896
School administration and governance	331,748	-	592,597	924,345	783,065
Grants, awards and prizes (note 8c)	-	-	5,222	5,222	2,004
Total	6,139,775	292,092	2,977,046	9,408,913	8,534,291
Total Expended - Charity	6,778,218	292,092	3,491,737	10,562,047	9,447,662

All costs were unrestricted in 2021 with the exception of £8,103 education & grant making costs which were restricted.
The cost of stock in the year was £172,343 (2021 : £80,460).

8 **ANALYSIS OF EXPENDITURE (continued)**

c) Grants, awards and prizes

Ellesmere College makes awards to individual families to support schooling

	Group and Charity	
	2022	**2021**
	£	£
From Restricted Funds :		
Bursaries and other grants and awards	28,016	6,699
From unrestricted funds :		
Prizes and leaving awards	5,222	2,004
	33,238	8,703

d) Governance included in support costs

Ellesmere College reimburses governors for out of pocket expenses including travel, subsistence and accommodation, where a claim is made. No trustees were reimbursed during the year (2021 : NIL).

Group	**2022**	**2021**
	£	£
Remuneration paid to auditor for audit services	22,000	21,450
Additional remuneration paid to auditor for prior years	-	4,760
Other governance costs	-	-
	22,000	26,210
Charity		
Remuneration paid to auditor for audit services	19,000	18,450
Additional remuneration paid to auditor for prior years	-	4,760
Reimbursement of personal expenses to governors	-	-
Other governance costs	-	-
	19,000	23,210

9 FINANCING COSTS

	2022	**2021**
Group	£	£
Bank charges and Bank Loan Interest	51,781	47,251
Bad and doubtful debt (decrease)/increase in provision	(34,565)	16,651
	17,216	63,902
Charity		
Bank charges and Bank Loan Interest	51,075	46,781
Bad and doubtful debt (decrease)/ increase in provision	(34,565)	16,651
	16,510	63,432

10 STAFF COSTS

The aggregate payroll costs for the year were	2022	2021
	£	£
Group		
Wages and salaries	5,585,990	5,383,346
Social security costs	521,770	491,217
Other pension costs	750,044	743,139
Private medical insurance	10,901	7,656
	6,868,705	6,625,358
Charity		
Wages and salaries	5,498,662	5,319,512
Social security costs	519,536	488,916
Other pension costs	749,119	741,898
Private medical insurance	10,901	7,656
	6,778,218	6,557,982

All staff are jointly employed by Ellesmere College and its subsidiary Ellesmere College Enterprises. The charity expenditure on payroll is reduced by amounts charged to the subsidiary to reflect time spent working on subsidiary business. The number of staff partially charged was 24 (2021 : 16) and the number wholly disbursed is 3 (2021:3).

The members of the Senior Management Team are classed by the school as being the Key Management Personnel.

None of the governors received remuneration or other benefits from Ellesmere College or from any connected body.

	2022	2021
Aggregate employee benefits of key management personnel	667,094	615,646

10 STAFF COSTS (continued)

The number of higher paid employees who received emoluments of £60,000 or more was:

	2022 Number	2021 Number
£60,000 - £70,000	2	-
£70,000 - £80,000	-	1
£80,000 - £90,000	1	1
£90,000 - £100,000	1	-
£140,000 - £150,000	-	-
£180,000 - £190,000	-	-
£190,000 - £200,000	1	1
The number with retirement benefits accruing :		
- in Defined Contribution schemes was	1	1
Of which the contributions amounted to	6,600	4,200
- in Defined Benefit schemes was	2	1

For 2022 there are two (2021 : two) employees earning over £60,000 per year that have chosen not to participate in a pension scheme.

Staff Costs include an Ex Gratia payment of NIL (2021 : NIL). The amount outstanding at the year end was NIL (2021 : NIL)

Average number of employees on head count basis

	2022 Number	2021 Number
Teaching	116	111
Welfare	43	42
Premises	51	49
Support	30	26
Group and Charity	240	228

11 DIRECTORS

None of the directors (or any persons connected with them) received any remuneration during the year. No children or grandchildren of directors attended the College (2021 : NIL).

12 TANGIBLE FIXED ASSETS

Group and Charity	Land and Buildings Freehold	Motor Vehicles	Computer Equipment	Plant and Equipment	Total
	£	£	£	£	£
Cost					
At 1 September 2021	8,834,333	219,478	160,359	1,547,558	10,761,728
Additions	71,110	-	60,380	-	131,490
As 31 August 2022	8,905,443	219,478	220,739	1,547,558	10,893,218
Depreciation					
At 1 September 2021	1,665,437	201,912	60,132	1,170,323	3,097,804
Charge for the year	153,534	15,796	58,629	64,133	292,092
Disposals					
At 31 August 2022	1,818,971	217,708	118,761	1,234,456	3,389,896
Net book value at 31 August 2022	7,086,472	1,770	101,978	313,102	7,503,322
Net book value at 31 August 2021	7,168,896	17,566	100,227	377,235	7,663,924

All assets are used for charitable purposes.

Finance leases and hire purchase contracts

There are no assets held under finance leases or hire purchase contracts.

13 SECURITIES INVESTMENTS

Group	Securities Investments 2022 £	Securities Investments 2021 £
Group Investments		
At 1 September	461,384	393,466
New money invested	-	-
Reinvested income	6,692	8,283
Investment management fees	(2,515)	(2,353)
(Decrease)/Increase in value of investments	(42,640)	61,988
Group investments at 31 August	422,921	461,384
Investment in subsidiaries	101	101
Charity investments at 31 August	423,022	461,485
Investments comprise :		
Listed Investments		
Index Linked	26,334	6,838
Other UK Fixed Interest	-	26,864
Property	21,786	21,343
Overseas Index Linked	12,050	11,483
Alternatives	38,678	25,901
Multi Asset	7,130	7,073
Global	37,129	27,624
UK Equities	115,728	163,993
America Indirect	-	-
Continental Europe	12,450	25,590
North America	72,015	78,304
Japan Indirect	15,140	13,214
Pacific Basin	40,343	31,400
Pacific Basin Indirect	-	-
Other overseas equities	11,553	20,266
Cash	12,585	1,491
Group investments at 31 August	422,921	461,384
Investment in subsdiaries	101	101
Charity investments at 31 August	423,022	461,485
Historical cost of investments	367,549	349,855

Ellesmere College owns all of the share capital of Ellesmere College Enterprises Ltd and Ellesmere College International Ltd, companies incorporated in England/Wales. Further details are provided in notes 27 and 29.

The main Securities Investments are managed for Ellesmere College by Evelyn Partners Investment Management LLP. All investments are managed and held in the UK.

One of the North America investments had a value of more than 5% of the total (2021 : Two of the North America investments).

14 DEBTORS

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
School fees receivable	243,576	343,187	243,576	343,187
Trade debtors	15,902	231	-	-
Other debtors	31,203	140,505	31,203	140,505
Prepayments and accrued income	339,941	220,034	339,738	219,510
Amounts due from subsidiary companies	-	-	175,590	108,686
Amounts due from parent company	1,500	2,608	1,500	2,608
	632,122	706,565	791,607	814,496

The school fees receivable is net of a Bad Debt Provision of £126,933 (2021 : £274,239).

15 CREDITORS: DUE WITHIN ONE YEAR

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Bank loans and overdrafts	1,025,898	1,039,775	1,025,898	1,039,775
Fees received from parents in advance of term	1,716,127	1,079,953	1,716,127	1,079,953
Repayable deposits from parents	311,714	379,209	311,714	379,209
Trade creditors	235,936	256,569	233,516	250,143
Taxation and social security	143,506	125,527	125,652	123,192
Other creditors	103,507	116,231	103,507	116,231
Accruals	204,659	328,204	197,690	321,240
Amounts due to subsidiary companies	-	-	24,155	6,221
	3,741,347	3,325,468	3,738,259	3,315,964

Fees received from parents for the following academic year are treated as deferred income.

16 CREDITORS: DUE AFTER MORE THAN ONE YEAR

	Group and Charity	
	2022	2021
	£	£
Repayable Deposits from Parents	632,233	599,600
Bank loans	-	556,829
	632,233	1,156,429

The Repayable Deposits from Parents are disclosed as partly repayable after more than one year because they are repayable when the pupil leaves and it is reasonable to assume that many pupils will not be leaving within one year. A breakdown of the expected periods of repayment is shown in note 18.

17 BANK LOAN

	2022	2021
	£	£
The bank loans are repayable by instalments		
Due after 5 years	-	20,484
Due within 2 to 5 years	-	374,795
Due within 1 to 2 years	-	161,550
Due after more than one year	-	556,829
Due within 1 year	554,668	158,586
	554,668	715,415

A bank loan covenant was breached at the year end in respect of the combined EBIT interest cover (ratio 2:1). This breach relates to all loans due to Handelsbanken amounting to £554,668 at the year end. As a result the loans have been reclassified as short term liabilities. Handelsbanken provided a waiver post year end and indicated their continued support.
Ellesmere College has two bank loans from Handelsbanken. The loans totalling £554,668 (2021 : £715,415) are secured on the freehold land and property of the College. One loan is at a rate of interest of 1.55% above Bank Base Rate (BBR), and is repayable on or before July 2025.
The second is at a rate of interest of 2.57% over BBR, and is repayable on or before December 2026.
The Group is in the final stages of refinancing with Barclays and at the time of signing the accounts a written agreement of terms was in place for a loan of £540,000 and an overdraft facility of £2m.

18 REPAYABLE DEPOSITS FROM PARENTS

	2022	2021
	£	£
The deposits become repayable when the pupil leaves :		
Due after 5 years	67,700	67,400
Due within 2 to 5 years	400,300	361,000
Due within 1 to 2 years	164,233	171,200
Due after more than one year	632,233	599,600
Due within 1 year	311,714	379,209
	943,947	978,809

Parents pay the school a deposit of £500, £2,000 or £9,000 in advance. The money may be returned subject to specific conditions on the receipt of one term's notice. Assuming pupils remain in the school (which the vast majority do based on historical information), deposits will be applied as above.

19 COMMITMENTS UNDER OPERATING LEASES

	2022	2021
	£	£
Within 1 year	41,235	33,372
Between 2 and 5 years	45,363	61,161
After 5 years	-	-
	86,598	94,533

Lease payments recognised as an expense amounted to £41,235 (2021 : £41,235). One lease relates to the broadband connection (£11,100) and the other to printers, scanners and photocopiers (£30,135).

20 FINANCIAL INSTRUMENTS

	2022 £	2021 £
FINANCIAL ASSETS:		
Debt instruments at amortised cost		
Trade debtors	259,478	343,418
Group debtors	1,500	2,608
Other debtors	31,203	140,505
	292,181	486,531

	2022 £	2021 £
Equity instruments at cost less impairment		
Trade investments	**422,922**	461,384
	422,922	461,384

	2022 £	2021 £ restated
FINANCIAL LIABILITIES:		
Financial liabilities at amortised cost		
Bank overdrafts	471,230	881,188
Trade creditors	235,936	256,569
Group creditors	-	-
Other creditors	103,507	116,231
Accruals	204,658	328,204
Borrowings - bank loans	554,668	715,415
	1,569,999	2,297,607

21 SHARE CAPITAL

	2022 £	2021 £
Authorised		
100 Ordinary shares of £1 each	100	100
Allotted, called up and fully paid		
100 Ordinary shares of £1 each	100	100

22 RESTRICTED FUNDS

Ellesmere College's funds are analysed under the following headings :

a) RESTRICTED FUNDS

The Schulze Fund is to support and maintain the Schulze Organ.
The Peter Messenger Fund was set up in memory of a former pupil to provide support to pupils who wish to further their musical and instrumental abilities.
The Mullock Scholarship is to fund music scholarships.
Enhance Ellesmere is a donation scheme to fund additional educational facilities.
The Ian Beer Scholarship Fund is to fund rugby scholarship.
The Silver Cross Scholarship Fund is to fund an academic scholarship.
The Leavers Gift Fund is a donation scheme to fund pieces of artwork which are displayed at the school premises.
The Walker Scholarship is to fund music scholarships.
The Adlard Scholarship is to fund art scholarships.

b) UNRESTRICTED FUNDS

Unrestricted funds represent accumulated income from the school's activities and other sources that are available for the general purpose of the school.

23 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted	Restricted	Total 2022
	£	£	£
Tangible fixed assets	7,503,322	-	7,503,322
Securities investments	422,921		422,921
Net current (liabilities)/assets	(3,009,186)	65,739	(2,943,447)
Long term liabilities	(632,233)		(632,233)
	4,284,824	65,739	4,350,563

	Unrestricted	Restricted	Total 2021
	£	£	£
Tangible fixed assets	7,663,924	-	7,663,924
Securities investments	461,384	-	461,384
Net current (liabilities)/assets	(2,293,670)	61,822	(2,231,848)
Long term liabilities	(1,156,429)	-	(1,156,429)
	4,675,209	61,822	4,737,031

24 SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	Balance at 1 September 2021	Incoming resources	Resources expended	Gains/ (Losses)/ Transfers	Balance at 31 August 2022
	£	£	£	£	£
Restricted Funds					
Peter Messenger Fund	3,570	-	-	-	3,570
Mullock Scholarship	2,374	12,225	(12,697)	-	1,902
Enhance Ellesmere	24,528	1,478	-	-	26,006
Ian Beer Rugby Scholarship	-	100	-	-	100
Leavers Gift	25,811	8,130	-	-	33,941
Walker Scholarship	-	10,000	(9,780)	-	220
Adlard Scholarship	5,539	-	(5,539)	-	-
	61,822	31,933	(28,016)	-	65,739
Unrestricted Funds					
General Reserve	4,675,109	10,378,331	(10,726,076)	(42,640)	4,284,724

	Balance at 1 September 2020	Incoming resources	Resources expended	Gains/ (Losses)/ Transfers	Balance at 31 August 2021
	£	£	£	£	£
Restricted Funds					
Schulze Fund	4,435	-	(4,435)	-	-
Peter Messenger Fund	3,358	12	200	-	3,570
Mullock Scholarship	1,899	475	-	-	2,374
Enhance Ellesmere	27,589	607	(3,668)	-	24,528
Ian Beer Rugby Scholarship	604	279	(883)	-	-
Silver Cross Scholarship	1,555	-	(1,555)	-	-
Leavers Gift	7,491	18,320	-	-	25,811
Walker Scholarship	-	-	-	-	-
Adlard Scholarship	-	10,000	(4,461)	-	5,539
	46,931	29,693	(14,802)	-	61,822
Unrestricted Funds					
General Reserve	4,593,888	9,549,447	(9,530,214)	61,988	4,675,109

Note 22 provides details of the individual funds.

25 CAPITAL COMMITMENTS

At 31 August 2022 the company is committed to buy a minibus at a cost of £42,000 (2021 : None).

26 PENSION SCHEMES

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS"), for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £673,759 (2021 : £686,684) and at the year-end £55,443 (2021 : £54,602) was accrued in respect of contributions to this scheme.

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

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

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

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. The government announced on 4 February 2021 that it intends to proceed with a deferred choice underpin under which members will be able to choose either legacy or reformed scheme benefits in respect of their service during the period between 1 April 2015 and 31 March 2022 at the point they become payable.

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

The 2016 cost control valuations have since been completed in January 2022, and the results indicated that there would be no changes to benefits or ember contributions required. The results of the cost cap valuation are not used to set the employer contribution rate, and HM Treasury has confirmed that any changes to the employer contribution rate resulting from the 2020 valuations will take effect in April 2024.

26 PENSION SCHEMES continued

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

Pensions Trust Flexible Retirement Scheme

The School participates in The Flexible Retirement Scheme (FRS) for its support staff. This is a multi employer defined contribution scheme administered by the Pensions Trust. For those enrolled on the Auto-enrollment scheme Ellesmere College paid contributions at the rate of 3% with members contributions at 5%. For the majority of those enrolled in the Company Scheme the employer contribution is 5% with matching contributions made by members.

27 SUBSIDIARIES

The Company owns all of the share capital of Ellesmere College Enterprises Limited, a company incorporated in England and Wales, company number 05181897, registered office Ellesmere College, Ellesmere, Shropshire, SY12 9AB. This company carries out trading activity on behalf of the school including lettings and sales from the school's tuck shop.

Ellesmere College Enterprises Limited had a turnover of £358,802 (2021: £121,300), gross profit of £37,497 (2021: loss £41,211), and a profit of £22,025 in the year ended 31 August 2022 (2021: loss £53,799). At 31 August 2022 the company had shareholder's deficit of £56,290 (2021: deficit £78,215), assets of £146,282 (2021 : £45,836) and liabilities of £202,472 (2021 : £124,051).

The Company owns all of the share capital of Ellesmere College International Limited a company incorporated in England and Wales, company number 08512074, registered office Ellesmere College, Ellesmere, Shropshire, SY12 9AB. Should a franchise agreement to enable the provision of education overseas become viable, this company will resume transacting.

Ellesmere College International Limited had a turnover of NIL (2021: NIL), gross profit of NIL (2021: NIL) and a loss before tax and gift aid of £(60) in the year ended 31 August 2022 (2021: loss of £60). At 31 August 2022 the company had shareholder's deficit of £119 (2021: deficit £59), assets of £241 (2021 : £301) and liabilities of £360 (2021 : £360).

28 ULTIMATE CONTROLLING PARTY

The Woodard Corporation Limited is the ultimate controlling party, a registered charity number 1096270, which is incorporated in England and Wales, company number 04659710 . Copies of the financial statements of the Woodard Corporation can be obtained from the registered office, High Street, Abbots Bromley, Rugeley, Staffordshire, WS15 3BW. The accounts of Ellesmere College Limited are included within the consolidated financial statements of the Woodard Corporation Limited. The Woodard Corporation's principal purpose and activity is to provide high quality education in an actively Christian school environment for all.

29 RELATED PARTIES

As stated in note 28, Ellesmere College Limited is a wholly owned subsidiary of the Woodard Corporation. During the year £68,826 (2021 : £60,995) was invoiced by the Woodard Corporation for a levy to meet running costs and staff training. In addition to this the Woodard Corporation made payments to Ellesmere College of £1,500 (2021 : £2,609) for commission on the advance fee scheme. The year end balances between Ellesmere College and the Woodard Corporation are shown on note 14.

The company also controls two subsidiary trading companies, Ellesmere College Enterprises Limited and Ellesmere College International Limited.

The transactions with the subsidiaries are summarised below :

	2022	2021
Opening charity creditor	(6,221)	(4,400)
Opening charity debtor	108,685	49,920
Recharged to subsidiaries	160,024	87,238
Paid by subsidiaries	(93,120)	(28,471)
Invoiced by Subsidiaries	(225,368)	(99,578)
Paid by Ellesmere College	207,434	97,756
Gift Aid from Subsidiary	-	-
	151,434	102,465
Closing charity creditor	(24,156)	(6,221)
Closing charity debtor	175,590	108,686
	151,434	102,465

The College provides financial and operational support to the Ellesmere Primary school pool in return for timetabled use of the pool. This benefits the College, as Ellesmere College Swimming Academy is in need of additional pool time, and the Primary School was able to keep its pool open for the benefit of the school, and the wider community. The Primary School is a member of the North West Academies Trust. The Chairman of the Trust is our Headmaster.

During the year £21,245 (2021 : £24,564) was invoiced by Ellesmere Primary School for power and water rates. The balance outstanding at 31 August 2022 was £7,700 (2021 : £9,040). In addition to this the College invoiced Ellesmere Primary School £1,420 (2021 : £77) for a share of agreed maintenance costs. The balance outstanding at 31 August 2022 was NIL (2021 : NIL).

During the year £400 (2021 : £570) was donated to the School by member of the key management personnel.

30 Consolidated Statement of Financial Activities - Comparative figures by fund type
Year Ended 31 August 2021

	Unrestricted Funds £	Restricted Funds £	Endowed Funds £	Total 2021 £
Income and Endowments from :				
Charitable Activities				
School fees receivable	7,577,058	(6,699)	-	7,570,359
Ancillary trading income	776,415	-	-	776,415
Other trading activities				
Non-ancillary trading income	55,490	-	-	55,490
Other activities	-	-	-	-
Investments				
Investment income	8,283	-	-	8,283
Bank and other interest	-	-	-	-
Voluntary sources				
Grants and Donations	1,131,909	29,693	-	1,161,602
Other incoming resources	292	-		292
TOTAL INCOMING RESOURCES	9,549,447	22,994	-	9,572,441
Expenditure on Raising Funds				
Non ancillary trading costs	105,879	-	-	105,879
Other income generating activities	716,144	-	-	716,144
Financing costs	63,902	-	-	63,902
Investment management	2,353	-	-	2,353
Fundraising and development	112,748	-	-	112,748
TOTAL DEDUCTIBLE COSTS	1,001,026	-	-	1,001,026
Charitable Activities				
Education and grantmaking	8,529,188	8,103	-	8,537,291
TOTAL EXPENDITURE	9,530,214	8,103	-	9,538,317
Net income and expenditure before transfers	19,233	14,891	-	34,124
Realised gains on investment assets	23,511	-	-	23,511
Unrealised gains on investment assets	38,477	-	-	38,477
Net incoming/(outgoing) resources	81,221	14,891	-	96,112
Transfers between funds	-	-	-	-
NET INCOME AND CAPITAL (OUTFLOW)	81,221	14,891	-	96,112
Pension scheme actuarial losses	-	-	-	-
Net Movement in funds for the year	81,221	14,891	-	96,112
Fund balances at 1st September	4,593,888	46,931	-	4,640,819
FUND BALANCES AS AT 31ST AUGUST 2021	4,675,109	61,822	-	4,736,931

31. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group 2022 £	Group 2021 £
Net income for the reporting period (as per the statement of financial activities)	(386,468)	96,112
Adjustments for:		
Depreciation charges	292,092	262,303
Losses/(gains) on investments	42,640	(61,988)
Dividends, interest and rents from investments	(6,692)	(8,283)
Financing costs	17,216	63,902
(Increase)/decrease in stocks	(22,155)	3,658
Decrease/(Increase) in debtors	74,443	(30,057)
Increase in creditors	462,388	157,881
	473,464	483,528

32. ANALYSIS OF CHANGES IN NET DEBT

	Group 2021 £	Cashflows	Other non cash changes	Group 2022 £
Cash at bank and in hand	353,657	(243,432)		110,225
Overdraft facility repayable on demand	(881,188)	409,958		(471,230)
	(527,531)			(361,005)
Borrowings				
Loans falling due within 1 year	(158,586)	160,747	(556,829)	(554,668)
Loans falling due after 1 year	(556,829)		556,829	
	(715,415)			(554,668)
Total cash and cash equivalents	(1,242,946)	327,273	-	(915,673)

33. ACCOUNTING ESTIMATES AND JUDGEMENTS

In preparing the financial statements, the directors are required to make estimates and judgements. The matters detailed below are considered to be the most important in understanding the judgements that are involved in preparing the financial statements and the uncertainties that could impact the accounts reported in the results of operations, financial position and cashflows. Accounting policies are shown at note 1 to the financial statements.

Provision for bad debts

Debts are provided for if not recovered within one term. Estimating amounts to provide against recovery of debts is a matter of judgement.

Depreciation, impairment and residual values of fixed assets

Judgement is exercised in estimating the residual values of fixed assets, the selection of appropriate rates for depreciation, and for matters of impairment.

34. POST BALANCE SHEET EVENTS

The group is in the process of finalising refinancing with Barclays. As at the date of signing these accounts, written agreement has been received from Barclays with regards to the terms of facilities.

ELLESMERE COLLEGE LIMITED

England & Wales - Charity number 1103049

Accounts

Charity Registration No. 1103049

Company Registration No. 05066406 (England and Wales)

ELLESMERE COLLEGE LIMITED

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST AUGUST 2021

ELLESMERE COLLEGE LIMITED

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ELLESMERE COLLEGE LIMITED

COMPANY INFORMATION

DIRECTORS AND ADVISORS

Directors	Mr C E Lillis (Chairman)
	Rt. Revd. Sarah Bullock (appointed 23 Nov 2020)
	Dr K E Castle BSc (Hons) MSc, Ed Doc, FCMI, SFHEA
	Ms S M Connor BA (Hons) PGDipBJ
	Ms D Fairweather BA (Hons)
	Mr J Hopkins
	Mr R A K Hoppins FCA
	Mr J C Pochin
	Mr M D T Sampson BSc
	Dr J Scanlon BA PhD (resigned 18 Sep 2020)
	Professor Anna Sutton B.Ed M.Ed (Wales) FRSA (appointed 17 March 2021)
	Mrs J M Trowbridge LLB JP
Secretary	Mr B J Wignall MA FRSA (appointed 1st September 2020, resigned 1st February 2021)
	Mrs R Avery BA ACMA (appointed 1st February 2021)
Charity No.	1103049
Company No.	05066406
Principal Address and Registered Office	Ellesmere College
	Ellesmere
	Shropshire
	SY12 9AB
Key Management Personnel	
Head	Mr B J Wignall MA FRSA
Director of Finance	Mrs R Avery BA ACMA (appointed 1st Feb 2021)
Deputy Head Academic	Mrs S V Pritt-Roberts MEd NPQH
Deputy Head Pastoral	Mr R Chatterjee MSc PhD
Director of Operations	Mr M McCarthy BSc
Deputy Head External Relations	Mr S B Mullock BA
Head of Sixth Form	Mr Tom Gareh
Head of Middle School	Mrs Siobhan Philips
Head of Lower School	Mrs Sharon Owen
Auditors	RSM UK Audit LLP
	9th Floor
	3 Hardman Street
	Manchester
	M3 3HF
Bankers	Svenska Handelsbanken AB (publ)
	Michael Place, Anchorage Avenue
	Shrewsbury Business Park
	Shrewsbury, Shropshire, SY2 6FG

ELLESMERE COLLEGE LIMITED

COMPANY INFORMATION

Solicitors	Veale Wasbrough Vizards Ltd Narrow Quay House Narrow Quay Bristol BS1 4QA
	Jolliffe & Co LLP 6 St John Street Chester CH1 1DA
Investment Advisers	Smith & Williamson Investment Management LLP 25 Moorgate London EC2R 6AY
Insurance Brokers	Marsh Capital House 1 to 5 Perrymount Road Haywards Heath West Sussex RH16 3SY

ELLESMERE COLLEGE LIMITED

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2021

The directors present their report and financial statements for the year ended 31st August 2021 and confirm they comply with the requirements of the Charities Act 2011, including the Directors' and Strategic Reports, under the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE INFORMATION

The charity was formed in 2004 and is registered with the Charity Commission as charity number 1103049. The charity is a limited liability company and wholly owned subsidiary of The Woodard Corporation (charity number 1096270). The charitable company is incorporated in the United Kingdom. Directors of the Company are also Fellows (members) of the Woodard Corporation and participate in the election of its board of management and are committed to its charitable objects.

Notes 27 and 29 provide details of connected charities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The company is governed by Articles of Association as adopted by Special Resolution dated 20 March 2013, replacing those dated 4 March 2004 amended by Special Resolution(s) dated 24 January 2006, 28 April 2009 and 23 June 2009. They permit funds to be managed in such a manner as the directors see fit, provided that such powers are only exercised for the purposes of attaining the objects and in a manner which is legally charitable. The Articles of Association forbid the distribution of any property or funds, which are to be applied solely towards the promotion of the objects of the company.

Governing Body

The governors are the directors and charitable trustees of the company and comprise the governing body of Ellesmere College and are elected to hold office for five years. The school is governed by the governing body, the operation of which is supplemented by the use of a number of committees. The full governing body met three times during the year.

Recruitment and Training of Governors

All governors are Fellows of the Woodard Corporation. Fellows are responsible for electing the Woodard Corporation Board. Governors are recruited on the basis of nominations from school contacts and from selection when a post becomes available. The governing body look to ensure a mix of skills and select new governors on the basis of background, competence, specialist skills and, in the case of Fellows, Christian commitment. Governors are provided with induction training by the Head and other senior College staff and a wider programme of training events is organised by the Woodard Corporation. The school also encourages governors to attend events run by the Association of Governing Bodies of Independent Schools (AGBIS), and other suitable conferences.

Where possible the governors consider that the skills and experience of the governing body should comprise the following:

A Governor with a legal background.

A Governor with a financial/accounting background.

A Governor with education experience.

A Governor with senior managerial or business experience.

A Governor with experience of equal opportunities or disability needs.

At least one female Governor and at least one male Governor.

One Governor may have one or more of these skills.

Volunteers

Governors are volunteers providing their time for free to support the governance of the school.

Organisational Management

The school is governed by the governing body which delegates work to a number of committees. Membership of each committee is outlined on page 16. The directors determine the general policy of the company.

The governors manage their work through a number of sub-committees:

- Finance and General Purposes Committee
- Staffing and Personnel Committee
- Regulatory Compliance Committee
- Education Committee
- Investment Committee
- Exceptionally for the duration of the global pandemic a further Committee was established in March 2020 and has continued in this academic year with delegated powers to deal with the consequences of the global pandemic, The Coronavirus Committee.

The day to day management of the company is delegated to the Head who oversees educational, pastoral and administrative functions in consultation with the senior staff. The day to day administration is undertaken within the policies and procedures approved by the governors which provide for only significant expenditure decisions and major capital projects to be referred to the governors for prior approval.

The Head oversees the recruitment of all staff. The Head and Director of Finance are invited to attend governors' meetings.

The remuneration of key management personnel is set by the governing body, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the school's success.

We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope for rewarding excellence. Delivery of the school's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

Group Structure and Relationships

The school has 2 wholly owned non-charitable subsidiaries, Ellesmere College Enterprises Limited and Ellesmere College International Limited.

The school has developed links with a wide range of organisations to ensure the widest possible access to our facilities and schooling. Through membership of the Headmasters' and Headmistresses' Conference and through networking with peer groups we ensure that we are able to attain the highest standards of quality and performance. We encourage our pupils to develop an awareness of the social context of the all-round education they receive at the school and they are engaged in a number of activities to enhance their understanding. We have a thriving alumni group, The Ellesmerian Club, who are generous in supporting the work of the school and whose support we greatly appreciate. The Old Ellesmerian Parents' Society (the OEPs) maintains links with parents once their children have left the school, and a number of social events took place during the year. We also cooperate with many local charities in our ongoing endeavours to widen public access to the schooling we can provide, to optimise the educational use of our cultural and sporting facilities and to awaken in our pupils, in the public interest, an awareness of the social context of the all-round education they receive.

CHARITABLE OBJECTS, AIMS, OBJECTIVES & ACTIVITIES

Charitable Objects

The charity's objects, as set out in the Articles of Association, are to promote and extend education (including spiritual, moral, social, cultural and physical education) in accordance with the doctrines and principles of the Church. The Church is defined as being the Church of England and churches in full communion with the See of Canterbury.

Intended impact

Woodard schools strive for the best all round education of every aspect of each individual; they ensure high standards of religious education; and they see themselves as communities working together for the benefit of all members, and of the Church and the nation. They are strong Christian foundations which adhere to catholic belief as found in the Church, to Christian worship focused in the Eucharist, and to the care of each individual and the whole school community particularised in the ministry of the Chaplain.

Aims

Ellesmere College is a boarding and day school for pupils from the ages of 7 to 18. It aims to support children in reaching their potential in all areas of their activity at the school, and in the wider community. This may be in academic subjects but could just as easily be reflected in success in art, drama, sport, music or dance. We produce 'well rounded' individuals who are able to make a positive contribution to society. All Woodard schools aim to provide a rounded education to help the pupils to make their way in adult life.

Primary objectives

The primary objectives of Ellesmere College to fulfil these aims are:

- to provide a stimulating learning environment in which pupils can develop their academic potential to the full;
- to provide a happy and secure pastoral environment in which pupils can learn to live together and thus foster a sense of community, respect for one other and good citizenship;
- to provide pupils with the opportunity to take advantage of a breadth of co-curricular activities in order to develop positively all aspects of their character;
- to provide pupils with the opportunity to take decisions based on their own judgment and to communicate those decisions appropriately and effectively;
- to provide financial support to enable children whose parents are unable to afford the full fees to benefit from an Ellesmere College education;
- to provide a clear, simple and effective management structure capable of taking timely decisions and allocating necessary resources appropriately, and
- to provide the necessary administrative and logistic framework to meet the needs of members of staff and pupils alike.

Strategies to achieve the primary objectives

Inevitably the impact of the global pandemic has necessarily dominated the year. Nevertheless, wherever possible the College continued to maintain its focus on its strategies to achieve the primary objectives which, this year were:

- Achieving and maintaining the exceptional levels of academic support for all pupils to enable them to achieve their best possible grades in public examinations.

  The work of the College towards achieving accreditation as a High Performance Learning World Class School, which sees all students as potential high performers who are not limited by 'ability' continued. Despite the disruption caused by the pandemic full accreditation was achieved within the minimum timescale of two years. Building on this work will enable the College to develop its teaching and learning framework enabling the College better to help pupils develop cognitive skills, values, attitudes and attributes needed to reach success. The objective is to continue to develop the exceptional levels of academic support for all pupils,

refine, in the light of experience, our tracking and monitoring processes and embed the HPL language across staff and pupils to underpin the higher order learning skills that lie at the core of pupil progress. This has and will continue to improve the tools we have at our disposal to plan intervention work with pupils underperforming, and equally importantly, those pupils who are academically gifted.

- Developing further the College's reputation of excellence in all sports, and to achieve and maintain appropriate accreditation to recognise the excellence of provision at the College.

  Despite the pandemic the College's sporting reputation has been maintained and enhanced this year. Although inter-school competitive activities were limited College pupils received a full range of sporting developments and a number of pupils were selected for representation at a national level in a number of sports. Three recent Ellesmerians took part in the Tokyo Olympics with one winning a gold medal as part of the UK swim relay team. The College continues to be one of only a small number of schools in the world that has been accredited by the World Academy of Sport as an Athlete Friendly Education Centre.

- Continuing to achieve and maintain appropriate accreditation to validate the exceptional artistic and performance opportunities at the College.

  Collective activities within the arts were hit hard by the restrictions forced on us by the global pandemic but students have continued to develop their skills and to flourish despite the limitations faced. As with sports further details can be found on the College's website and, in particular, in the downloadable Ellesmerian magazine that reviews the year. Recognition of the College's excellence in the arts (media, visual, musical and dramatic) is made by the Arts Council of Great Britain awarding the College the standard of Artsmark Platinum. In addition to the excellence within the College the Artsmark Platinum status represents the College's partnership and outreach programmes. Ellesmere is one of a very small number of independent schools in the UK to reach this standard.

- Ensuring that in light of the economic impact of the coronavirus pandemic the College is of the highest quality to maintain pupil numbers.

  The College provides a holistic education covering the academic, sporting, artistic and personal development of all our pupils.

- Exploring international opportunities to create additional revenue streams to support the College's charitable activities.

  Progress has been made in pursuit of international projects to expand the Ellesmere brand and create income streams, which will be transacted through the subsidiary company Ellesmere College International Limited. Such projects are, of their nature, multi-year in development, however significant progress has been made in relation to one such project. The finalisation of this is expected in 2021-2022.

Principal Activities of the Year

The principal activity of the school is the delivery of education to pupils ranging from 7 to 18 years of age. We normally run a number of summer school activities and the school is open at other times for use by the local community. Pupil numbers at the school during the year were as follows:

	Total	Of which boarders
Senior School (13-18 years)	371	177
Lower School (7-13 years)	130	10
Total	501	187

	Boys	Girls
Senior School	225	146
Lower School	86	44
Total	311	190

Public Benefit

Within the objects, the school aims to create an environment to nurture children, to get the best from them and to allow them to develop and fulfil their potential. We provide them with a first-class independent education and a wide range of sporting and artistic opportunities. Our public benefit aim is that all pupils will be self-confident and desire to contribute to the wider community.

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

Our school welcomes pupils from all backgrounds. To admit prospective pupils we need to be satisfied that our school will be able to educate and develop prospective pupils to the best of their potential and in line with the general standards achieved by their peers. Entrance interviews and assessments are undertaken to satisfy ourselves and parents that potential pupils can cope with the pace of learning and benefit from the education we provide. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of our assessment processes.

Our school is a part of a wider community and we are keen that our staff and pupils participate. Our school also offers a resource to support a range of educational activities for the benefit of local children attending state schools and their teachers. Our governors are committed to developing our programme of cooperation and joint working with local maintained sector junior and secondary schools. The activities undertaken and the success of our programme are explained in the 'review of achievements and performance for the year' section of this report.

Woodard and its schools provide a significant benefit to the public. The school strives to ensure that measures of public benefit are appropriate, and that significant sections of the public are not excluded from the opportunity to benefit from the education and facilities offered due to the need to pay a fee. In addition to significant provision of bursaries and other forms of financial support, the school provides a wide range of opportunities for community benefit and facilities and events are often open to all.

Parents of pupils at the school often make significant sacrifices to pay the fees. In educating 425 UK based pupils, parents help to relieve the state of the financial burden of paying for their children's education. The saving to the public purse is estimated to have a value in the last year of £2,770,000.

The school is unable to recover the VAT on purchases it makes. During the past year, Ellesmere College has paid an estimated £274,000 in VAT on goods and services.

In addition to the very substantial benefits our school brings to our pupils, the local community and society through the education we offer and our bursary programme create a social asset without cost to the Exchequer.

Bursaries & Scholarships

The school awarded fee reductions in the form of bursaries and scholarships to 426 pupils, based on either educational merit and potential or family financial need. The majority of those receiving merit awards would not have been able to join the College had they not received such awards and to that extent much of the merit award funding can be regarded as bursary spending. This year the value of scholarships and bursaries totalled £2,853,419 and represented 26.8% of our gross fees. In addition, this year reductions were offered to parents for the lent term when education was provided remotely and the value of these reductions amounted to £204,220 which represented a further 2% of our gross fees.

Bursaries

The governors view our bursary awards as important in helping to ensure children from families who would otherwise not be able to afford the fees can access the education we offer. Our bursary awards are available to all who meet our general entry requirements and are made solely on the basis of parental means or to relieve hardship where a pupil's education and future prospects would otherwise be at risk for example in the case of redundancy. In assessing means we use the methodology promulgated by the Independent Schools' Bursars Association, which takes a number of factors into consideration including family income, investments and savings and family circumstances for example dependant relatives and the number of siblings. Our school does not have an endowment and in funding our awards we have to be mindful that we must ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their child's education, and those benefiting from the awards.

The bursary awards are made in monetary values and range up to 100% of remission of fees. Information about fee assistance through bursaries is provided to all applying to the school. We also advertise the awards each summer in the local press and at local libraries. Further details of our scholarships and bursaries and how to apply are available on our website.

Scholarships

The purpose of our scholarship awards is to recognise high academic potential or the ability to excel in our co-curricular activities. Our scholarships are awarded on the basis of the individual's academic potential or evidence of exceptional abilities which will contribute to our co-curricular activities. In addition, awards may be subject to conditions imposed by the original donor.

Scholarships are awarded with a fixed percentage remission of fees of between 0% and 50%. Where further assistance is required, scholarship awards may be supplemented by a means tested bursary. We advertise the availability of scholarship awards each summer in the local press and at local libraries. Further details of our scholarship policy are available on our website.

Review

The progress of pupils receiving scholarships is reviewed at least annually to ensure their progress is in line with their abilities. The availability of all such awards for fee-assistance, together with the terms and conditions for each kind of award, is advertised on our website at www.ellesmere.com.

The school includes details of the various concessions in the prospectuses and on the website. All parents making enquiries about possible entry are provided with a description of the criteria for bursaries and scholarships. All criteria and policies relating to concessions are kept under review and are updated when necessary.

Employment Policy

We are an equal opportunity organisation and are committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. We will make reasonable adjustments to meet the needs of staff or pupils who are or become disabled.

Investment Policy and Objectives

The company's memorandum and articles of association permit funds to be invested in such manner as the directors see fit, providing that such powers of investment are only exercised for the purpose of attaining the objects and in a manner that is legally charitable. For the Advanced Fees Scheme, the aim is to match the return on investments with the maturation profile of the related liability to provide schooling in future years.

Investment activities are managed in line with the requirements of the Trustee Act 2000. The governors have appointed Smith and Williamson Investment Management as investment manager. Our investment policy is to grow the value of the portfolio so that it can be used in support of school projects. The investment manager has discretion about how the investments are managed within the policy parameters set by the governors. Funds not invested are held on deposit to earn interest.

STRATEGIC REPORT

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

Impact of Coronavirus Pandemic

For a second year the coronavirus pandemic disrupted the normal life of the College. Restrictions of one sort or another were in place throughout the year and schools were ordered to close to all except the children of key workers in January 2021 and once again all academic education was moved online. The College continued to adapt well to the challenges presented by the pandemic and all our normal curricular teaching continued via the medium of Microsoft Teams.

In recognition of the likely difficulties facing the College parent body the governors took the decision to reduce the boarding, weekly boarding, and day fees proportionately by 25%, 15% and 7.5% for the lent term. Despite the offered reduction approximately 25% of parents chose to settle their accounts as normal, declining to make use of the available discount. Parental support throughout the period of the pandemic has been extremely high.

The governors made extensive and appropriate use of the Coronavirus Job Retention Scheme to protect the employment security of College employees: teachers were furloughed wherever possible, consistent with delivering high quality online curriculum, and the majority of operational staff were furloughed.

The number of day pupils at the College increased in September 2020; in contrast there was a small drop in boarding numbers. Pupil numbers increased through 2020-2021 and the number on roll for September 2021 was 559.

The Promotion of Education

During the year we educated an average of 501 children between the ages of 7 and 18. The school provides a very high standard of education and this is validated in review of the academic results, our measurements of added value and through external inspection. The school offers an exceptionally broad curriculum and educates children with a wide range of ability. We can demonstrate particular excellence in a very wide range of activities, both curricular and extracurricular. Our aim is to support children in reaching their potential in all areas of their activity at the school. This may be in academic subjects but could just as easily be reflected in success in art, drama, sport, music or dance. We aim to produce 'well rounded' individuals who are able to make a positive contribution to society.

Academic Results

The impact of the coronavirus pandemic meant that A Level, IB and GCSE students were awarded their Centre Assessed Grades. As BTEC is a continuous assessment course the majority of the units were complete with Centre Assessed Grades being applied for the final piece of work. The College staff undertook rigorous moderation to ensure that the Centre Assessed Grades were as accurate as possible.

The impact of the coronavirus pandemic meant that A Level, IB and GCSE students were awarded Teacher Assessed Grades (TAGs)

The educational performance of the school continues to achieve excellent outcomes, overall and for the individual. The school achieved a 95% pass rate at 9 to 4 for GCSE, of which 56% of exam results were graded 9-7 (A*/A) rising to 72% for girls and 100% pass rate.

The sixth form curriculum offer of A level, International Baccalaureate, and BTEC Diploma provides choice for students and routes that access universities in the UK and around the world. At A Level there was 100% pass rate, 67% were graded A*/A/B. 28 subjects were examined, including 4 international A levels. The school aims to provide a rounded education to help the pupils to make their way in adult life. A very large majority move on to higher education, and a significant number achieve their first choice destination.

At A level there was 100% pass rate with some outstanding performances taking students onto prestigious university places, 53% of grades were A*/A, rising to 67% for girls.

Schools were surveyed by IBO to determine which of two pathways was best for their context: written examinations, where they could be administered safely, or the non-exam route using a combination of internal assessment coursework and teacher-predicted grades, where they could not as the pandemic impact on schools globally varied greatly. The 2021 IB cohort achieved an overall average of points 36, exceeding the world average points for 2020 of 33 points. When IB points are converted to UCAS points the average Ellesmere point score for 2021 was 245 UCAS points, equivalent to 4 A*. 43% of Ellesmere students exceeded 40 points compared to 9% of students globally.

As BTEC is a continuous assessment course the units were completed and TAGS produced, with the exam board sampling the assessments. The BTEC Sports Diploma is embedded in our curriculum offer and provides an alternative approach. 100% of students passed the two A level diploma and the extended diploma, which is a three A level equivalent, all at extended were at Distinction and/or Merit level, equivalent to three A levels at A*/B.

Improving Facilities

We continue to improve facilities through constant investment in the fabric of the buildings and assets, and programmes to provide the best facilities to support teaching and learning.

Arts, Music and Drama

The excellence of the College's provision for the media, visual, dramatic, and musical arts has already been noted. That the College continues to be one of the few independent schools in the country to have achieved the Arts Council of Great Britain's award of 'Artsmark Platinum' bears external testimony to the standards achieved, both in performance and in partnership and outreach.

Further details of the excellence of the College's provision and its outreach work can be found on the College's website.

Sport

As previously noted the College had been accredited by the World Academy of Sport as an Athlete Friendly Education Centre (AFEC) and as such is one of fewer than 30 schools in the world to have achieved this status. The AFEC scheme is backed by the International Olympic Movement and the International Baccalaureate, and it recognises excellence in the provision at an individual level in catering for the needs of pupils.

Further details of the College's sporting excellence, and its sporting outreach programmes, can be found on the College website.

Adventurous Activities

The College remains committed to providing high quality adventurous activities, most particularly through the Duke of Edinburgh scheme and the Combined Cadet Force. The Duke of Edinburgh scheme continues to be extremely popular with Ellesmerians.

Wider Education

In line with the Christian character of all Woodard Schools, and having regard for guidance issued by the Charity Commission and others, the school pursued policies that support the provision of benefit to the public.

The Woodard Corporation is involved in development of academies as part of the government's initiative. In support of this project all Woodard Schools have provided support, where asked, through provision of educational expertise, participation in governance, direct curriculum support, etc. Ellesmere College has contributed to this support.

More locally, the College is actively involved in the governance and direction of maintained schools.

The Governors make time for the Headmaster to act as Chair of North West Academies Trust, a growing Academies Trust based in Chester but also including Ellesmere Primary. A number of members of the College's academic staff also fulfil governance roles within Trust schools.

The Governors also allow time for the Headmaster to act as the Chair of CReSTeD, the primary educational charity in the UK for the accreditation of dyslexia provision in both maintained and independent schools.

Further significant public benefit is provided by the College through the work of its other employees in the furtherance of education beyond Ellesmere College. Fifteen of the teaching staff undertake significant work as examiners for GCSE, A-level, and the International Baccalaureate Diploma programme, with roles ranging from Examiner to Chief Examiner at A-level. The College provides a public benefit by supporting staff absence to enable them to complete these tasks. The College's significant public benefit role as a centre for excellence for the West Midlands in many sports is augmented further by the College's willingness to allow staff time to support regional development, which directly benefits pupils from the maintained sector. This year's such development have included club refereeing and coaching; management of county cricket, rugby and hockey squads; directing and coaching for North Midlands rugby. The College acts as a centre for teacher training. We have links with Manchester Metropolitan University and Glyndwr (Wrexham) and take a number of trainees on placement who then go on to teach in both the maintained and independent sectors. We are authorised to run NQT (Newly Qualified Teacher) programmes for completion of QTS (Qualified Teacher Status) and have a full CPD (Continual Personal Development) programme for serving teachers.

Public benefit within the wider community of young people is provided through the College Duke of Edinburgh scheme's willingness to lend its canoes to other Duke of Edinburgh groups and provide logistical advice.

Community

The College has provided support to the 'Friends of Ellesmere Library', as they seek to maintain the educational provision of Ellesmere Library in the town, through sponsoring fundraising activities and hosting events in aid of the library.

The College continues to provide financial and operational support to the Ellesmere Town swimming pool to enable it to remain open and available for the public.

For a second year, the consequence of the global pandemic has meant that the planned provision of Easter and summer courses for local children in a variety of sports had to be cancelled. The same is true of science education courses. All of this will, pandemic restrictions permitting, be reinstated in the new academic year.

Again, for a second year, the College's annual summer Art Exhibition, normally hosted in Big School over three days and widely seen as one of the premier arts events in Shropshire also fell victim to the Coronavirus pandemic. Pandemic permitting the event will be reinstated for the coming summer. The Art Exhibition has established itself as one of the premier arts events in Shropshire, attracting exhibitors and visitors from all over the West Midlands and beyond.

Outreach and Partnership

The College offers considerable and extensive public benefit through its outreach and partnership activities. In addition to those activities mentioned under the heading 'Wider Education' the College has hosted Arts Connect meetings for the Midlands hub of the Arts Council Arts Mark Award Schools. There have been many collaborations with local schools in the area particular in the areas of music and drama.

Charitable Activities

The College's charitable commitments continue to be strong and varied. Too many charities have benefitted this year from College fundraising activity to be mentioned individually. To take the highlights, Ellesmerians continue to raise money for the Monduli charity. The charity was originally founded as a water aid project for the village of Monduli in Tanzania, but has now expanded to support educational projects there. A number of members of the College community sponsor pupils to attend school, and

ongoing financial support for school projects and refurbishment and landscaping for the village continues.

Fundraising Performance

Progress has been made this year in fundraising and the ongoing work of raising voluntary funding for the school. Donations totalled £54,891. Enhance Ellesmere is a programme through which donations are invested in educational facilitates and support which might not otherwise be afforded. The College's focus is on development of its relationship with and between alumni over an active policy of fundraising.

Investment Performance against Objectives

The company's investments are managed by Smith and Williamson Investment Management and in the opinion of the governors the performance has met expectations. The investment performance is measured against targets agreed with the investment managers and performance has been satisfactory compared with the benchmark. The portfolio has made a good recovery and appreciated by +21.1% (net total return) over the trailing 12 months to a value of £461,384. This compares to a total return of 21.2% for the benchmark. Investments are held for the long-term and represent amounts yet to be spent on education.

Key Performance Indicators

The governors use a number of KPIs to guide and inform their review of the school's performance, while recognising that any short-term measurement is likely to distort the delivery of the primary objectives of the College. Current KPIs:

1. To produce a surplus for the group before depreciation and special projects are taken into account.

   In the year 2020-21 this target was achieved as the surplus (as defined) was £379,822.

2. To retain a minimum of 60% of current pupils on transfer from Middle School to Sixth Form.

   In the year 2020-21 85% of pupils transferred from Year 11 to Year 12.

3. To remain a minimum of 90% of pupils on transfer from Lower School to Middle School.

   In the year 2020-21 the figure was 94%.

4. To achieve 60% of pupils achieving their first-choice university. This target is set on the basis of the College's policy to encourage pupils to be ambitious in their applications to universities.

   In the year 2020-21 91% of Year 13 students secured their first choice university place.

5. To maintain an appropriately wide spread of international pupils both for reasons of spreading financial risk and – more importantly – for maintaining a genuinely international culture within the College. 'Appropriately wide' is defined as having an international population of students from more than 20 countries.

   In the year 2020-21 29 different nationalities were represented at the College.

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2021

FINANCIAL REVIEW

Results for the Year

The net income for the year into unrestricted funds amounted to £81,221 (2020: net income £349,455). Against a background of strongly rising operating costs, the governors consider this a reasonable financial performance. The year has been an unusual one with significant discounts given to parents during the lent term lockdown, and with a greater number of parents than usual finding it difficult to pay school fees on time. However, the challenge created by these issues has been offset by use of the Coronavirus Job Retention Scheme.

Our trading company continues to hire out Ellesmere College facilities as well as undertaking commercial activity on behalf of the school and externally. The activities of the trading company were significantly impaired by the impact of the Coronavirus with no Easter or summer letting activity permissible. The company's loss reduced the group's operating surplus by £78,315 (2020: £24,516). Group total funds increased by £96,112 for the year.

Summary of financial performance 2020 - 2021	
Surplus for the Year (see Page 12)	379,822
Loss Ellesmere College Enterprises Ltd	-53,799
Loss Ellesmere College International Ltd	-60
Less Depreciation	-262,303
Add Special Projects	32,452
Surplus (see Page 21)	**96,112***

*of which £81,221 were unrestricted

Reserves Level and Policy, and Financial Viability

It has been the school's policy to utilise funds to ensure that high quality up-to-date facilities are provided for the benefit of pupils. The aim is to budget so as to provide sufficient working capital to meet the present needs and future development requirements of the school without the requirement to have recourse to sales of tangible fixed assets, or use of the school's readily realisable investments supporting unrestricted funds. Unrestricted funds increased by £81,221 to total £4,675,109. Ellesmere College plans to fund longer term capital expenditure and meet long term liabilities through careful management of resources and investments and through building reserves through operations and trading. The school aims to make an overall surplus to improve its cash position after the scheduled repayment of bank loans.

The governors have invested substantial sums into maintaining school buildings in recent years and have a continuing programme of refurbishment, development and investment to maintain excellent teaching facilities for our pupils. In common with most independent schools, and owing to having to fund their own capital investment plans, free reserves are at a negative balance illustrating the extent of the investment in our school. The school's total capital and reserves of £4,737,031 (2020: £4,640,919) at the year-end included £61,822 (2020: £46,931) of restricted funds. Fixed assets held for charity use totalled £7,663,924 (2020: £7,843,891), leaving a deficit on free reserves of £3m (2020: £3.2m) at the year-end. The school's financial viability does not depend on income reserves but in its ability to continue to trade at a surplus on an annual basis, and on the substantial portfolio of fixed assets held for operational use. The school does not have, and cannot rely on, permanent endowments.

PRINCIPAL RISKS AND UNCERTAINTIES

The governors consider the consequences of the pandemic and the economic turbulence of recent years and the affordability of fees by parents across the independent sector to be the principal risk faced by the school. This is particularly true for the local day market. For the year ending August 2021, fees across the school were frozen.

The governing body is responsible for the identification and management of risks. The major risks to which the charity is exposed, as identified by the directors, have been reviewed and systems or procedures have been established to manage those risks. Detailed examination of the risks and

establishment of controls to mitigate them is delegated to the relevant sub-committees and the process is overseen by the governing body. A formal review of the risk management processes is undertaken annually.

The principal risks to which the school is exposed include those affecting protection of pupils and security and preservation of charitable assets both now and in the future. Significant risk areas:

- the market in which the school operates is highly competitive and we monitor developments in education to ensure that pupils always receive a first class, holistic and varied educational experience in our school
- we strive to ensure that all staff are able to work in a safe and supportive environment and policies, procedures and training in Human Resource management and Health and Safety help to ensure that the school meets expectations
- the school operates in a highly regulated sector, including in matters of child protection, and we appoint appropriate professional advisers to ensure that we can keep up to date with all requirements; school or individual membership of bodies being the constituent associations of the Independent Schools Council also ensure that we have access to up to date information and support
- the school operates in an increasingly litigious environment and we appoint appropriate professional advisers and purchase insurance using specialist brokers and advisers to ensure that we can keep up to date with all requirements and meet all challenges
- all organisations face difficult economic conditions and directors and senior managers in the school keep abreast of economic conditions locally, nationally and internationally to identify trends and develop plans to address issues
- although further lockdown is not expected, as well as providing ongoing pastoral support, the school has implemented a comprehensive virtual learning programme for all students, which enables academic education to continue to be delivered if there are wholesale school closures or partial closures, and this has been well-received by parents.
- The school operates in an environment of rising costs, particularly employment costs. A national insurance increase has been announced for April 2022. In addition, further increased in teachers pensions contributions are expected in 2024 which would impact hugely on finances.

The key controls used by the school include:

- formal agendas and minutes for all meetings of the governing body and committees
- terms of reference for all committees
- comprehensive strategic planning, financial forecasting, budgeting and management accounting
- established and identifiable organisational structures and reporting lines which are regularly reviewed
- comprehensive formal written policies
- clear authorisation limits
- vetting procedures, as required by law, for protection of the vulnerable.

The school plans strategically having regard for risk. The executive provides the governing body with regular reports which include details of the principal strategic objectives and the activity to achieve those objectives. The school also records significant achievements and updates the governing body and Woodard on short-term plans.

The strategy is discussed between the governing body and the Woodard Board and protocols have been developed and agreed which outline the relationship between the two bodies.

Financial risk management objectives and policies

The school uses financial instruments, other than derivatives, comprising loans, cash and other liquid resources and various other items such as trade debtors, creditors and finance lease arrangements that arise directly from operations. The main purpose of these financial instruments is to raise finance for the group's operations.

The main issues arising from the group's financial instruments are liquidity risk and interest rate risk. The school's directors adopt policies for managing each of the risks and these are summarised below:

- Liquidity risk – the school seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable needs by negotiating adequate facilities from its bank.
- Interest rate risk – the school finances operations through a mixture of retained surpluses and bank and other borrowings.

Going Concern

The Ellesmere College Board has a reasonable expectation that the group will be able to continue operating for the foreseeable future for the following reasons, and the financial statements have been prepared on a going concern basis (see accounting policy 1b).

Pupil numbers on roll in September 2022 are 559, with an increase to this expected throughout the year. In addition, there has been an increase in pupils admitted to lower school, which is important for long term sustainability.

Detailed forecasting for 2021-2022 and 2022-2023 shows a growth in income from all three companies in the group and the development of international projects are likely to come to fruition in 2021-2022.

Cashflow forecasts produced for the period to 31st August 2023 have been considered along with forecast bank covenants, which show that cashflow improves and the covenants will be met in all three terms. The directors are confident that they have the continued support of the bank for the foreseeable future.

The Trustees/Directors are unaware of any other factors which would impact on the charity and the group being treated as a going concern.

FUTURE PLANS

The key objectives of the current five year plan are:

1. Having achieved accreditation as a High Performance Learning World Class School to build on the programme to ensure that every pupil reaches his or her full academic potential.

2. To build on the recognition of the excellence of the College's artistic programme provided by the Artsmark Platinum status and to continue to develop as an arts hub for the region. There are ambitious plans for a prep and primary school Art Exhibition which will act as a culmination of this phase of the outreach work by our teachers and their work in collaboration with other schools.

3. To review curriculum provision in line with national changes and to meet the needs of our market.

4. To manage the staffing at all times so that we deliver the best possible education as well as accommodation, welfare and administration.

5. To build and encourage community access for educational purposes to the schools' facilities.

6. To maximise the income from the use of the College's facilities and develop new streams from overseas.

7. To identify opportunities for energy consumption reduction.

8. To maintain the fabric of the school to a high level.

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2021

DIRECTORS

The directors who served during the year, and the committees of which they are members, are:

C E Lillis (Chairman)	Finance and General Purposes
	Investment
Rt Revd Bullock	(full council)
K E Castle	Regulatory Compliance
S M Connor	Education
D Fairweather	(full council)
J Hopkins	Finance and General Purposes
	Regulatory Compliance
	Staffing and Personnel
R A K Hoppins	Finance and General Purposes
	Investment
J C Pochin	Finance and General Purposes
M D T Sampson	Regulatory Compliance
A Sutton	Education
J M Trowbridge	Education

None of the directors has any beneficial interest in the company. Ellesmere College buys trustees and officers insurance on behalf of the directors.

AUDITORS

RSM UK LLP, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006 unless the company receives notice under section 488(1) of the Companies Act 2006.

DIRECTORS' REPORT (incorporating the Strategic Report)
YEAR ENDED 31ST AUGUST 2020

DIRECTORS RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the director's 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. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law) including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland. 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 the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company and group will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's and group's transactions and disclose with reasonable accuracy at any time the financial position of the company and group 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 group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors confirm that:

- so far as each director is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

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

Approved by the Board of Directors of Ellesmere College on 22nd November 2021, including, in their capacity as company directors, approving the Directors' and Strategic Reports contained therein, and signed on its behalf by:



Mr C E Lillis
CHAIRMAN

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ELLESMERE COLLEGE LIMITED
YEAR ENDED 31 AUGUST 2021

Opinion

We have audited the financial statements of Ellesmere College Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2021 which comprise the Consolidated Statement of Financial Activities (incorporating an income and expenditure account), the Charity Statement of Financial Activities (incorporating an income and expenditure account), the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows 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 FRS 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 the parent charitable company's affairs as at 31 August 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We have been appointed auditors under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Directors' 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 or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

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

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.

Opinion 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' Report and the incorporated Strategic Report prepared for the purpose of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report and the incorporated Strategic 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 their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report and the incorporated Strategic Report.
We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees
As explained more fully in the Statement of Directors' responsibilities 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 Directors are responsible for assessing the group's and 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 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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team :

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the group and parent charitable company operate in and how the group and parent charitable company are complying with the legal and regulatory framework;

- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;

- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011 and the parent charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report and remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ELLESMERE COLLEGE LIMITED
YEAR ENDED 31 AUGUST 2021

The most significant laws and regulations that have an indirect impact on the financial statements are The Education (Independent School Standards) Regulations 2014, Keeping Children Safe in Education under section 175 of the Education Act 2002, and the UK General Data Protection Regulation (UK GDPR). We performed audit procedures to inquire of management and those charged with governance whether the charitable company is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

The group audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included, but were not limited to, testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates.

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

Use of our report

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

Dale Thorpe (Senior Statutory Auditor)
for and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
9th Floor, 3 Hardman Street,
Manchester, M3 3HF
Date... 3 December 2021.....

ELLESMERE COLLEGE LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)

YEAR ENDED 31 AUGUST 2021

	Notes	Unrestricted Funds £	Restricted Funds £	Endowed Funds £	Total 2021 £	Total 2020 £
Income and Endowments from :						
Charitable Activities						
School fees receivable	3	7,577,058	(6,699)	-	7,570,359	8,334,079
Ancillary trading income	4	776,415	-	-	776,415	748,704
Other trading activities						
Non-ancillary trading income	5	55,490	-	-	55,490	88,439
Other activities	5	-	-	-	-	3,964
Investments						
Investment income	6	8,283	-	-	8,283	6,259
Bank and other interest		-	-	-	-	-
Voluntary sources						
Grants and Donations	7	1,131,909	29,693	-	1,161,602	1,177,601
Other incoming resources		292	-	-	292	1,878
TOTAL INCOMING RESOURCES		9,549,447	22,994	-	9,572,441	10,360,924
Expenditure on Raising Funds						
Non ancillary trading costs	8	105,879	-	-	105,879	108,481
Other income generating activities		716,144	-	-	716,144	761,109
Financing costs	9	63,902	-	-	63,902	143,925
Investment management		2,353	-	-	2,353	2,202
Fundraising and development		112,748	-	-	112,748	116,336
TOTAL DEDUCTIBLE COSTS	8	1,001,026	-	-	1,001,026	1,132,053
Charitable Activities						
Education	8	8,529,188	8,103	-	8,537,291	8,886,513
TOTAL EXPENDITURE	8	9,530,214	8,103	-	9,538,317	10,018,566
Net income before transfers		19,233	14,891	-	34,124	342,358
Realised gains on investment assets	13	23,511	-	-	23,511	9,269
Unrealised gains on investment assets	13	38,477	-	-	38,477	(7,657)
Net income/(expenditure)		81,221	14,891	-	96,112	343,970
Transfers between funds	24	-	-	-	-	-
Net Movement in funds for the year		81,221	14,891	-	96,112	343,970
Fund balances at 1st September		4,593,888	46,931	-	4,640,819	4,296,849
FUND BALANCES AS AT 31ST AUGUST		4,675,109	61,822	-	4,736,931	4,640,819

All amounts relate to continuing activities.
All recognised gains and losses in the current and prior year are included in the statement of financial activities.
The notes on pages 26 to 47 form part of these financial statements.

ELLESMERE COLLEGE LIMITED

CHARITY STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)
YEAR ENDED 31 AUGUST 2021

	Notes	Unrestricted Funds £	Restricted Funds £	Endowed Funds £	Total 2021 £	Total 2020 £
Income and Endowments from :						
Charitable Activities						
School fees receivable	3	7,577,058	(6,699)	-	7,570,359	8,334,079
Ancillary trading income	4	776,415	-	-	776,415	748,704
Other trading activities						
Ellesmere College Enterprises Ltd		18,694	-	-	18,694	11,780
Other activities	5	-	-	-	-	3,964
Investments						
Investment income	6	8,283	-	-	8,283	6,259
Voluntary sources						
Grants and Donations	7	1,131,909	29,693	-	1,161,602	1,177,601
Other incoming resources		292	-	-	292	1,878
TOTAL INCOMING RESOURCES		9,512,651	22,994	-	9,535,645	10,284,265
Expenditure on Raising Funds						
Non Ancillary Trading		18,694			18,694	11,780
Other income generating activities		716,144	-	-	716,144	761,109
Financing costs	9	63,432	-	-	63,432	139,799
Investment management		2,353	-	-	2,353	2,202
Fundraising and development		112,748	-	-	112,748	116,336
TOTAL DEDUCTIBLE COSTS	8	913,371	-	-	913,371	1,031,226
Charitable Activities						
Education	8	8,526,188	8,103	-	8,534,291	8,886,165
TOTAL EXPENDITURE	8	9,439,559	8,103	-	9,447,662	9,917,391
Net income before transfers		73,092	14,891	-	87,983	366,874
Realised gains on investment assets	13	23,511	-	-	23,511	9,269
Unrealised gains on investment assets	13	38,477	-	-	38,477	(7,657)
Net income		135,080	14,891	-	149,971	368,486
Transfers between funds	24	-	-	-	-	-
Net Movement in funds for the year		135,080	14,891	-	149,971	368,486
Fund balances at 1st September		4,618,404	46,931	-	4,665,335	4,296,849
FUND BALANCES AS AT 31ST AUGUST		4,753,484	61,822	-	4,815,306	4,665,335

All amounts relate to continuing activities.
All recognised gains and losses in the current and prior year are included in the statement of financial activities.
The notes on pages 26 to 47 form part of these financial statements.

ELLESMERE COLLEGE LIMITED

CONSOLIDATED AND CHARITY BALANCE SHEETS
AS AT 31 AUGUST 2021

	Note	Group 2021 £	2020 £	Charity 2021 £	2020 £
FIXED ASSETS					
Tangible assets	12	7,663,924	7,843,891	7,663,924	7,843,891
Securities Investments	13	461,384	393,466	461,485	393,567
		8,125,308	8,237,357	8,125,409	8,237,458
CURRENT ASSETS					
Stock		33,398	37,056	28,531	31,422
Debtors	14	706,565	676,508	814,496	724,316
Cash at bank and in hand		353,657	37,942	319,363	12,981
		1,093,620	751,506	1,162,390	768,719
CURRENT LIABILITIES					
Creditors payable within one year	15	(3,325,468)	(3,145,576)	(3,315,964)	(3,138,374)
NET CURRENT LIABILITIES		(2,231,848)	(2,394,070)	(2,153,574)	(2,369,655)
TOTAL ASSETS LESS CURRENT LIABILITIES		5,893,460	5,843,287	5,971,835	5,867,803
LONG TERM LIABILITIES					
Creditors payable after one year	16	(1,156,429)	(1,202,368)	(1,156,429)	(1,202,368)
NET ASSETS		4,737,031	4,640,919	4,815,406	4,665,435
REPRESENTED BY :					
Called up share capital	21	100	100	100	100
RESTRICTED FUNDS	24	61,822	46,931	61,822	46,931
UNRESTRICTED FUNDS					
General reserve	24	4,675,109	4,593,888	4,753,484	4,618,404
		4,737,031	4,640,919	4,815,406	4,665,435

The financial statements were approved and authorised for issue by the Board on 22/11/21 and signed on its behalf by :

Mr C E Lillis - Chairman
Company Registration No : 05066406

The notes on pages 26 to 47 form part of these financial statements.

ELLESMERE COLLEGE LIMITED

CONSOLIDATED STATEMENT OF CASH FLOWS
AS AT 31 AUGUST 2021

	Note	Group 2021 £	Group 2020 £
Cash flows from operating activities :			
Net cash provided by operating activities	31	483,528	269,964
Cash flows from investing activities :			
Dividends, interest and rents from investments	6	8,283	6,259
Proceeds from the sale of property, plant and equipment		-	-
Purchase of property, plant and equipment		(82,336)	(40,254)
Proceeds from sale of investments		90,880	84,885
Purchase of investments		(96,810)	(88,943)
Net cash used in investing activities		(79,983)	(38,053)
Cash flows from financing activities :			
Repayments of borrowing		(156,135)	(149,877)
Financing costs		(63,902)	(140,330)
Net cash used in financing activities		(220,037)	(290,207)
Change in cash and cash equivalents in the year		183,508	(58,296)
Cash and cash equivalents at the beginning of the year		(711,039)	(652,743)
Cash and cash equivalents at the end of the year	32	(527,531)	(711,039)

1 ACCOUNTING POLICIES

The principal accounting policies, all of which have been applied consistently throughout the year and in the preceding year are:

a) Basis of Accounting

Ellesmere College Limited is a private company limited by shares, number 5066406, incorporated in England and Wales. Its registered office and principal place of business is Ellesmere College, Ellesmere, Shropshire SY12 9AB. It is also a charity, number 1103049. The group consists of Ellesmere College Limited, Ellesmere College Enterprises Limited and Ellesmere College International Limited.

The accounts of the group have been prepared under the Companies Act 2006 and in accordance with the Statement of Recommended Practice for Charities ('SORP (FRS102)') and with applicable UK Accounting Standards. They are drawn up on the historical cost accounting basis except that property and share investments held as fixed assets are carried at fair value.

Ellesmere College meets the definition of a public benefit entity under Financial Reporting Standard (FRS) 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The preparation of financial statements in conformity with FRS 102 requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. Further details are provided in note 33 and in the accounting policies for depreciation of fixed assets, for pensions and for bad debts.

The financial statements are presented in sterling (£) and the functional currency is sterling (£).

b) Going Concern

The accounts were prepared for a year when the Coronavirus pandemic was still ongoing. However, they have been prepared on a going concern basis because the Ellesmere College Board have a reasonable expectation that the group and College have adequate resources to continue in operational existence for the foreseeable future. They have adopted the going concern basis in preparing the annual report and accounts for the following reasons -
Pupil numbers on roll in September 2021 are 559, with an increase to this expected throughout the year. In addition, there has been an increase in pupils admitted to lower school, which is important for long term sustainability.

Detailed forecasting for 2021-2022 and 2022-2023 shows a growth in income from all three companies in the group and the development of international projects are likely to come to fruition in 2021-2022.

Cashflow forecasts produced for the period to 31st August 2023 have been considered along with forecast bank covenants, which show that cashflow improves and the two covenants will be met throughout the period. The cash within Ellesmere College and its subsidiaries is managed on a group basis. The group and company are operating with the assistance of the bank overdraft for the forecast period and are reliant on support given by the bank. The overdraft facility is due to be renewed in December 2021 but forecasts show the company can manage within the available bank overdraft. The directors are confident that they have the continued support of the bank for the foreseeable future.

The Trustees/Directors are unaware of any other factors which would impact on the charity and the group being treated as a going concern.

c) **Group Accounts**

The financial statements consolidate the financial statements of the company, and all its subsidiary companies, charitable trusts and funds with all inter-company balances being eliminated. Entities are consolidated where Ellesmere College exercises overall control either through ownership of shares, or through having common trustees with a common objective. Accounting policies are consistently applied between group companies.

d) **School Fees Receivable and Similar Income**

Fees receivable and other educational income are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions by the school, but include contributions received from restricted funds for scholarships, bursaries and other grants. All debts are fully provided for unless they relate to current pupils owing less than two terms in which case a partial provision is made.

e) **Ancillary and Non-Ancillary Trading Income**

Ancillary trading income represents amounts from activities to generate funds within the charitable objects for example, tuition in extra subjects and coaches to and from school. Non-ancillary trading income represents amounts from activities not directly related to the charitable objects, for example lettings of school facilities out of term time and sales from the tuck shop and vending machines. Income from these activities is recognised in the SOFA when the goods are sold or services provided.

f) **Voluntary sources, Grants and Donations**

Voluntary incoming resources are accounted for as and when entitlement arises, the amount can reliably be quantified and the economic benefit is considered probable.

Voluntary income for general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, voluntary income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention to be permanent or not. Gifts in kind are valued at estimated open market value at the date of gift, in the case of assets for retention or consumption, or at the value to the school in case of donated services or facilities.

g) **Coronavirus Job Retention Scheme (CJRS) Income**

The CJRS grant is receivable as compensation for staff costs incurred and for the purpose of giving immediate financial support to the organisation with no future related costs. It is recognised as income in the period in which it becomes receivable within "Grants and Donations" (note 7).

h) **Expenditure**

Expenditure is accrued as soon as there is a contractual obligation or a liability is considered probable, discounted to present value for longer term liabilities. Expenditure is allocated to expense headings either on a direct cost basis or apportioned according to time spent. The irrecoverable element of VAT is included with the item of expense to which it relates. The cost of refurbishing and converting existing buildings is written-off in the year in which it is incurred except where the useful life is extended.

i) **Pension Costs**

The school company participates in the Teachers' Pensions scheme, which is an unfunded government scheme. The Teachers' Pensions scheme provides benefits based on final pensionable pay. The funds of the scheme are separate from the company, although the company's share of the scheme cannot be identified as the scheme is a multi-employer scheme, and so the pension costs are accounted for as defined contribution schemes.

The company offers membership of the Pensions Trust Flexible Retirement Plan to employees other than the full and part-time academic staff. The Pensions Trust Flexible Retirement Plan is a multi-employer pension schemes where the scheme assets are pooled for investment purposes and cannot be attributed to individual employers. Benefits are paid from the total scheme assets. It is in most respects a money purchase arrangement, but has some guarantees. As a result it is not possible or appropriate to identify the assets and liabilities of the scheme which are attributable to the company. In accordance with Financial Reporting Standard (FRS) 102 (section 28) therefore, the scheme is accounted for as a defined contribution scheme.

j) **Tangible Fixed Assets and Depreciation**

In accordance with Section 35.10 (d) of FRS102, Ellesmere College has elected to use the carrying value of any of the above freehold land and buildings previously carried at a valuation, as their deemed cost at the date of transition to FRS102, 1 September 2014.

Tangible fixed assets are stated at cost less depreciation. Individual capital items, or projects, with a value greater than £10,000 are capitalised.

Where tangible fixed assets have been acquired with the aid of specific grants they are included in the balance sheet at cost and depreciated over their expected useful economic life. The related grants are credited to a restricted fixed asset fund (in the statement of financial activities and carried forward in the balance sheet). The depreciation on such assets is charged in the statement of financial activities over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

Depreciation is provided at rates calculated to write off the cost, less estimated residual value of each asset based on current market prices, over its expected useful life, as follows:

Freehold land is not depreciated	
Freehold Buildings:	variable according to the building and written off over the expected useful life (see note below)
Computer equipment	33.33% on cost
Plant and Equipment	between 4% and 25% depending on expected useful life
Motor vehicles	25% on cost

The company has reviewed its tangible assets, which comprise land, buildings and initial fixtures and fittings. The company undertakes an annual review of all buildings assessing their useful economic life. In some cases the useful economic life of a building is anticipated to be of considerable length, often in excess of 100 years. The buildings are capitalised in the financial statements at historic cost and the calculated depreciation charge is charged in these accounts over the expected useful life which ranges from 10 to 250 years. The directors will continue to carry out annual assessments of the recoverable amount and the estimated useful life of all buildings. The review is based on the directors' assessments of the market value and the future economic benefit derived from an asset versus its carrying value in the financial statements.

k) Financial Instruments

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

l) Securities Investments

Securities investments are carried at fair value, which is deemed to be market value as at the balance sheet date.

Realised and unrealised investment gains and losses are recognised as 'net gains/(losses) on investment assets' in the Statement of Financial Activities and are allocated to the appropriate fund according to the 'ownership' of the underlying assets.

m) Stocks

Stocks comprise raw materials, consumable stores and goods held for resale: they are valued at the lower of cost and net realisable value.

n) Leasing Commitments

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the SOFA on a straight line basis over the lease term. Lease incentives are accounted for over the lease term on a straight-line basis.

o) Fee Deposits

Refundable fee deposits are currently classified between long term and short term in the financial statements. These deposits are refundable in the event that the pupils leave the school on one term's notice and as such the deposit would be refunded to the parents at that point. However, the financial statements are prepared on a going concern basis and it is assumed that the majority of children will remain in school for their full years of education and therefore the deposit will be refunded to them when they leave school.

p) Fund Accounts

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

q) Taxation

Ellesmere College is a registered charity and as such is exempt from tax on income and gains falling within Part 11 of the Corporation Tax Act 2010 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. There is no similar exemption for VAT, which is included in expenditure or in the cost of assets as appropriate.

The school has subsidiary companies that are subject to taxes including corporation tax and VAT in the same way as any commercial organisation. The tax charged to the profit and loss account is based on the subsidiary companies profits for the year and takes into account tax arising because of timing differences between the treatment of certain items for tax and accounting purposes. The subsidiary companies distribute their profits to Ellesmere College under Gift Aid and tax liabilities are kept to a minimum.

3 CHARITABLE ACTIVITIES - SCHOOL FEES RECEIVABLE - GROUP AND CHARITY

The School fees income comprises:

	2021 £	2020 £
Gross fees	10,627,998	11,467,576
Less: Total scholarships, bursaries, etc	(3,057,639)	(3,133,497)
	7,570,359	8,334,079
Add back : Scholarships, Grants etc. paid for by Restricted Funds	6,699	15,506
Unrestricted :	7,577,058	8,349,585

Scholarships, bursaries and other awards were paid to 426 pupils (2020 : 491 pupils). Within this, means-tested bursaries totalling £608,300 were paid to 100 pupils (2020 : £475,831 to 92 pupils).

4 CHARITABLE ACTIVITIES - ANCILLARY TRADING INCOME (UNRESTRICTED) - GROUP AND CHARITY

	2021 £	2020 £
Entrance fees and registration fees	10,359	8,509
Fees in lieu of notice	130,579	55,193
Extra subjects	333,941	429,267
Other ancillary educational income	5,703	4,323
Pupil Bussing	202,550	160,532
Activities, Clubs, Events and House income	93,283	90,880
	776,415	748,704

5 OTHER TRADING ACTIVITIES (UNRESTRICTED) - GROUP

	2021 £	2020 £
Non-ancillary trading income		
Ellesmere College Enterprises Limited	55,490	88,439
Ellesmere College International Limited	-	-
	55,490	88,439
Interest receivable - pupils' bills	-	3,964
	55,490	92,403

6 INVESTMENTS - INVESTMENT INCOME

	Unrestricted	Restricted	Endowed	**Total 2021**	Total 2020
	£	£	£	£	£
Securities investment income					
Dividends	7,594	-	-	7,594	6,241
Fixed interest	689			689	18
	8,283	-	-	8,283	6,259

£6,259 of income in 2020 was unrestricted.

7 VOLUNTARY SOURCES - GRANTS AND DONATIONS

	Unrestricted	Restricted	Endowed	**Total 2021**	Total 2020
				£	£
Donations	25,198	29,693	-	54,891	55,797
Government Grant - CJRS	1,106,711	-	-	1,106,711	1,121,804
	1,131,909	29,693	-	1,161,602	1,177,601

£54,714 of 2020 income was restricted, with £1,083 unrestricted.

8 ANALYSIS OF EXPENDITURE

a)Total Expenditure - Group

	Staff Costs (note 10)	Depreciation (note 12)	Support Costs	**Total 2021**	Total 2020
	£	£	£	£	£
Costs of raising funds					
Non ancillary trading costs	67,376		38,503	105,879	108,481
Other income generating activities	444,070	-	272,074	716,144	761,109
Financing cost (note 9)	-	-	63,902	63,902	143,925
Investment management	-	-	2,353	2,353	2,202
Fundraising and development	103,766	-	8,982	112,748	116,336
Total	615,212	-	385,814	1,001,026	1,132,053
Charitable Expenditure					
Education					
Teaching	4,334,197	28,058	383,805	4,746,060	4,830,826
Welfare	573,348	-	449,918	1,023,266	1,030,727
Premises	793,619	234,245	952,032	1,979,896	1,930,772
School administration and governance	308,982	-	477,083	786,065	1,089,906
Grants, awards and prizes (note 8c)	-	-	2,004	2,004	4,282
Total	6,010,146	262,303	2,264,842	8,537,291	8,886,513
Total Expended - Group	6,625,358	262,303	2,650,656	9,538,317	10,018,566

8 **ANALYSIS OF EXPENDITURE (continued)**

b)Total Expenditure - Charity

	Staff Costs (note 10)	Depreciation (note 12)	Support Costs	**Total 2021**	Total 2020
	£	£	£	£	£
Costs of raising funds					
Non Ancillary Trading	-	-	18,694	18,694	11,780
Other income generating activities	444,070	-	272,074	716,144	761,109
Financing cost (note 9)	-	-	63,432	63,432	139,799
Investment management	-	-	2,353	2,353	2,202
Fundraising and development	103,766	-	8,982	112,748	116,336
Total	547,836	-	365,535	913,371	1,031,226
Charitable Expenditure					
Education					
Teaching	4,334,197	28,058	383,805	4,746,060	4,830,826
Welfare	573,348	-	449,918	1,023,266	1,030,727
Premises	793,619	234,245	952,032	1,979,896	1,930,772
School administration and governance	308,982	-	474,083	783,065	1,089,558
Grants, awards and prizes (note 8c)	-	-	2,004	2,004	4,282
Total	6,010,146	262,303	2,261,842	8,534,291	8,886,165
Total Expended - Charity	6,557,982	262,303	2,627,377	9,447,662	9,917,391

All costs were unrestricted in 2020 with the exception of £44,693 education & grant making costs which were restricted.
The cost of stock expended in the year was £80,460 (2020 : £154,516).

8 ANALYSIS OF EXPENDITURE (continued)

c) Grants, awards and prizes

Ellesmere College makes awards to individual families to support schooling

	2021	2020
From Restricted Funds :	£	£
Bursaries and other grants and awards	6,699	15,506
From unrestricted funds :		
Prizes and leaving awards	2,004	4,282
	8,703	19,788

d) Governance included in support costs

Ellesmere College reimburses governors for out of pocket expenses including travel, subsistence and accommodation, where a claim is made. No trustees were reimbursed during the year (2019 : NIL).

Group	2021	2020
	£	£
Remuneration paid to auditor for audit services	21,450	15,700
Additional remuneration paid to auditor for prior years	4,760	12,000
Other governance costs	-	153
	26,210	27,853
Charity		
Remuneration paid to auditor for audit services	18,450	13,000
Additional remuneration paid to auditor for prior years	4,760	12,000
Reimbursement of personal expenses to governors	-	-
Other governance costs	-	153
	23,210	25,153

9 FINANCING COSTS

	2021	2020
Group	£	£
Bank charges and Bank Loan Interest	47,251	61,284
Bad and doubtful debt increase in provision	16,651	82,641
	63,902	143,925
Charity		
Bank charges and Bank Loan Interest	46,781	60,753
Bad and doubtful debt increase in provision	16,651	79,046
	63,432	139,799

10 STAFF COSTS

The aggregate payroll costs for the year were :	2021	2020
	£	£
Group		
Wages and salaries	5,383,346	5,622,031
Social security costs	491,217	509,979
Other pension costs	743,139	800,922
Private medical insurance	7,656	9,604
	6,625,358	6,942,536
Charity		
Wages and salaries	5,319,512	5,564,196
Social security costs	488,916	507,905
Other pension costs	741,898	799,571
Private medical insurance	7,656	9,604
	6,557,982	6,881,276

All staff are jointly employed by Ellesmere College and its subsidiary Ellesmere College Enterprises. The charity expenditure on payroll is reduced by amounts disbursed to the subsidiary to reflect time spent working on subsidiary business. The number of staff partially disbursed is 16 (2020 : 16) and the number wholly disbursed is 3 (2020 : 3)

The members of the Senior Management Team are classed by the school as being the Key Management Personnel.

None of the governors received remuneration or other benefits from Ellesmere College or from any connected body.

	2021	2020
Aggregate employee benefits of key management personnel	615,646	772,386

10 STAFF COSTS (continued)

The number of higher paid employees who received emoluments of £60,000 or more was:

	2021 Number	2020 Number
£70,000 - £80,000	1	1
£80,000 - £90,000	1	
£90,000 - £100,000		1
£140,000 - £150,000		1
£180,000 - £190,000		1
£190,000 - £200,000	1	

The number with retirement benefits accruing :		
- in Defined Contribution schemes was	1	1
Of which the contributions amounted to	4,200	15,356
- in Defined Benefit schemes was	1	2

For 2021 there are two (2020 : one) employees earning over £60,000 per year that have chosen not to participate in a pension scheme.

Staff Costs include an Ex Gratia payment of NIL (2020 : £12,796). The amount outstanding at the year end was NIL (2020 : NIL)

Average number of employees on head count basis

	2021 Number	2020 Number
Teaching	111	114
Welfare	42	53
Premises	49	52
Support	26	27
Group and Charity	228	246

11 DIRECTORS

None of the directors (or any persons connected with them) received any remuneration during the year. No children or grandchildren of directors attended the College (2020 : NIL).

12 TANGIBLE FIXED ASSETS

Group and Charity	Land and Buildings Freehold	Motor Vehicles	Computer Equipment	Plant and Equipment	Total
	£	£	£	£	£
Cost					
At 1 September 2020	8,834,333	219,478	78,023	1,584,421	10,716,255
Additions	-	-	82,336	-	82,336
Disposals	-	-	-	(36,863)	(36,863)
As 31 August 2021	8,834,333	219,478	160,359	1,547,558	10,761,728
Depreciation					
At 1 September 2020	1,511,908	186,116	42,074	1,132,266	2,872,364
Charge for the year	153,529	15,796	18,058	74,920	262,303
Disposals	-	-	-	(36,863)	(36,863)
At 31 August 2021	1,665,437	201,912	60,132	1,170,323	3,097,804
Net book value at 31 August 2021	7,168,896	17,566	100,227	377,235	7,663,924
Net book value at 31 August 2020	7,322,425	33,362	35,949	452,155	7,843,891

All assets are used for charitable purposes.

Finance leases and hire purchase contracts

There are no assets held under finance leases or hire purchase contracts.

13 SECURITIES INVESTMENTS

Group	Securities Investments 2021 £	Securities Investments 2020 £
Group Investments		
At 1 September	393,466	387,797
New money invested		-
Reinvested income	8,283	6,259
Investment management fees	(2,353)	(2,202)
Increase in value of investments	61,988	1,612
Group investments at 31 August	461,384	393,466
Investment in subsidiaries	101	101
Charity investments at 31 August	461,485	393,567
Investments comprise :		
Listed Investments		
Index Linked	6,838	18,738
Other UK Fixed Interest	26,864	12,374
UK Specialist Credit	0	6,110
Property	21,343	0
Overseas Index Linked	11,483	11,567
Alternative investments	25,901	49,708
Multi Asset	7,073	11,715
Global	27,624	21,539
UK Equities	163,993	100,572
America Indirect	0	82,581
Continental Europe	25,590	10,280
North America	78,304	0
Japan Indirect	13,214	11,166
Pacific Basin	31,400	8,360
Pacific Basin Indirect	0	18,705
Other overseas equities	20,266	16,991
Cash	1,491	13,060
Group investments at 31 August	461,384	393,466
Investment in subsdiaries	101	101
Charity investments at 31 August	461,485	393,567
Historical cost of investments	349,855	308,703

Ellesmere College owns all of the share capital of Ellesmere College Enterprises Ltd and Ellesmere College International Ltd, companies incorporated in England/Wales. Further details are provided in notes 27 and 29.

The main Securities Investments are managed for Ellesmere College by Smith and Williamson. All investments are managed and held in the UK.

Two of the North America investments had a value of more than 5% of the total.
(2020 : Three of the America Indirect investments)

14 DEBTORS

	Group		Charity	
	2021	2020	**2021**	2020
	£	£	£	£
School fees receivable	343,187	183,883	343,187	183,883
Trade debtors	231	1,265	-	-
Other debtors	140,505	299,468	140,505	299,468
Prepayments and accrued income	220,034	190,207	219,510	189,360
Amounts due from subsidiary companies	-	-	108,686	49,920
Amounts due from parent company	2,608	1,685	2,608	1,685
	706,565	676,508	814,496	724,316

The school fees receivable is net of a Bad Debt Provision of £274,239 (2020 : £260,042).

15 CREDITORS: DUE WITHIN ONE YEAR

	Group		Charity	
	2021	2020	**2021**	2020
	£	£	£	£
Bank loans and overdrafts	1,039,775	898,063	1,039,775	898,063
Fees received from parents in advance of term	1,079,953	1,020,065	1,079,953	1,020,065
Repayable deposits from parents	379,209	442,138	379,209	442,138
Trade creditors	256,569	254,239	250,143	251,545
Taxation and social security	125,527	149,063	123,192	147,715
Other creditors	116,231	141,741	116,231	141,741
Accruals	328,204	240,267	321,240	232,707
Amounts due to subsidiary companies		-	6,221	4,400
	3,325,468	3,145,576	3,315,964	3,138,374

16 CREDITORS: DUE AFTER MORE THAN ONE YEAR

	Group and Charity	
	2021	2020
	£	£
Repayable Deposits from Parents	599,600	479,900
Bank loans	556,829	722,468
	1,156,429	1,202,368

The Repayable Deposits from Parents are disclosed as partly repayable after more than one year because they are repayable when the pupil leaves and it is reasonable to assume that many pupils will not be leaving within one year. A breakdown of the expected periods of repayment is shown in note 18.

17 BANK LOAN

	2021	2020
	£	£
The bank loans are repayable by instalments		
Due after 5 years	20,484	63,389
Due within 2 to 5 years	374,795	498,929
Due within 1 to 2 years	161,550	160,150
Due after more than one year	556,829	722,468
Due within 1 year	158,586	149,082
	715,415	871,550

Ellesmere College has two bank loans from Handelsbanken. The loans totalling £715,415 (2020 : £871,550) are secured on the freehold land and property of the College. One loan is at a rate of interest of 1.75% over LIBOR, and is repayable over a term of four more years. The other loan is at a rate of interest of 2.5% over LIBOR, and is repayable over a term of six more years.

18 REPAYABLE DEPOSITS FROM PARENTS

	2021	2020
	£	£
The deposits become repayable when the pupil leaves :		
Due after 5 years	67,400	60,000
Due within 2 to 5 years	361,000	270,500
Due within 1 to 2 years	171,200	149,400
Due after more than one year	599,600	479,900
Due within 1 year	379,209	442,138
	978,809	922,038

19 COMMITMENTS UNDER OPERATING LEASES

	2021	2020
	£	£
Within 1 year	33,372	41,235
Between 2 and 5 years	61,161	94,533
After 5 years		-
	94,533	135,768

Lease payments recognised as an expense amounted to £41,235 (2020 : £40,344). One lease relates to the broadband connection (£11,100) and the other to printers, scanners and photocopiers (£30,135).

20 FINANCIAL INSTRUMENTS

	2021	2020
	£	£
FINANCIAL ASSETS:		
Debt instruments at amortised cost		
Trade debtors	343,418	185,148
Group debtors	2,608	1,685
Other debtors	140,505	299,468
	486,531	486,301

The comparative figures have been restated to show an accurate postion of the financial insturments.

	2021	2020
	£	£
FINANCIAL LIABILITIES:		
Financial liabilities at amortised cost		
Bank overdrafts	881,188	748,981
Trade creditors	256,569	254,239
Group creditors	-	-
Other creditors	715,832	647,512
Accruals	328,204	240,267
Borrowings - bank loans	715,415	871,550
	2,897,208	2,762,549

The comparative figures have been restated to show an accurate postion of the financial insturments.

21 SHARE CAPITAL

	2021	2020
	£	£
Authorised		
100 Ordinary shares of £1 each	100	100
Allotted, called up and fully paid		
100 Ordinary shares of £1 each	100	100

22 RESTRICTED FUNDS

Ellesmere College's funds are analysed under the following headings :

a) RESTRICTED FUNDS

The Schulze Fund is to support and maintain the Schulze Organ.
The Peter Messenger Fund was set up in memory of a former pupil to provide support to pupils who wish to further their musical and instrumental abilities.
The Mullock Scholarship is to fund music scholarships.
Enhance Ellesmere is a donation scheme to fund additional educational facilities.
The Covid Face Mask Project was a scheme to produce face masks and visors.
The Ian Beer Scholarship Fund is to fund rugby scholarship.
The Silver Cross Scholarship Fund is to fund an academic scholarship.
The Leavers Gift Fund is a donation scheme to fund pieces of artwork which are displayed at the school premises.
The Walker Scholarship is to fund music scholarships.
The Adlard Scholarship is to fund art scholarships.

b) UNRESTRICTED FUNDS

Unrestricted funds represent accumulated income from the school's activities and other sources that are available for the general purpose of the school.

23 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted	Restricted	Total 2021
	£	£	£
Tangible fixed assets	7,663,924	-	7,663,924
Securities investments	461,384	-	461,384
Net current (liabilities)/assets	(2,231,848)	61,822	(2,170,026)
Long term liabilities	(1,156,429)	-	(1,156,429)
	4,737,031	61,822	4,798,853

	Unrestricted	Restricted	Total 2020
	£	£	£
Tangible fixed assets	7,843,891	-	7,843,891
Securities investments	393,467	-	393,467
Net current (liabilities)/assets	(2,441,002)	46,931	(2,394,071)
Long term liabilities	(1,202,368)	-	(1,202,368)
	4,593,988	46,931	4,640,919

24 SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	Balance at 1 September 2020	Incoming resources	Resources expended	Gains/ (Losses)/ Transfers	Balance at 31 August 2021
	£	£	£	£	£
Restricted Funds					
Schulze Fund	4,435	-	(4,435)	-	-
Peter Messenger Fund	3,358	12	200	-	3,570
Mullock Scholarship	1,899	475	-	-	2,374
Enhance Ellesmere	27,589	607	(3,668)	-	24,528
Ian Beer Rugby Scholarship	604	279	(883)	-	-
Silver Cross Scholarship	1,555	-	(1,555)	-	-
Leavers Gift	7,491	18,320	-	-	25,811
Walker Scholarship	-	-	-	-	-
Adlard Scholarship	-	10,000	(4,461)	-	5,539
	46,931	29,693	(14,802)	-	61,822
Unrestricted Funds					
General Reserve	4,593,888	9,549,447	(9,530,214)	61,988	4,675,109

	Balance at 1 September 2019	Incoming resources	Resources expended	Gains/ (Losses)/ Transfers	Balance at 31 August 2020
	£	£	£	£	£
Restricted Funds					
Schulze Fund	4,435	-	-	-	4,435
Peter Messenger Fund	2,778	1,180	(600)	-	3,358
Mullock Scholarship	-	11,394	(9,495)	-	1,899
Enhance Ellesmere	31,427	17,427	(21,265)	-	27,589
Covid Face Mask Project		8,127	(8,127)		-
Ian Beer Rugby Scholarship	268	336	-	-	604
Silver Cross Scholarship	2,777	-	(1,222)	-	1,555
Leavers Gift	(2,021)	16,250	(15,301)	8,563	7,491
Walker Scholarship	4,189	-	(4,189)	-	-
	43,853	54,714	(60,199)	8,563	46,931
Unrestricted Funds					
General Reserve	4,252,996	10,321,716	(9,973,873)	(6,951)	4,593,888

Note 22 provides details of the individual funds.

25 CAPITAL COMMITMENTS

At 31 August 2021 the company had no capital commitments.
(2020 : None).

26 PENSION SCHEMES

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS"), for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £686,684 (2020 : £719,387) and at the year-end £54,602 (2020 : £59,627) was accrued in respect of contributions to this scheme.

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

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

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

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. The government announced on 4 February 2021 that it intends to proceed with a deferred choice underpin under which members will be able to choose either legacy or reformed scheme benefits in respect of their service during the period between 1 April 2015 and 31 March 2022 at the point they become payable.

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

In view of the above rulings and decisions the assumptions used in the 31 March 2016 Actuarial Valuation may become inappropriate. In this scenario, a valuation prepared in accordance with revised benefits and suitably revised assumptions would yield different results from those contained in the Actuarial Valuation.

26 PENSION SCHEMES continued

Until the consultation and the cost cap mechanism review are completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly no provision for any additional past benefit pension costs is included in these financial statements.

Pensions Trust Flexible Retirement Scheme

The School participates in The Flexible Retirement Scheme (FRS) for its support staff. This is a multi employer defined contribution scheme administered by the Pensions Trust. For those enrolled on the Auto-enrollment scheme Ellesmere College paid contributions at the rate of 3% with members contributions at 5%. For the majority of those enrolled in the Company Scheme the employer contribution is 5% with matching contributions made by members.

27 SUBSIDIARIES

The Company owns all of the share capital of Ellesmere College Enterprises Limited, a company incorporated in England and Wales, company number 05181897, registered office Ellesmere College, Ellesmere, Shropshire, SY12 9AB. This company carries out trading activity on behalf of the school including lettings and sales from the school's tuck shop.

Ellesmere College Enterprises Limited had a turnover of £121,300 (2020: £221,265), gross loss of £(41,211) (2020: loss £(11,020)), and a loss of £(53,799) in the year ended 31 August 2021 (2020: loss £(24,516)). At 31 August 2021 the company had shareholder's deficit of £(78,215) (2020: deficit £(24,416), assets of £45,836 (2020 : £36,746) and liabilities of £(124,051) (2020 : £(61,162)).

The Company owns all of the share capital of Ellesmere College International Limited a company incorporated in England and Wales, company number 08512074, registered office Ellesmere College, Ellesmere, Shropshire, SY12 9AB. Should a franchise agreement to enable the provision of education overseas become viable, this company will resume transacting.

Ellesmere College International Limited had a turnover of NIL (2020: NIL), gross profit of NIL (2020: NIL and a loss before tax and gift aid of £(60) in the year ended 31 August 2021 (2020: profit of NIL). At 31 August 2021 the company had shareholder's deficit of £59 (2020: funds £1), assets of £301 (2020 : £361) and liabilities of £360 (2020 : £360).

28 ULTIMATE CONTROLLING PARTY

The Woodard Corporation Limited is the ultimate controlling party, a registered charity number 1096270, which is incorporated in England and Wales, company number 04659710 . Copies of the financial statements of the Woodard Corporation can be obtained from the registered office, High Street, Abbots Bromley, Rugeley, Staffordshire, WS15 3BW. The accounts of Ellesmere College Limited are included within the consolidated financial statements of the Woodard Corporation Limited. The Woodard Corporation's principal purpose and activity is to provide high quality education in an actively Christian school environment for all.

29 RELATED PARTIES

As stated in note 27, Ellesmere College Limited is a wholly owned subsidiary of the Woodard Corporation. During the year £60,995 (2020 : £50,167) was invoiced by the Woodard Corporation for a levy to meet running costs and staff training. In addition to this the Woodard Corporation made payments to Ellesmere College of £2,609 (2020 : £1,685) for commission on the advance fee scheme. The year end balances between Ellesmere College and the Woodard Corporation are shown on note 14.

The company also controls two subsidiary trading companies, Ellesmere College Enterprises Limited and Ellesmere College International Limited.

The transactions with the subsidiaries are summarised below :

	2021	2020
Opening charity creditor	(4,400)	(4,872)
Opening charity debtor	49,920	283,708
Recharged to subsidiaries	87,238	79,696
Paid by subsidiaries	(28,471)	(313,483)
Invoiced by Subsidiaries	(99,578)	(183,289)
Paid by Ellesmere College	97,756	183,760
Gift Aid from Subsidiary	-	-
	102,465	45,520
Closing charity creditor	(6,221)	(4,400)
Closing charity debtor	108,686	49,920
	102,465	45,520

The College provides financial and operational support to the Ellesmere Primary School Pool in return for timetabled use of the pool. This benefits the College, as the associated club, the Titans, is very successful, and in need of additional pool time, and the Primary School was able to keep its pool open for the benefit of the school, and the wider community. Subsequent to signing the agreement the Primary School changed status, to an academy, and became owned by North West Academies Trust. The Chairman of the Trust is our Headmaster.

During the year £24,564 (2020 : £16,594) was invoiced and accrued by Ellesmere Primary School for power and water rates. The balance outstanding at 31 August 2021 was £9,040 (2020 : £7,040). In addition to this the College invoiced Ellesmere Primary School £77 (2020 : £4,063) for a share of agreed maintenance costs. The balance outstanding at 31 August 2021 was NIL (2020 : £4,018).

During the year £570 (2020 : £240) was donated to the School by related parties.

30 Consolidated Statement of Financial Activities - Comparative figures by fund type
Year Ended 31 August 2020

	Unrestricted Funds £	Restricted Funds £	Endowed Funds £	Total 2020 £
Income and Endowments from :				
Charitable Activities				
School fees receivable	8,349,585	(15,506)	-	8,334,079
Ancillary trading income	748,704	-	-	748,704
Other trading activities				
Non-ancillary trading income	88,439	-	-	88,439
Other activities	3,964	-	-	3,964
Investments				
Investment income	6,259	-	-	6,259
Bank and other interest	-	-	-	-
Voluntary sources				
Grants and Donations	1,122,887	54,714	-	1,177,601
Other incoming resources	1,878			1,878
TOTAL INCOMING RESOURCES	10,321,716	39,208	-	10,360,924
Expenditure on Raising Funds				
Non ancillary trading costs	108,481	-	-	108,481
Other income generating activities	761,109	-	-	761,109
Financing costs	143,925	-	-	143,925
Investment management	2,202	-	-	2,202
Fundraising and development	116,336	-	-	116,336
TOTAL DEDUCTIBLE COSTS	1,132,053	-	-	1,132,053
Charitable Activities				
Education and grantmaking	8,841,820	44,693	-	8,886,513
TOTAL EXPENDITURE	9,973,873	44,693	-	10,018,566
Net income and expenditure before transfers	347,843	(5,485)	-	342,358
Realised gains on investment assets	9,269	-	-	9,269
Unrealised gains on investment assets	(7,657)	-	-	(7,657)
Net incoming/(outgoing) resources	349,455	(5,485)	-	343,970
Transfers between funds	(8,563)	8,563	-	-
NET INCOME AND CAPITAL (OUTFLOW)	340,892	3,078	-	343,970
Pension scheme actuarial losses	-	-	-	-
Net Movement in funds for the year	340,892	3,078	-	343,970
Fund balances at 1st September 2019	4,252,996	43,853	-	4,296,849
FUND BALANCES AS AT 31ST AUGUST 2020	4,593,888	46,931	-	4,640,819

31. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group 2021 £	Group 2020 £
Net income for the reporting period (as per the statement of financial activities)	96,112	343,970
Adjustments for:		
Depreciation charges	262,303	274,157
(Gains) on investments	(61,988)	(1,612)
Dividends, interest and rents from investments	(8,283)	(6,259)
Financing costs	63,902	140,330
Decrease/(Increase) in stocks	3,658	23,697
Decrease/(Increase) in debtors	(30,057)	29,333
Increase/(Decrease) in creditors	157,881	(533,652)
Net cash provided by operating activities	483,528	269,964

32. ANALYSIS OF CASH AND CASH EQUIVALENTS

	Group 2021 £	Group 2020 £
Cash at bank and in hand	353,657	37,942
Overdraft facility repayable on demand	(881,188)	(748,981)
Total cash and cash equivalents	(527,531)	(711,039)

33. ACCOUNTING ESTIMATES AND JUDGEMENTS

In preparing the financial statements, the directors are required to make estimates and judgements. The matters detailed below are considered to be the most important in understanding the judgements that are involved in preparing the financial statements and the uncertainties that could impact the accounts reported in the results of operations, financial position and cashflows. Accounting policies are shown at note 1 to the financial statements.

Provision for bad debts

Debts are provided for if not recovered within one term. Estimating amounts to provide against recovery of debts is a matter of judgement.

Depreciation, impairment and residual values of fixed assets

Judgement is exercised in estimating the residual values of fixed assets, the selection of appropriate rates for depreciation, and for matters of impairment.

ELLESMERE COLLEGE LIMITED

England & Wales - Charity number 1103049

Accounts

Charity Registration No. 1103049

Company Registration No. 05066406 (England and Wales)

ELLESMERE COLLEGE LIMITED

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST AUGUST 2020

ELLESMERE COLLEGE LIMITED

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ELLESMERE COLLEGE LIMITED

COMPANY INFORMATION

DIRECTORS AND ADVISORS

Directors	Mr C E Lillis (Chairman)
	Dr K E Castle (appointed 27 Nov 2019)
	Ms S M Connor BA (Hons) PGDipBJ
	Mrs M A Denton CertEd (resigned 28 Dec 2019)
	Ms D Fairweather BA
	Mr J Hopkins
	Mr R A K Hoppins FCA
	Mr J C Pochin (appointed 3 Mar 2020)
	Mr M D T Sampson
	Dr J Scanlon BA PhD (resigned 18 Sep 2020)
	Mrs J M Trowbridge LLB JP
	Rt. Revd. Sarah Bullock (appointed 23 Nov 2020)
Secretary	Mr N C Haworth ACMA BA (retired 31st Aug 2020) Mr B J Wignall MA FRSA (from 1st Sept 2020, interim appointment)
Charity No.	1103049
Company No.	05066406
Principal Address and Registered Office	Ellesmere College Ellesmere Shropshire SY12 9AB
Key Management Personnel	
Head	Mr B J Wignall MA FRSA
Director of Finance	Mr N C Haworth ACMA BA (retired 31st Aug 2020)
Deputy Head Academic	Mrs S V Pritt-Roberts MEd NPQH
Deputy Head Pastoral	Mr R Chatterjee MSc PhD
Director of Operations	Mr M McCarthy BSc
Deputy Head External Relations	Mr S B Mullock BA
Auditors	RSM UK Audit LLP 9th Floor 3 Hardman Street Manchester M3 3HF
Bankers	Svenska Handelsbanken AB (publ) Michael Place, Anchorage Avenue Shrewsbury Business Park Shrewsbury, Shropshire SY2 6FG

ELLESMERE COLLEGE LIMITED

COMPANY INFORMATION

Solicitors	Veale Wasbrough Vizards Ltd Narrow Quay House Narrow Quay Bristol BS1 4QA
	Jolliffe & Co LLP 6 St John Street Chester CH1 1DA
Investment Advisers	Smith & Williamson Investment Management LLP 25 Moorgate London EC2R 6AY
Insurance Brokers	Marsh Capital House 1 to 5 Perrymount Road Haywards Heath West Sussex RH16 3SY

ELLESMERE COLLEGE LIMITED

DIRECTORS' REPORT (*incorporating the Strategic Report*)
YEAR ENDED 31ST AUGUST 2020

The directors present their report and financial statements for the year ended 31st August 2020 and confirm they comply with the requirements of the Charities Act 2011, including the Directors' and Strategic Reports, under the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE INFORMATION

The charity was formed in 2004 and is registered with the Charity Commission as charity number 1103049. The charity is a limited liability company and wholly owned subsidiary of The Woodard Corporation (charity number 1096270). The charitable company is incorporated in the United Kingdom. Directors of the Company are also Fellows (members) of the Woodard Corporation and participate in the election of its board of management and are committed to its charitable objects.

Note 26 provides details of connected charities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The company is governed by Articles of Association as adopted by Special Resolution dated 20 March 2013, replacing those dated 4 March 2004 amended by Special Resolution(s) dated 24 January 2006, 28 April 2009 and 23 June 2009. They permit funds to be managed in such a manner as the directors see fit, provided that such powers are only exercised for the purposes of attaining the objects and in a manner which is legally charitable. The Articles of Association forbid the distribution of any property or funds, which are to be applied solely towards the promotion of the objects of the company.

Governing Body

The governors are the directors and charitable trustees of the company and comprise the governing body of Ellesmere College and are elected to hold office for five years. The school is governed by the governing body, the operation of which is supplemented by the use of a number of committees. The full governing body met four times during the year.

Recruitment and Training of Governors

All governors are Fellows of the Woodard Corporation. Fellows are responsible for electing the Woodard Corporation Board. Governors are recruited on the basis of nominations from school contacts and from selection when a post becomes available. The governing body look to ensure a mix of skills and select new governors on the basis of background, competence, specialist skills and, in the case of Fellows, Christian commitment. Governors are provided with induction training by the Head and other senior College staff and a wider programme of training events is organised by the Woodard Corporation. The school also encourages governors to attend events run by the Association of Governing Bodies of Independent Schools (AGBIS), and other suitable conferences.

Where possible the governors consider that the skills and experience of the governing body should comprise the following:

A Governor with a legal background.

A Governor with a financial/accounting background.

A Governor with education experience.

A Governor with senior managerial or business experience.

A Governor with experience of equal opportunities or disability needs.

At least one female Governor and at least one male Governor.

One Governor may have one or more of these skills.

Volunteers

Governors are volunteers providing their time for free to support the governance of the school.

Organisational Management

The school is governed by the governing body which delegates work to a number of committees. Membership of each committee is outlined on page 16. The directors determine the general policy of the company.

The governors manage their work through a number of sub-committees:

- Finance and General Purposes Committee
- Staffing and Personnel Committee
- Regulatory Compliance Committee
- Exceptionally for this year, a further Committee was established with delegated powers to deal with the consequences of the global pandemic, The Coronavirus Committee.

The day to day management of the company is delegated to the Head who oversees educational, pastoral and administrative functions in consultation with the senior staff. The day to day administration is undertaken within the policies and procedures approved by the governors which provide for only significant expenditure decisions and major capital projects to be referred to the governors for prior approval.

The Head oversees the recruitment of all staff. The Head and Director of Finance are invited to attend governors' meetings.

The remuneration of key management personnel is set by the governing body, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the school's success.

We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope for rewarding excellence. Delivery of the school's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

Group Structure and Relationships

The school has 2 wholly owned non-charitable subsidiaries, Ellesmere College Enterprises Limited and Ellesmere College International Limited, the activities and trading of which are described below.

The school has developed links with a wide range of organisations to ensure the widest possible access to our facilities and schooling. Through membership of the Headmasters' and Headmistresses' Conference and through networking with peer groups we ensure that we are able to attain the highest standards of quality and performance. We encourage our pupils to develop an awareness of the social context of the all-round education they receive at the school and they are engaged in a number of activities to enhance their understanding. We have a thriving alumni group, The Ellesmerian Club, who are generous in supporting the work of the school and whose support we greatly appreciate. The Old Ellesmerian Parents' Society (the OEPs) maintains links with parents once their children have left the school, and a number of social events took place during the year. We also cooperate with many local charities in our ongoing endeavours to widen public access to the schooling we can provide, to optimise the educational use of our cultural and sporting facilities and to awaken in our pupils, in the public interest, an awareness of the social context of the all-round education they receive.

CHARITABLE OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

The charity's objects, as set out in the Articles of Association, are to promote and extend education (including spiritual, moral, social, cultural and physical education) in accordance with the doctrines and principles of the Church. The Church is defined as being the Church of England and churches in full communion with the See of Canterbury.

Intended impact

Woodard schools strive for the best all round education of every aspect of each individual; they ensure high standards of religious education; and they see themselves as communities working together for the benefit of all members, and of the Church and the nation. They are strong Christian foundations which adhere to catholic belief as found in the Church, to Christian worship focused in the Eucharist, and to the care of each individual and the whole school community particularised in the ministry of the Chaplain.

Aims

Ellesmere College is a boarding and day school for pupils from the ages of 7 to 18. It aims to support children in reaching their potential in all areas of their activity at the school, and in the wider community. This may be in academic subjects but could just as easily be reflected in success in art, drama, sport, music or dance. We produce 'well rounded' individuals who are able to make a positive contribution to society. All Woodard schools aim to provide a rounded education to help the pupils to make their way in adult life.

Primary objectives

The primary objectives of Ellesmere College to fulfil these aims are:

- to provide a stimulating learning environment in which pupils can develop their academic potential to the full;
- to provide a happy and secure pastoral environment in which pupils can learn to live together and thus foster a sense of community, respect for one other and good citizenship;
- to provide pupils with the opportunity to take advantage of a breadth of co-curricular activities in order to develop positively all aspects of their character;
- to provide pupils with the opportunity to take decisions based on their own judgment and to communicate those decisions appropriately and effectively;
- to provide financial support to enable children whose parents are unable to afford the full fees to benefit from an Ellesmere College education;
- to provide a clear, simple and effective management structure capable of taking timely decisions and allocating necessary resources appropriately, and
- to provide the necessary administrative and logistic framework to meet the needs of members of staff and pupils alike.

Strategies to achieve the primary objectives

The impact of the global pandemic has necessarily dominated the second half of the year. Nevertheless wherever possible the College continued to maintain its focus on its strategies to achieve the primary objectives which, this year were:

- Achieving and maintaining the exceptional levels of academic support for all pupils to enable them to achieve their best possible grades in public examinations.

  We enter the second year of the High Performance Learning (HPL) initiative, a scheme based on the work of Professor Deborah Eyre, which sees all students as potential high performers who are not limited by 'ability'. Building on this work will enable the College to develop its teaching and learning framework enabling the College better to help pupils develop cognitive skills, values, attitudes and attributes needed to reach success. The objective is to continue

to develop the exceptional levels of academic support for all pupils, refine, in the light of experience, our tracking and monitoring processes and embed the HPL language across staff and pupils to underpin the higher order learning skills that lie at the core of pupil progress. This has and will continue to improve the tools we have at our disposal to plan intervention work with pupils underperforming, and equally importantly, those pupils who are academically gifted.

- Developing further the College's reputation of excellence in all sports, and to achieve and maintain appropriate accreditation to recognise the excellence of provision at the College.

  The College's sporting reputation has been maintained and enhanced this year, despite losing the summer term sporting activities. Had the Tokyo Olympics not been postponed at least one and possibly more recent former pupils would have represented their country. The College continues to be one of only a small number of schools in the world that has been accredited by the World Academy of Sport as an Athlete Friendly Education Centre.

- Continuing to achieve and maintain appropriate accreditation to validate the exceptional artistic and performance opportunities at the College.

  Arts have continued to go from strength to strength, and as with sports further details can be found on the College's website and, in particular, in the downloadable 'Ellesmerian' magazine that reviews the year. Recognition of the College's excellence in the arts (media, visual, musical and dramatic) is made by the Arts Council of Great Britain awarding the College the standard of Artsmark Platinum. In addition to the excellence within the College the Artsmark Platinum status represents the College's partnership and outreach programmes. Ellesmere is one of a very small number of independent schools in the UK to reach this standard.

- Ensuring that in light of the economic impact of the coronavirus pandemic the College is of the highest quality to maintain pupil numbers.

  The College provides a holistic education covering the academic, sporting, artistic and personal development of all our pupils.

- Exploring international opportunities to create additional revenue streams to support the College's charitable activities.

  Progress has been made in pursuit of international projects to expand the Ellesmere brand and create income streams, which will be transacted through the subsidiary company Ellesmere College International Limited. Such projects are, of their nature, multi-year in development. Significant steps in a number of territories suggest that the prospects for developing such income streams in the future are strong.

Principal Activities of the Year

The principal activity of the school is the delivery of education to pupils ranging from 7 to 18 years of age. We normally run a number of summer school activities and the school is open at other times for use by the local community. Pupil numbers at the school during the year were as follows:

	Total	Of which boarders
Senior School (13-18 years)	393	212
Lower School (7-13 years)	132	11
Total	525	223

	Boys	Girls
Senior School	241	152
Lower School	92	40
Total	333	192

Public Benefit

Within the objects, the school aims to create an environment to nurture children, to get the best from them and to allow them to develop and fulfil their potential. We provide them with a first-class independent education and a wide range of sporting and artistic opportunities. Our public benefit aim is that all pupils will be self-confident and desire to contribute to the wider community.

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

Our school welcomes pupils from all backgrounds. To admit prospective pupils we need to be satisfied that our school will be able to educate and develop prospective pupils to the best of their potential and in line with the general standards achieved by their peers. Entrance interviews and assessments are undertaken to satisfy ourselves and parents that potential pupils can cope with the pace of learning and benefit from the education we provide. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of our assessment processes.

Our school is a part of a wider community and we are keen that our staff and pupils participate. Our school also offers a resource to support a range of educational activities for the benefit of local children attending state schools and their teachers. Our governors are committed to developing our programme of cooperation and joint working with local maintained sector junior and secondary schools. The activities undertaken and the success of our programme are explained in the 'review of achievements and performance for the year' section of this report.

Woodard and its schools provide a significant benefit to the public. The school strives to ensure that measures of public benefit are appropriate, and that significant sections of the public are not excluded from the opportunity to benefit from the education and facilities offered due to the need to pay a fee. In addition to significant provision of bursaries and other forms of financial support, the school provides a wide range of opportunities for community benefit and facilities and events are often open to all.

Parents of pupils at the school often make significant sacrifices to pay the fees. In educating 414 UK based pupils, parents help to relieve the state of the financial burden of paying for their children's education. The saving to the public purse is estimated to have a value in the last year of £2,568,000.

The school is unable to recover the VAT on purchases it makes. During the past year, Ellesmere College has paid an estimated £286,000 in VAT on goods and services.

In addition to the very substantial benefits our school brings to our pupils, the local community and society through the education we offer and our bursary programme create a social asset without cost to the Exchequer.

Bursaries & Scholarships

The school awarded fee reductions in the form of bursaries and scholarships to 332 pupils, based on either educational merit and potential or family financial need. The majority of those receiving merit awards would not have been able to join the College had they not received such awards and to that extent much of the merit award funding can be regarded as bursary spending. This year the value of scholarships and bursaries totalled £2,651,281 and represented 23.12% of our gross fees. In addition this year reductions were offered to parents for the summer term when education was provided remotely and the value of these reductions amounted to £482,216, which represented a further 4.2% of our gross fees.

Bursaries

The governors view our bursary awards as important in helping to ensure children from families who would otherwise not be able to afford the fees can access the education we offer. Our bursary awards are available to all who meet our general entry requirements and are made solely on the basis of parental means or to relieve hardship where a pupil's education and future prospects would otherwise be at risk for example in the case of redundancy. In assessing means we use the methodology promulgated by the Independent Schools' Bursars Association, which takes a number of factors into

consideration including family income, investments and savings and family circumstances for example dependant relatives and the number of siblings. Our school does not have an endowment and in funding our awards we have to be mindful that we must ensure a balance between fee-paying parents, many of whom make considerable personal sacrifices to fund their child's education, and those benefiting from the awards.

The bursary awards are made in monetary values and range up to 100% of remission of fees. Information about fee assistance through bursaries is provided to all applying to the school. We also advertise the awards each summer in the local press and at local libraries. Further details of our scholarships and bursaries and how to apply are available on our website.

Scholarships

The purpose of our scholarship awards is to recognise high academic potential or the ability to excel in our co-curricular activities. Our scholarships are awarded on the basis of the individual's academic potential or evidence of exceptional abilities which will contribute to our co-curricular activities. In addition, awards may be subject to conditions imposed by the original donor.

Scholarships are awarded with a fixed percentage remission of fees of between 0% and 50%. Where further assistance is required, scholarship awards may be supplemented by a means tested bursary. We advertise the availability of scholarship awards each summer in the local press and at local libraries. Further details of our scholarship policy are available on our website.

Review

The progress of pupils receiving scholarships is reviewed at least annually to ensure their progress is in line with their abilities. The availability of all such awards for fee-assistance, together with the terms and conditions for each kind of award, is advertised on our website at www.ellesmere.com.

The school includes details of the various concessions in the prospectuses and on the website. All parents making enquiries about possible entry are provided with a description of the criteria for bursaries and scholarships. All criteria and policies relating to concessions are kept under review and are updated when necessary.

Employment Policy

We are an equal opportunity organisation and are committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. We will make reasonable adjustments to meet the needs of staff or pupils who are or become disabled.

Investment Policy and Objectives

The company's memorandum and articles of association permit funds to be invested in such manner as the directors see fit, providing that such powers of investment are only exercised for the purpose of attaining the objects and in a manner that is legally charitable. For the Advanced Fees Scheme, the aim is to match the return on investments with the maturation profile of the related liability to provide schooling in future years.

Investment activities are managed in line with the requirements of the Trustee Act 2000. The governors have appointed Smith and Williamson Investment Management as investment manager. Our investment policy is to grow the value of the portfolio so that it can be used in support of school projects.

The investment manager has discretion about how the investments are managed within the policy parameters set by the governors. Funds not invested are held on deposit to earn interest.

STRATEGIC REPORT

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

Impact of Coronavirus Pandemic

Schools were ordered to close to all except the children of key workers in March 2020 and all of the academic curricular education was moved online. The consequence of the closure order and the impact of the pandemic had been to raise the level of uncertainty and risk for the whole economy, and for the education sector in particular. Ellesmere adapted well to the new situation. All of our normal curricular teaching continued via the medium of Microsoft Teams. In addition, wherever possible, co-curricular activities were encouraged at home. Students in years 11 and 13, who would normally have ceased receiving teaching once the public exam season started, were offered extension lessons once the normal curriculum delivery cycle had been completed, respectively preparing for the Sixth Form for our Year 11 pupils and preparing for university for our Year 13 pupils.

In recognition of the likely difficulties facing the College parent body the governors took the decision to reduce the boarding, weekly boarding, and day fees proportionately by 30%, 20% and 10% for the summer term. Despite the offered reduction approximately 25% of parents chose to settle their accounts as normal, declining to make use of the available discount. Parental support throughout the period of the pandemic has been extremely high.

The governors made extensive and appropriate use of the Coronavirus Job Retention Scheme to protect the employment security of College employees: teachers were furloughed wherever possible, consistent with delivering high quality online curriculum, and the majority of operational staff were furloughed.

The overwhelming majority of international pupils who were expected to return to the College in September 2020 did so, some undertaking quarantine measures at the school where necessary. The governors were pleased to note that demand for day student places at the College increased for the 2020-21 academic year. The school has made a number of adaptations to make social distancing possible, including the use of masks in indoor public areas, the 'bubbling' of pupils for the purposes of lessons and cocurricular activities; in line with the bubbling principle assemblies and group meetings have largely taken place via MS Teams with Chapel services delivered socially distanced in year group bubbles.

The Promotion of Education

During the year we educated an average of 525 children between the ages of 7 and 18. The school provides a very high standard of education and this is validated in review of the academic results, our measurements of added value and through external inspection. The school offers an exceptionally broad curriculum and educates children with a wide range of ability. We can demonstrate particular excellence in a very wide range of activities, both curricular and extracurricular. Our aim is to support children in reaching their potential in all areas of their activity at the school. This may be in academic subjects but could just as easily be reflected in success in art, drama, sport, music or dance. We aim to produce 'well rounded' individuals who are able to make a positive contribution to society.

Academic Results

The impact of the coronavirus pandemic meant that A Level, IB and GCSE students were awarded their Centre Assessed Grades. As BTEC is a continuous assessment course the majority of the units were complete with Centre Assessed Grades being applied for the final piece of work. The College staff undertook rigorous moderation to ensure that the Centre Assessed Grades were as accurate as possible. This was done remotely over Teams through the first part of the summer term and was a demanding exercise for the teaching staff to process in this situation.

The educational performance of the school continues to achieve excellent outcomes, overall and for the individual. The school achieved a 94% pass rate at 9 to 4 for GCSE, of which 46% of exam results were graded 9-7 (A*/A).

The sixth form curriculum offer of A level, International Baccalaureate, and BTEC Diploma provides choice for students and routes that access universities in the UK and around the world. At A Level there was 100% pass rate, 67% were graded A*/A/B. 28 subjects were examined, including 4 International A levels, The school aims to provide a rounded education to help the pupils to make their way in adult life. A very large majority move on to higher education, and a significant number achieve their first choice destination.

The BTEC Sports Diploma is embedded in our curriculum offer and provides an alternative approach.100% passed with the majority at distinction or merit level. An increasing number are opting for the extended diploma which is a three A level equivalent. Three distinctions is valued by universities as three A* at A level. All students completing the extended diploma passed with 50% securing a distinction or distinction star.

The 2020 IB cohort achieved an overall average of points 31.7, exceeding the world average points for 2020 of 29.9 points. When IB points are converted to UCAS points the average Ellesmere point score for 2020 was 162 UCAS points, equivalent to A*/A*/A.

University places were in abeyance for a week in a number of cases whilst the government rethought its approach to awarding A level grades this year and staff worked tirelessly to support and guide students, and their parents, through this difficult period of waiting. Ellesmere students finally secured places across the length and breadth of the UK and further afield. The final destinations include Cambridge, Edinburgh, Newcastle, Durham, Leeds, Lancaster, Nottingham, Loughborough, Liverpool, Birmingham, Cardiff, Bristol, Bath, Imperial London, UCL, Royal Welsh, Maastricht, Hanover, Ghent, Brussels, and NYU Abu Dhabi.

Within a context of these successes it is important to note that the College continues to have, as a core part of its philosophy, the principle of being largely non-selective and of prioritising individual welfare over statistical outcomes.

Improving Facilities

We continue to improve facilities through constant investment in the fabric of the buildings and assets, and programmes to provide the best facilities to support teaching and learning.

Arts, Music and Drama

The excellence of the College's provision for the media, visual, dramatic, and musical arts has already been noted. That the College continues to be one of the few independent schools in the country to have achieved the Arts Council of Great Britain's award of 'Artsmark Platinum' bears external testimony to the standards achieved, both in performance and in partnership and outreach.

Further details of the excellence of the College's provision and its outreach work can be found on the College's website.

Sport

As previously noted the College had been accredited by the World Academy of Sport as an Athlete Friendly Education Centre (AFEC) and as such is one of fewer than 30 schools in the world to have achieved this status. The AFEC scheme is backed by the International Olympic Movement and the International Baccalaureate, and it recognises excellence in the provision at an individual level in catering for the needs of pupils.

Further details of the College's sporting excellence, and its sporting outreach programmes, can be found on the College website.

Adventurous Activities

The College remains committed to providing high quality adventurous activities, most particularly through the Duke of Edinburgh scheme and the Combined Cadet Force. The Duke of Edinburgh scheme continues to be extremely popular with Ellesmerians.

Wider Education

In line with the Christian character of all Woodard Schools, and having regard for guidance issued by the Charity Commission and others, the school pursued policies that support the provision of benefit to the public.

The Woodard Corporation is involved in development of academies as part of the government's initiative. In support of this project all Woodard Schools have provided support, where asked, through provision of educational expertise, participation in governance, direct curriculum support, etc. Ellesmere College has contributed to this support.

More locally, the College is actively involved in the governance and direction of maintained schools. The Governors make time for the Headmaster to act as Chair of North West Academies Trust, a growing Academies Trust based in Chester but also including Ellesmere Primary. A number of members of the College's academic staff also fulfil governance roles within Trust schools.

The Governors also allow time for the Headmaster to act as the Chair of CReSTeD, the primary educational charity in the UK for the accreditation of dyslexia provision in both maintained and independent schools.

Further significant public benefit is provided by the College through the work of its other employees in the furtherance of education beyond Ellesmere College. Fifteen of the teaching staff undertake significant work as examiners for GCSE, A-level, and the International Baccalaureate Diploma programme, with roles ranging from Examiner to Chief Examiner at A-level. The College provides a public benefit by supporting staff absence to enable them to complete these tasks. The College's significant public benefit role as a centre for excellence for the West Midlands in many sports is augmented further by the College's willingness to allow staff time to support regional development, which directly benefits pupils from the maintained sector. This year's such development have included club refereeing and coaching; management of county cricket, rugby and hockey squads; directing and coaching for North Midlands rugby. The College acts as a centre for teacher training. We have links with Manchester Metropolitan University and Glyndwr (Wrexham) and take a number of trainees on placement who then go on to teach in both the maintained and independent sectors. We are authorised to run NQT (Newly Qualified Teacher) programmes for completion of QTS (Qualified Teacher Status) and have a full CPD (Continual Personal Development) programme for serving teachers.

Public benefit within the wider community of young people is provided through the College Duke of Edinburgh scheme's willingness to lend its canoes to other Duke of Edinburgh groups and provide logistical advice.

Community

The College has provided support to the 'Friends of Ellesmere Library', as they seek to maintain the educational provision of Ellesmere Library in the town, through sponsoring fundraising activities and hosting events in aid of the library.

The College continues to provide financial and operational support to the Ellesmere Town swimming pool to enable it to remain open and available for the public.

The consequence of the global pandemic has meant that the planned provision of Easter and summer courses for local children in a variety of sports had to be cancelled. The same is true of science education courses. All of this will, pandemic restrictions permitting, be reinstated in the new academic year.

The College's annual summer Art Exhibition, normally hosted in Big School over three days and widely seen as one of the premier arts events in Shropshire also fell victim to the Coronavirus pandemic. Pandemic permitting the event will be reinstated for the coming summer. The Art Exhibition has established itself as one of the premier arts events in Shropshire, attracting exhibitors and visitors from all over the West Midlands and beyond.

Outreach and Partnership

The College offers considerable and extensive public benefit through its outreach and partnership activities. In addition to those activities mentioned under the heading 'Wider Education' the College has hosted Arts Connect meetings for the Midlands hub of the Arts Council Arts Mark Award Schools. There have been many collaborations with local schools in the area particular in the areas of music and drama.

Charitable Activities

The College's charitable commitments continue to be strong and varied. Too many charities have benefitted this year from College fundraising activity to be mentioned individually. To take the highlights, Ellesmerians continue to raise money for the Monduli charity. The charity was originally founded as a water aid project for the village of Monduli in Tanzania, but has now expanded to support educational projects there. A number of members of the College community sponsor pupils to attend school, and ongoing financial support for school projects and refurbishment and landscaping for the village continues.

Fundraising Performance

Progress has been made this year in fundraising and the ongoing work of raising voluntary funding for the school. Donations totalled £55,797. Enhance Ellesmere is a programme through which donations are invested in educational facilitates and support which might not otherwise be afforded. The College's focus is on development of its relationship with and between alumni over an active policy of fundraising.

Investment Performance against Objectives

The company's investments are managed by Smith and Williamson Investment Management and in the opinion of the governors the performance has met expectations. The investment performance is measured against targets agreed with the investment managers and performance has been satisfactory compared with the benchmark. The value of the portfolio at year end was £393,466. Over the trailing 12 months to August 2020 the portfolio achieved a net total return of +1.5% against a return of -1.8% from the benchmark, the MSCI PIMFA Growth Index. Investments are held for the long-term and represent amounts yet to be spent on education.

Key Performance Indicators

The governors use a number of KPIs to guide and inform their review of the school's performance, while recognising that any short-term measurement is likely to distort the delivery of the primary objectives of the College. Current KPIs:

1. To produce a surplus for the group before depreciation, Woodard Levy and special projects are taken into account.

   In the year 2019-20 this target was achieved as the surplus (as defined) was £693,250.

2. To retain a minimum of 60% of current pupils on transfer from Middle School to Sixth Form.

   In the year 2019-20 62% of pupils transferred from Year 11 to Year 12.

3. To remain a minimum of 90% of pupils on transfer from Lower School to Middle School.

   In the year 2019-20 the figure was 85%. Analysis of these figures suggest that the larger than usual decline in transfers from Lower School to Middle School was related to financial impact of the Coronavirus pandemic on parents.

4. To achieve 60% of pupils achieving their first-choice university. This target is set on the basis of the College's policy to encourage pupils to be ambitious in their applications to universities.

   In the year 2019-20 82% of Year 13 students secured their first choice university place.

5. To maintain an appropriately wide spread of international pupils both for reasons of spreading financial risk and – more importantly – for maintaining a genuinely international culture within the College. 'Appropriately wide' is defined as having an international population of students from more than 20 countries.

   In the year 2019-20 24 different nationalities were represented at the College.

Statement on Brexit

Following the outcome of the UK referendum on European Union membership, the UK left the European Union on 31st January, 2020. In preparation for this date, and in anticipation of the transition period, the school reviewed operations to understand and plan for the initial impact from Brexit. Guidance was also available from a number of sources including the Independent Schools Bursars Association. At this stage it is not possible to implement comprehensive policies for all possible changes as the future trade, visa and travel agreements are not yet in place. The school will continue to work with relevant authorities, staff, parents and suppliers to understand fully the impact in all areas including particularly visa requirements, the supply chain and data handling and protection, in order to minimise risk and potential disruption.

FINANCIAL REVIEW

Results for the Year

The net income for the year into unrestricted funds amounted to £349,455 (2019: net expenditure £214,612). Against a background of strongly rising operating costs, the governors consider this a reasonable financial performance. The year has been an unusual one with significant discounts given to parents during the summer term lockdown, and with a greater number of parents than usual finding it difficult to pay school fees on time. However, the challenge created by these issues has been offset by use of the Coronavirus Job Retention Scheme.

Our trading company continues to hire out Ellesmere College facilities during vacations and school hours, as well as undertaking commercial activity on behalf of the school and externally. The activities of the trading company were significantly impaired by the impact of the Coronavirus with no Easter or summer letting activity permissible. The company reduced the schools operating surplus by £24,516 (2019: a contribution £82,985). Group total funds increased by £343,970 for the year.

Reserves Level and Policy, and Financial Viability

It has been the school's policy to utilise funds to ensure that high quality up-to-date facilities are provided for the benefit of pupils. The aim is to budget so as to provide sufficient working capital to meet the present needs and future development requirements of the school without the requirement to have recourse to sales of tangible fixed assets, or use of the school's readily realisable investments supporting unrestricted funds. Unrestricted funds increased by £340,892 to total £4,593,888, as shown in note 23. Ellesmere College plans to fund longer term capital expenditure and meet long term liabilities through careful management of resources and investments and through building reserves through operations and trading. The school aims to make an overall surplus to improve its cash position after the scheduled repayment of bank loans.

The governors have invested substantial sums into maintaining school buildings in recent years and have a continuing programme of refurbishment, development and investment to maintain excellent teaching facilities for our pupils. In common with most independent schools, and owing to having to fund their own capital investment plans, free reserves are at a negative balance illustrating the extent of the investment in our school. The school's total capital and reserves of £4,640,919 (2019: £4,296,849) at the year-end included £46,931 (2019: £43,853) of restricted funds. Fixed assets held for charity use totalled £7,843,891 (2019: £8,077,794), leaving a deficit on free reserves of £3.250m (2019: £3.825m) at the year-end. The school's financial viability does not depend on income reserves but in its ability to continue to trade at a surplus on an annual basis, and on the substantial portfolio of fixed assets held for operational use. The school does not have, and cannot rely on, permanent endowments.

PRINCIPAL RISKS AND UNCERTAINTIES

It should be noted that these financial statements were compiled during the Covid 19 global pandemic and before a vaccine was identified. Like most trustees, the governors keep under consideration the impact of a catastrophic event on the school's ability to continue, but that event may come about from many causes and being specific about the source is not possible. The consideration of risks in the paragraphs below is therefore reflective of a more stable environment and does not specifically look at the pandemic, or other similar events, but offers a wider view of common events plus a specific risk looking at those events that could impact the continuity of education.

The governors consider the economic turbulence of recent years and the affordability of fees by parents across the independent sector to be the principal risk faced by the school. This is particularly true for the local day market. After some years of below-inflation increases the senior day fee was increased by 3.38% and the junior day fee by 3.91%, for the academic year beginning September 2019. For September 2020 the governing body has frozen fees.

The governing body is responsible for the identification and management of risks. The major risks to which the charity is exposed, as identified by the directors, have been reviewed and systems or procedures have been established to manage those risks. Detailed examination of the risks and establishment of controls to mitigate them is delegated to the relevant sub-committees and the process is overseen by the governing body. A formal review of the risk management processes is undertaken annually.

The principal risks to which the school is exposed include those affecting protection of pupils and security and preservation of charitable assets both now and in the future. Significant risk areas:

- the market in which the school operates is highly competitive and we monitor developments in education to ensure that pupils always receive a first class, holistic and varied educational experience in our school
- we strive to ensure that all staff are able to work in a safe and supportive environment and policies, procedures and training in Human Resource management and Health and Safety help to ensure that the school meets expectations
- the school operates in a highly regulated sector, including in matters of child protection, and we appoint appropriate professional advisers to ensure that we can keep up to date with all requirements; school or individual membership of bodies being the constituent associations of the Independent Schools Council also ensure that we have access to up to date information and support
- the school operates in an increasingly litigious environment and we appoint appropriate professional advisers and purchase insurance using specialist brokers and advisers to ensure that we can keep up to date with all requirements and meet all challenges
- all organisations face difficult economic conditions and directors and senior managers in the school keep abreast of economic conditions locally, nationally and internationally to identify trends and develop plans to address issues
- potential impact of the COVID-19 Pandemic, including loss of pupil numbers, parent requests for fee refunds and a reduction in the recoverability of fees where parents' financial situations may be significantly affected by the pandemic.
- as well as providing ongoing pastoral support, the school has implemented a comprehensive virtual learning programme for all students, which enables academic education to continue to be delivered if there are wholesale school closures or partial closures, and this has been well-received by parents.

The key controls used by the school include:

- formal agendas and minutes for all meetings of the governing body and committees
- terms of reference for all committees
- comprehensive strategic planning, financial forecasting, budgeting and management accounting
- established and identifiable organisational structures and reporting lines which are regularly reviewed
- comprehensive formal written policies
- clear authorisation limits
- vetting procedures, as required by law, for protection of the vulnerable.

The school plans strategically having regard for risk. The executive provide the governing body with regular reports which include details of the principal strategic objectives and the activity to achieve those objectives. The school also records significant achievements and updates the governing body and Woodard on short-term plans.

The strategy is discussed between the governing body and the Woodard Board and protocols have been developed and agreed which outline the relationship between the two bodies.

Financial risk management objectives and policies

The school uses financial instruments, other than derivatives, comprising loans, cash and other liquid resources and various other items such as trade debtors, creditors and finance lease arrangements that arise directly from operations. The main purpose of these financial instruments is to raise finance for the group's operations.

The main issues arising from the group's financial instruments are liquidity risk and interest rate risk. The school's directors adopt policies for managing each of the risks and these are summarised below:

- Liquidity risk – the school seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable needs by negotiating adequate facilities from its bank.
- Interest rate risk – the school finances operations through a mixture of retained surpluses and bank and other borrowings.

Going Concern

At the time of signing these financial statements the Coronavirus disease (COVID-19) continues to have a significant effect on global and local health and economic activity. As discussed in more detail in the going concern accounting policy on page 25, the Directors have a reasonable expectation that the Charity remains a going concern for the following key reasons:

- Despite declaring a second lockdown in November 2020 the government has not closed schools and there is no prospect of further school closures. However, the provision in place for virtual learning and pastoral support to all students is sufficiently robust that even were schools to be closed pupils would continue to be well educated and well supported. The provision of virtual learning that was made during the first lockdown received excellent feedback from parents.
- Detailed financial modelling looking forward to August 2022 shows that in all likely scenarios the school can continue to pay liabilities as they fall due, through a combination of fee income, and agreed bank facilities, including a £2.0m overdraft facility which renews annually in June, and as such remains a going concern. The Directors are confident of the continued support of the bank (including additional funding if required).
- The Directors are of the opinion that there are sufficient funds available to meet the cost of increased bad debt which could arise, where parents' financial circumstances are impacted by COVID-19. The school monitors fee debtors closely.
- The UK Government has indicated support for businesses impacted by COVID-19 and the school has taken advantage of reliefs offered including the Job Retention Scheme.

The Trustees/Directors are unaware of any other factors which would impact on the Charity being treated as a going concern.

FUTURE PLANS

The Board's current five year strategic plan was approved on 24th June 2019 and is reviewed on an annual basis. The key objectives of the current plan are:

1. To continue to develop and further embed the High Reliability School programme, following the appointment of specific members of staff for that purpose, to ensure that every pupil reaches his or her full academic potential.

2. To build on the recognition of the excellence of the College's artistic programme provided by the Artsmark Platinum status and to continue to develop as an arts hub for the region. There are ambitious plans for a prep and primary school Art Exhibition which will act as a culmination of this phase of the outreach work by our teachers and their work in collaboration with other schools.

3. To review curriculum provision in line with national changes and to meet the needs of our market.
4. To manage the staffing at all times so that we deliver the best possible education as well as accommodation, welfare and administration.
5. To build and encourage community access for educational purposes to the schools' facilities.
6. To maximise the income from the use of the College's facilities and develop new streams from overseas.
7. To identify opportunities for energy consumption reduction.
8. To maintain the fabric of the school to a high level.

DIRECTORS

The directors who served during the year, and the committees of which they are members, are:

C E Lillis (Chairman)		Finance and General Purposes Investment
K E Castle	Appointed 27.11.19	Regulatory Compliance
S M Connor		Education
M A Denton	Resigned 28.12.19	Regulatory Compliance Staffing and Personnel
D Fairweather		
J Hopkins		Finance and General Purposes Regulatory Compliance Staffing and Personnel
R A K Hoppins		Finance and General Purposes Investment
J C Pochin	Appointed 3.3.20	Finance and General Purposes
M D T Sampson		Regulatory Compliance
J Scanlon	Resigned 18.9.20	Education
J M Trowbridge		Education

None of the directors has any beneficial interest in the company. Ellesmere College buys trustees and officers insurance on behalf of the directors.

AUDITORS

RSM UK LLP, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006 unless the company receives notice under section 488(1) of the Companies Act 2006.

DIRECTORS RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the director's 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. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law) including FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland. 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 the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company and group will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's and group's transactions and disclose with reasonable accuracy at any time the financial position of the company and group 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 group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors confirm that:

- so far as each director is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

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

Approved by the Board of Directors of Ellesmere College on 11th December 2020, including, in their capacity as company directors, approving the Directors' and Strategic Reports contained therein, and signed on its behalf by:



Mr C E Lillis
CHAIRMAN

ELLESMERE COLLEGE LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ELLESMERE COLLEGE LIMITED
YEAR ENDED 31 AUGUST 2020

Opinion

We have audited the financial statements of Ellesmere College Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2020 which comprise the Consolidated and Charity Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows 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 FRS 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 the parent charitable company's affairs as at 31 August 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended ;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We have been appointed auditors under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

Material uncertainty related to going concern

We draw attention to note 1c) in the financial statements, which indicates that it is likely that the group will breach a bank covenant in the next 12 months. Whilst the group has the continuing financial support of its bankers (including verbal agreement of additional funding if required) and is currently in discussions to remove or alter this covenant, a material uncertainty currently exists that may cast significant doubt on the group's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

Other information

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

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

Opinion 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' Report and the incorporated Strategic Report prepared for the purpose of company law for the financial year for which the financial statements are prepared is consistent with the financial statements ; and
- the Directors' Report and the incorporated Strategic 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 their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report and the incorporated Strategic Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ELLESMERE COLLEGE LIMITED
YEAR ENDED 31 AUGUST 2020

Responsibilities of trustees

As explained more fully in the Directors' responsibilities statement set out on page 17 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 misstatements, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the group's and 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 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.

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

Use of our report

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

Dale Thorpe (Senior Statutory Auditor)
for and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
9th Floor, 3 Hardman Street,
Manchester. M3 3HF
Date 14 December 2020

ELLESMERE COLLEGE LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)

YEAR ENDED 31 AUGUST 2020

	Notes	Unrestricted Funds £	Restricted Funds £	Endowed Funds £	Total 2020 £	Total 2019 £
Income and Endowments from :						
Charitable Activities						
School fees receivable	3	8,349,585	(15,506)	-	8,334,079	9,238,046
Ancillary trading income	4	748,704	-	-	748,704	1,013,587
Other trading activities						
Non-ancillary trading income	5	88,439	-	-	88,439	452,326
Other activities	5	3,964	-	-	3,964	8,706
Investments						
Investment income	6	6,259	-	-	6,259	7,120
Bank and other interest		-	-	-	-	-
Voluntary sources						
Grants and Donations	7	1,122,887	54,714	-	1,177,601	72,185
Other incoming resources		1,878	-	-	1,878	8,881
TOTAL INCOMING RESOURCES		10,321,716	39,208	-	10,360,924	10,800,851
Expenditure on Raising Funds						
Non ancillary trading costs	8	108,481	-	-	108,481	365,438
Other income generating activities		761,109	-	-	761,109	861,710
Financing costs	9	143,925	-	-	143,925	80,267
Investment management		2,202	-	-	2,202	2,192
Fundraising and development		116,336	-	-	116,336	130,673
TOTAL DEDUCTIBLE COSTS	8	1,132,053	-	-	1,132,053	1,440,280
Charitable Activities						
Education	8	8,841,820	44,693	-	8,886,513	9,587,929
TOTAL EXPENDITURE	8	9,973,873	44,693	-	10,018,566	11,028,209
Net income/(expenditure) before transfers		347,843	(5,485)	-	342,358	(227,358)
Realised gains on investment assets	13	9,269	-	-	9,269	7,730
Unrealised gains on investment assets	13	(7,657)	-	-	(7,657)	(4,911)
Net income/(expenditure)		349,455	(5,485)	-	343,970	(224,539)
Transfers between funds	24	(8,563)	8,563	-	-	-
Net Movement in funds for the year		340,892	3,078	-	343,970	(224,539)
Fund balances at 1st September		4,252,996	43,853	-	4,296,849	4,521,388
FUND BALANCES AS AT 31ST AUGUST		4,593,888	46,931	-	4,640,819	4,296,849

All amounts relate to continuing activities.
All recognised gains and losses in the current and prior year are included in the statement of financial activities.
The notes on pages 25 to 46 form part of these financial statements.

ELLESMERE COLLEGE LIMITED

CHARITY STATEMENT OF FINANCIAL ACTIVITIES (Incorporating an Income and Expenditure Account)

YEAR ENDED 31 AUGUST 2020

	Notes	Unrestricted Funds £	Restricted Funds £	Endowed Funds £	Total 2020 £	Total 2019 £
Income and Endowments from :						
Charitable Activities						
School fees receivable	3	8,349,585	(15,506)	-	8,334,079	9,238,046
Ancillary trading income	4	748,704	-	-	748,704	1,013,587
Other trading activities						
Ellesmere College Enterprises Ltd		11,780	-	-	11,780	137,198
Other activities	5	3,964	-	-	3,964	8,706
Investments						
Investment income	6	6,259	-	-	6,259	7,120
Voluntary sources						
Grants and Donations	7	1,122,887	54,714	-	1,177,601	72,185
Other incoming resources		1,878	-	-	1,878	8,881
TOTAL INCOMING RESOURCES		10,245,057	39,208	-	10,284,265	10,485,723
Expenditure on Raising Funds						
Non Ancillary Trading		11,780			11,780	54,213
Other income generating activities		761,109	-	-	761,109	861,710
Financing costs	9	139,799	-	-	139,799	79,484
Investment management		2,202	-	-	2,202	2,192
Fundraising and development		116,336	-	-	116,336	130,673
TOTAL DEDUCTIBLE COSTS	8	1,031,226	-	-	1,031,226	1,128,272
Charitable Activities						
Education	8	8,841,472	44,693	-	8,886,165	9,584,809
TOTAL EXPENDITURE	8	9,872,698	44,693	-	9,917,391	10,713,081
Net income/(expenditure) before transfers		372,359	(5,485)	-	366,874	(227,358)
Realised gains on investment assets	13	9,269	-	-	9,269	7,730
Unrealised gains on investment assets	13	(7,657)	-	-	(7,657)	(4,911)
Net income/expenditure		373,971	(5,485)	-	368,486	(224,539)
Transfers between funds	24	(8,563)	8,563	-	-	-
Net Movement in funds for the year		365,408	3,078	-	368,486	(224,539)
Fund balances at 1st September		4,252,996	43,853	-	4,296,849	4,521,388
FUND BALANCES AS AT 31ST AUGUST		4,618,404	46,931	-	4,665,335	4,296,849

All amounts relate to continuing activities.
All recognised gains and losses in the current and prior year are included in the statement of financial activities.
The notes on pages 25 to 46 form part of these financial statements.

ELLESMERE COLLEGE LIMITED

CONSOLIDATED AND CHARITY BALANCE SHEETS
AS AT 31 AUGUST 2020

	Note	Group 2020 £	2019 £	Charity 2020 £	2019 £
FIXED ASSETS					
Tangible assets	12	7,843,891	8,077,794	7,843,891	8,077,794
Securities Investments	13	393,466	387,797	393,567	387,898
		8,237,357	8,465,591	8,237,458	8,465,692
CURRENT ASSETS					
Stock		37,056	60,753	31,422	53,797
Debtors	14	676,508	705,841	724,316	801,067
Cash at bank and in hand		37,942	114,015	12,981	9,204
		751,506	880,609	768,719	864,068
CURRENT LIABILITIES					
Creditors payable within one year	15	(3,145,576)	(3,556,406)	(3,138,374)	(3,539,966)
NET CURRENT LIABILITIES		(2,394,070)	(2,675,797)	(2,369,655)	(2,675,898)
TOTAL ASSETS LESS CURRENT LIABILITIES		5,843,287	5,789,794	5,867,803	5,789,794
LONG TERM LIABILITIES					
Creditors payable after one year	16	(1,202,368)	(1,492,845)	(1,202,368)	(1,492,845)
NET ASSETS		4,640,919	4,296,949	4,665,435	4,296,949
REPRESENTED BY :					
Called up share capital	21	100	100	100	100
RESTRICTED FUNDS	24	46,931	43,853	46,931	43,853
UNRESTRICTED FUNDS					
General reserve	24	4,593,888	4,252,996	4,618,404	4,252,996
		4,640,919	4,296,949	4,665,435	4,296,949

11th December 2020

The financial statements were approved and authorised for issue by the Board on.....and signed on its behalf by :

Mr C E Lillis - Chairman
Company Registration No : 05066406

The notes on pages 25 to 46 form part of these financial statements.

ELLESMERE COLLEGE LIMITED

CONSOLIDATED STATEMENT OF CASH FLOWS
AS AT 31 AUGUST 2020

	Note	Group 2020 £	Group 2019 £
Cash flows from operating activities :			
Net cash provided by operating activities	31	269,964	4,761
Cash flows from investing activities :			
Dividends, interest and rents from investments	6	6,259	7,120
Proceeds from the sale of property, plant and equipment		-	7,659
Purchase of property, plant and equipment	12	(40,254)	(192,814)
Proceeds from sale of investments	13	84,885	47,406
Purchase of investments	13	(88,943)	(52,334)
Net cash used in investing activities		(38,053)	(182,963)
Cash flows from financing activities :			
Repayments of borrowing		(149,877)	(145,468)
Financing costs		(140,330)	(80,267)
Net cash used in financing activities		(290,207)	(225,735)
Change in cash and cash equivalents in the year		(58,296)	(403,937)
Cash and cash equivalents at the beginning of the year		(652,743)	(248,806)
Cash and cash equivalents at the end of the year	32	(711,039)	(652,743)

1 ACCOUNTING POLICIES

The principal accounting policies, all of which have been applied consistently throughout the year and in the preceding year are:

a) General Information

Ellesmere College Limited is a private company limited by shares, number 5066406, incorporated in England and Wales. Its registered office and principal place of business is Ellesmere College, Ellesmere, Shropshire, SY12 9AB. It is also a charity, number 1103049. The group consists of Ellesmere College Limited, Ellesmere College Enterprises Limited and Ellesmere College International Limited.

b) Basis of Accounting

The accounts of the group have been prepared under the Companies Act 2006 and in accordance with the Statement of Recommended Practice for Charities ('SORP (FRS102)') and with applicable UK Accounting Standards. They are drawn up on the historical cost accounting basis except that property and share investments held as fixed assets are carried at fair value.

Ellesmere College meets the definition of a public benefit entity under Financial Reporting Standard (FRS) 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The financial statements are presented in Sterling (£), to the nearest pound (£) and the functional currency is also Sterling (£).

c) Going Concern

At the time of signing these financial statements the Coronavirus disease (COVID-19) pandemic is ongoing and the country has just completed a second lockdown, however, in line with Government policy, the school has remained open for the Michaelmas term. Despite this, associated risks and uncertainties remain and bring challenges which the Directors have considered in the Principal Risks and Uncertainties section of their Report (see page 15).

The school has developed virtual learning and online pastoral support facilities and techniques and the Directors are confident that education and support can continue at a high level in the eventualitiy of another school closure imposed under Government coronavirus measures. Following the previous closure almost all current day pupils were retained and overall day pupil numbers have increased on a year on year basis. International boarding numbers have fallen, but considerable interest remains and the Directors are confident that the international boarding market will recover as the pandemic recedes.

Detailed financial modelling has been performed demonstrating that the school has sufficient cash and headroom to remain a going concern for the 2020/21 and 2021/22 academic years. A combination of fee income, ongoing Government Support in the form of CJRS through to March 2021 and agreed bank facilities provide the assurance. The Directors are confident of continued support of the bank. The bank provides the College with a £2.0m overdraft facility which is due for annual renewal on 21st June 2021 and the Directors are confident that this facility will be renewed. Verbal agreement of additional funding has also been agreed. The bank has contined to express support throughout the pandemic and is currently undertaking an assessment of the College's likely financial position over the next two years with a view to waiving covenants that may be breached in this period. They will report in the near future.

Until confirmation is received in writing from the school's bank that it is prepared to waive a potential breach of covenant under the loan facilities it has extended the Directors recognise that there is a material uncertainty about the Company's ability to continue as a going concern. However, because of the support expressed by the school's bank the Directors have continued to prepare the financial statements on a going concern basis.

d) Group Accounts

The financial statements consolidate the financial statements of the company, and all its subsidiary companies, charitable trusts and funds with all inter-company balances being eliminated. Entities are consolidated where Ellesmere College exercises overall control either through ownership of shares, or through having common trustees with a common objective. Accounting policies are consistently applied between group companies.

e) **School Fees Receivable and Similar Income**

Fees receivable and other educational income are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions by the school, but include contributions received from restricted funds for scholarships, bursaries and other grants. All debts are fully provided for unless they relate to current pupils owing less than two terms in which case a partial provision is made.

f) **Ancillary and Non-Ancillary Trading Income**

Ancillary trading income represents amounts from activities to generate funds within the charitable objects for example, tuition in extra subjects and coaches to and from school. Non-ancillary trading income represents amounts from activities not directly related to the charitable objects, for example lettings of school facilities out of term time and sales from the tuck shop and vending machines. Income from these activities is recognised in the SOFA when the goods are sold or services provided.

g) **Voluntary sources, Grants and Donations**

Voluntary incoming resources are accounted for as and when entitlement arises, the amount can reliably be quantified and the economic benefit is considered probable.

Voluntary income for general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, voluntary income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention to be permanent or not. Gifts in kind are valued at estimated open market value at the date of gift, in the case of assets for retention or consumption, or at the value to the school in case of donated services or facilities.

h) **Expenditure**

Expenditure is accrued as soon as there is a contractual obligation or a liability is considered probable, discounted to present value for longer term liabilities. Expenditure is allocated to expense headings either on a direct cost basis or apportioned according to time spent. The irrecoverable element of VAT is included with the item of expense to which it relates. The cost of refurbishing and converting existing buildings is written-off in the year in which it is incurred except where the useful life is extended.

i) **Pension Costs**

The school company participates in the Teachers' Pensions scheme, which is an unfunded government scheme. The Teachers' Pensions scheme provides benefits based on final pensionable pay. The funds of the scheme are separate from the company, although the company's share of the scheme cannot be identified as the scheme is a multi-employer scheme, and so the pension costs are accounted for as defined contribution schemes. The company also contributes to other defined contribution pension schemes for non-teaching staff.

The company offers membership of the Pensions Trust Flexible Retirement Plan to employees other than the full-time academic staff. The Pensions Trust Flexible Retirement Plan is a multi-employer pension schemes where the scheme assets are pooled for investment purposes and cannot be attributed to individual employers. Benefits are paid from the total scheme assets. It is in most respects a money purchase arrangement, but has some guarantees. As a result it is not possible or appropriate to identify the assets and liabilities of the scheme which are attributable to the company. In accordance with Financial Reporting Standard (FRS) 102 (section 28) therefore, the scheme is accounted for as a defined contribution scheme.

j) Tangible Fixed Assets and Depreciation

In accordance with Section 35.10 (d) of FRS102, Ellesmere College has elected to use the carrying value of any of the above freehold land and buildings previously carried at a valuation, as their deemed cost at the date of transition to FRS102, 1 September 2014.

Tangible fixed assets are stated at cost less depreciation. Individual capital items, or projects, with a value greater than £10,000 are capitalised.

Where tangible fixed assets have been acquired with the aid of specific grants they are included in the balance sheet at cost and depreciated over their expected useful economic life. The related grants are credited to a restricted fixed asset fund (in the statement of financial activities and carried forward in the balance sheet). The depreciation on such assets is charged in the statement of financial activities over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

Depreciation is provided at rates calculated to write off the cost, less estimated residual value of each asset based on current market prices, over its expected useful life, as follows:

Freehold land is not depreciated	
Freehold Buildings:	variable according to the building and written off over the expected useful life (see note below)
Computer equipment	33.33% on cost
Plant and Equipment	between 4% and 25% depending on expected useful life
Motor vehicles	25% on cost

The company has reviewed its tangible assets, which comprise land, buildings and initial fixtures and fittings. The company undertakes an annual review of all buildings assessing their useful economic life. In some cases the useful economic life of a building is anticipated to be of considerable length, often in excess of 100 years. The buildings are capitalised in the financial statements at historic cost and the calculated depreciation charge is charged in these accounts over the expected useful life which ranges from 10 to 250 years. The directors will continue to carry out annual assessments of the recoverable amount and the estimated useful life of all buildings. The review is based on the directors' assessments of the market value and the future economic benefit derived from an asset versus its carrying value in the financial statements.

k) Financial Instruments

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

l) Securities Investments

Securities investments are carried at fair value, which is deemed to be market value as at the balance sheet date.

Unrealised gains and losses arising on the revaluation of investments are credited or charged to the Statement of Financial Activities and are allocated to the appropriate fund according to the 'ownership' of the underlying assets. Realised gains and losses are the difference between sales proceeds and opening market value where the investment was held at the beginning of the year, or sales proceeds less cost of purchase where the investment was acquired in the year. The revaluation reserve reflects the accumulated total of unrealised gains. Uninvested cash is the balance of liquid cash, held as an investment, which has not been invested in securities.

m) Stocks
Stocks comprise raw materials, consumable stores and goods held for resale: they are valued at the lower of cost and net realisable value.

n) Leasing Commitments
Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the SOFA on a straight line basis over the lease term. Lease incentives are accounted for over the lease term on a straight-line basis.

o) Fee Deposits
Refundable fee deposits are currently classified between long term and short term in the financial statements. These deposits are refundable in the event that the pupils leave the school on one term's notice and as such the deposit would be refunded to the parents at that point. However, the financial statements are prepared on a going concern basis and it is assumed that the majority of children will remain in school for their full years of education and therefore the deposit will be refunded to them when they leave school.

p) Fund Accounts
Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

q) Taxation
Ellesmere College is a registered charity and as such is exempt from tax on income and gains falling within Part 11 of the Corporation Tax Act 2010 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. There is no similar exemption for VAT, which is included in expenditure or in the cost of assets as appropriate.

The school has subsidiary companies that are subject to taxes including corporation tax and VAT in the same way as any commercial organisation. The tax charged to the profit and loss account is based on the subsidiary companies profits for the year and takes into account tax arising because of timing differences between the treatment of certain items for tax and accounting purposes. The subsidiary companies distribute their profits to Ellesmere College under Gift Aid and tax liabilities are kept to a minimum.

2 Estimates and Judgements

In preparing the financial statements, the directors are required to make estimates and judgements. The matters detailed below are considered to be the most important in understanding the judgements that are involved in preparing the financial statements and the uncertainties that could impact the amounts reported in the results of operations, financial position and cashflows. Accounting policies are shown at note 1 to the financial statements. The directors exercise judgement in selection of appropriate rates for depreciation of fixed assets, and for matters of impairment. Estimating amounts to provide against recovery of debts is also a matter of judgement.

3 CHARITABLE ACTIVITIES - SCHOOL FEES RECEIVABLE - GROUP AND CHARITY

The School fees income comprises:

	2020 £	2019 £
Gross fees	11,467,576	12,025,040
Less: Total scholarships, bursaries, etc	(3,133,497)	(2,786,994)
	8,334,079	9,238,046
Add back : Scholarships, Grants etc. paid for by Restricted Funds	15,506	13,922
Unrestricted :	8,349,585	9,251,968

Scholarships, bursaries and other awards were paid to 491 pupils (2019 : 366 pupils). Within this, means-tested bursaries totalling £475,831 were paid to 92 pupils (2019 : £612,634 to 113 pupils).

4 CHARITABLE ACTIVITIES - ANCILLARY TRADING INCOME (UNRESTRICTED) - GROUP AND CHARITY

	2020 £	2019 £
Entrance fees and registration fees	8,509	11,049
Fees in lieu of notice	55,193	94,422
Extra subjects	429,267	437,237
Other ancillary educational income	4,323	4,196
Pupil Bussing	160,532	227,419
Activities, Clubs, Events and House income	90,880	239,264
	748,704	1,013,587

In 2019 Activities, Clubs, Event and House income includes an amount of £85,086 which was reclassified from creditors to unrestricted funds. In prior years this income and the related expenditure was dealt with through control accounts and the year end end balances were disclosed in creditors. The income and expenditure from these activities is included in the statement of financial activities in 2019 and 2020.

5 OTHER TRADING ACTIVITIES (UNRESTRICTED) - GROUP

	2020 £	2019 £
Non-ancillary trading income		
Ellesmere College Enterprises Limited	88,439	452,326
Ellesmere College International Limited	-	-
	88,439	452,326
Interest receivable - pupils' bills	3,964	8,706
	92,403	461,032

6 INVESTMENTS - INVESTMENT INCOME

	Unrestricted	Restricted	Endowed	**Total 2020**	Total 2019
	£	£	£	£	£
Securities investment income					
Dividends	6,241	-	-	6,241	7,090
Fixed interest	18			18	30
	6,259	-	-	6,259	7,120

£7,120 of income in 2019 was unrestricted.

7 VOLUNTARY SOURCES - GRANTS AND DONATIONS

	Unrestricted	Restricted	Endowed	**Total 2020**	Total 2019
				£	£
Donations	1,083	54,714	-	55,797	72,185
Government Grant - CJRS	1,121,804	-	-	1,121,804	-
	1,122,887	54,714	-	1,177,601	72,185

£72,098 of 2019 income was restricted, with £87 unrestricted.

8 ANALYSIS OF EXPENDITURE

a)Total Expenditure - Group

	Staff Costs (note 10)	Depreciation (note 12)	Support Costs	**Total 2020**	Total 2019
	£	£	£	£	£
Costs of raising funds					
Non ancillary trading costs	61,260		47,221	108,481	365,438
Other income generating activities	511,322	-	249,787	761,109	861,710
Financing cost (note 9)	-	-	143,925	143,925	80,267
Investment management	-	-	2,202	2,202	2,192
Fundraising and development	105,091	-	11,245	116,336	130,673
Total	677,673	-	454,380	1,132,053	1,440,280
Charitable Expenditure					
Education					
Teaching	4,431,147	25,837	373,842	4,830,826	4,937,336
Welfare	588,319	-	442,408	1,030,727	1,366,451
Premises	798,578	248,320	883,874	1,930,772	2,094,977
School administration and governance	446,819	-	643,087	1,089,906	1,180,986
Grants, awards and prizes (note 8c)	-	-	4,282	4,282	8,179
Total	6,264,863	274,157	2,347,493	8,886,513	9,587,929
Total Expended - Group	6,942,536	274,157	2,801,873	10,018,566	11,028,209

8 **ANALYSIS OF EXPENDITURE (continued)**

b)Total Expenditure - Charity

	Staff Costs (note 10)	Depreciation (note 12)	Support Costs	**Total 2020**	Total 2019
	£	£	£	£	£
Costs of raising funds					
Non Ancillary Trading	-	-	11,780	11,780	54,213
Other income generating activities	511,322	-	249,787	761,109	861,710
Financing cost (note 9)	-	-	139,799	139,799	79,484
Investment management	-	-	2,202	2,202	2,192
Fundraising and development	105,091	-	11,245	116,336	130,673
Total	616,413	-	414,813	1,031,226	1,128,272
Charitable Expenditure					
Education					
Teaching	4,431,147	25,837	373,842	4,830,826	4,937,336
Welfare	588,319	-	442,408	1,030,727	1,366,451
Premises	798,578	248,320	883,874	1,930,772	2,094,977
School administration and governance	446,819	-	642,739	1,089,558	1,177,866
Grants, awards and prizes (note 8c)	-	-	4,282	4,282	8,179
Total	6,264,863	274,157	2,347,145	8,886,165	9,584,809
Total Expended - Charity	6,881,276	274,157	2,761,958	9,917,391	10,713,081

All costs were unrestricted in 2019 with the exception of £68,103 education & grant making costs which were restricted.
The cost of stock expended in the year was £154,516 (2019 : £200,796).

8 ANALYSIS OF EXPENDITURE (continued)

c) Grants, awards and prizes

Ellesmere College makes awards to individual families to support schooling

	2020	2019
From Restricted Funds :	£	£
Bursaries and other grants and awards	15,506	13,922
From unrestricted funds :		
Prizes and leaving awards	4,282	8,179
	19,788	22,101

d) Governance included in support costs

Ellesmere College reimburses governors for out of pocket expenses including travel, subsistence and accommodation, where a claim is made. One trustee was reimbursed during the year (2019 : one).

Group	2020	2019
	£	£
Remuneration paid to auditor for audit services	15,700	17,300
Additional remuneration paid to auditor for prior years	12,000	-
Reimbursement of personal expenses to governors	-	18
Other governance costs	153	925
	27,853	18,243
Charity		
Remuneration paid to auditor for audit services	13,000	15,000
Additional remuneration paid to auditor for prior years	12,000	
Reimbursement of personal expenses to governors	-	18
Other governance costs	153	925
	25,153	15,943

9 FINANCING COSTS

	2020	2019
Group	£	£
Bank charges and Bank Loan Interest	61,284	61,989
Bad and doubtful debt increase in provision	82,641	18,278
	143,925	80,267
Charity		
Bank charges and Bank Loan Interest	60,753	61,206
Bad and doubtful debt increase in provision	79,046	18,278
	139,799	79,484

10 STAFF COSTS

The aggregate payroll costs for the year were :	2020	2019
	£	£
Group		
Wages and salaries	5,622,031	5,600,823
Social security costs	509,979	502,503
Other pension costs	800,922	568,225
Private medical insurance	9,604	12,228
	6,942,536	6,683,779
Charity		
Wages and salaries	5,564,196	5,448,329
Social security costs	507,905	498,377
Other pension costs	799,571	567,070
Private medical insurance	9,604	12,228
	6,881,276	6,526,004

The members of the Senior Management Team are classed by the school as being the Key Management Personnel.

None of the governors received remuneration or other benefits from Ellesmere College or from any connected body.

	2020	2019
Aggregate employee benefits of key management personnel	772,386	639,816

10 STAFF COSTS (continued)

The number of higher paid employees whose annual emoluments were £60,000 or more was:

	2020 Number	2019 Number
£70,000 - £80,000	1	2
£80,000 - £90,000	-	1
£90,000 - £100,000	1	-
£140,000 - £150,000	1	-
£160,000 - £170,000	-	1
£180,000 - £190,000	1	-

The number with retirement benefits accruing :		
- in Defined Contribution schemes was	1	1
Of which the contributions amounted to	15,356	8,904
- in Defined Benefit schemes was	2	2

For 2019 there is one (2018 : NIL) employee earning over £60,000 per year that has chosen not to participate in a pension scheme.

Staff Costs include an Ex Gratia payment of £12,796 (2019 : NIL). The amount outstanding at the year end was NIL (2019 : NIL)

Average number of employees on head count basis

	2020 Number	2019 Number
Teaching	114	116
Welfare	53	69
Premises	52	53
Support	27	26
Group and Charity	246	264

11 DIRECTORS

None of the directors (or any persons connected with them) received any remuneration during the year.
No children or grandchildren of directors attended the College (2019 : NIL).

12 TANGIBLE FIXED ASSETS

Group and Charity	Land and Buildings Freehold	Motor Vehicles	Computer Equipment	Plant and Equipment	Total
	£	£	£	£	£
Cost					
At 1 September 2019	8,834,333	212,398	44,849	1,584,421	10,676,001
Additions	-	7,080	33,174	-	40,254
Disposals	-	-	-	-	-
As 31 August 2020	8,834,333	219,478	78,023	1,584,421	10,716,255
Depreciation					
At 1 September 2019	1,358,379	154,483	30,849	1,054,496	2,598,207
Charge for the year	153,529	31,633	11,225	77,770	274,157
Disposals	-	-	-	-	-
At 31 August 2020	1,511,908	186,116	42,074	1,132,266	2,872,364
Net book value at 31 August 2020	7,322,425	33,362	35,949	452,155	7,843,891
Net book value at 31 August 2019	7,475,954	57,915	14,000	529,925	8,077,794

All assets are used for charitable purposes.

Finance leases and hire purchase contracts

There are no assets held under finance leases or hire purchase contracts.

13 SECURITIES INVESTMENTS

Group	Securities Investments 2020 £	Securities Investments 2019 £
Group Investments		
At 1 September	387,797	380,050
New money invested		-
Reinvested income	6,259	7,120
Investment management fees	(2,202)	(2,192)
Increase in value of investments	1,612	2,819
Group investments at 31 August	393,466	387,797
Investment in subsidiaries	101	101
Charity investments at 31 August	393,567	387,898
Investments comprise :		
Listed Investments		
Index Linked	18,738	16,077
Other UK Fixed Interest	12,374	5,190
UK Specialist Credit	6,110	6,571
Overseas Index Linked	11,567	11,884
Alternative investments	49,708	51,876
Mulit Asset	11,715	-
Global	21,539	22,967
UK Equities	100,572	107,007
America Indirect	82,581	86,324
Continental Europe	10,280	9,140
Continental Europe Indirect	-	10,178
Japan Indirect	11,166	12,495
Pacific Basin	8,360	8,218
Pacific Basin Indirect	18,705	11,851
Other overseas equities	16,991	23,056
Cash	13,060	4,963
Group investments at 31 August	393,466	387,797
Investment in subsdiaries	101	101
Charity investments at 31 August	393,567	387,898
Historical cost of investments	308,703	303,026

Ellesmere College owns all of the share capital of Ellesmere College Enterprises Ltd and Ellesmere College International Ltd, companies incorporated in England/Wales. Further details are provided in notes 27 and 29.

The main Securities Investments are managed for Ellesmere College by Smith and Williamson. All investments are managed and held in the UK.

Three of the America Indirect investments had a value of more than 5% of the total. (2019 : None).

14 DEBTORS

	Group		Charity	
	2020	2019	**2020**	2019
	£	£	£	£
School fees receivable	183,883	281,186	183,883	281,186
Trade debtors	1,265	187,314	-	-
Other debtors	299,468	47,330	299,468	47,330
Prepayments and accrued income	190,207	181,397	189,360	180,230
Amounts due from subsidiary companies	-	-	49,920	283,707
Amounts due from parent company	1,685	8,614	1,685	8,614
	676,508	705,841	724,316	801,067

The school fees receivable is net of a Bad Debt Provision of £260,042 (2019 : £201,621).

15 CREDITORS: DUE WITHIN ONE YEAR

	Group		Charity	
	2020	2019	**2020**	2019
	£	£	£	£
Bank loans and overdrafts	898,063	915,840	898,063	915,840
Fees received from parents in advance of term	1,020,065	1,263,627	1,020,065	1,263,627
Repayable deposits from parents	442,138	516,426	442,138	516,426
Trade creditors	254,239	383,458	251,545	374,470
Taxation and social security	149,063	138,237	147,715	130,868
Other creditors	141,741	130,053	141,741	130,053
Accruals	240,267	208,765	232,707	203,810
Amounts due to subsidiary companies	-	-	4,400	4,872
	3,145,576	3,556,406	3,138,374	3,539,966

16 CREDITORS: DUE AFTER MORE THAN ONE YEAR

	Group and Charity	
	2020	2019
	£	£
Repayable Deposits from Parents	479,900	620,500
Bank loans	722,468	872,345
	1,202,368	1,492,845

The Repayable Deposits from Parents are disclosed as partly repayable after more than one year because they are repayable when the pupil leaves and it is reasonable to assume that many pupils will not be leaving within one year. A breakdown of the expected periods of repayment is shown in note 18.

17 BANK LOAN

	2020	2019
	£	£
The bank loans are repayable by instalments		
Due after 5 years	63,389	244,737
Due within 2 to 5 years	498,929	475,386
Due within 1 to 2 years	160,150	152,222
Due after more than one year	722,468	872,345
Due within 1 year	149,082	149,082
	871,550	1,021,427

Ellesmere College has two bank loans from Handelsbanken. The loans totalling £871,550 (2019 : £1,021,426) are secured on the freehold land and property of the College. One loan is at a rate of interest of 1.75% over LIBOR, and is repayable over a term of eight more years. The other loan is at a rate of interest of 2.5% over LIBOR, and is repayable over a term of ten or more years.

18 REPAYABLE DEPOSITS FROM PARENTS

	2020	2019
	£	£
The deposits become repayable when the pupil leaves :		
Due after 5 years	60,000	72,600
Due within 2 to 5 years	270,500	312,200
Due within 1 to 2 years	149,400	235,700
Due after more than one year	479,900	620,500
Due within 1 year	442,138	516,426
	922,038	1,136,926

19 COMMITMENTS UNDER OPERATING LEASES

	2020	2019
	£	£
Within 1 year	41,235	11,100
Between 2 and 5 years	94,533	14,337
After 5 years	-	-
	135,768	25,437

Lease payments recognised as an expense amounted to £40,344 (2019 : £7,863). One lease relates to the broadband connection (£11,100) and the other to printers, scanners and photocopiers (£29,244).

20 FINANCIAL INSTRUMENTS

	2020	2019
	£	£
FINANCIAL ASSETS:		
Debt instruments at amortised cost		
Trade debtors	1,265	187,314
Group debtors	1,685	8,614
Other debtors	483,351	328,516
Accrued income	190,207	181,397
	676,508	705,841

	2020	2019
	£	£
FINANCIAL LIABILITIES:		
Financial liabilities at amortised cost		
Bank overdrafts	748,981	766,758
Trade creditors	254,239	383,458
Group creditors	-	-
Other creditors	2,232,907	2,747,555
Accruals	240,267	130,053
Borrowings - bank loans	871,550	1,021,427
	4,347,944	5,049,251

21 SHARE CAPITAL

	2020	2019
	£	£
Authorised		
100 Ordinary shares of £1 each	100	100
Allotted, called up and fully paid		
100 Ordinary shares of £1 each	100	100

22 RESTRICTED FUNDS

Ellesmere College's funds are analysed under the following headings :

a) RESTRICTED FUNDS

The Schulze Fund is to support and maintain the Schulze Organ.
The Peter Messenger Fund was set up in memory of a former pupil to provide support to pupils who wish to further their musical and instrumental abilities.
The Mullock Scholarship is to fund music scholarships.
Enhance Ellesmere is a donation scheme to fund additional educational facilities.
The Covid Face Mask Project was a scheme to produce face masks and visors.
The Ian Beer Scholarship Fund is to fund rugby scholarship.
The Silver Cross Scholarship Fund is to fund an academic scholarship.
The Leavers Gift Fund is a donation scheme to fund pieces of artwork which are displayed at the school premises.
The Walker Scholarship is to fund music scholarships.

b) UNRESTRICTED FUNDS

Unrestricted funds represent accumulated income from the school's activities and other sources that are available for the general purpose of the school.

23 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted	Restricted	Total 2020
	£	£	£
Tangible fixed assets	7,843,891	-	7,843,891
Securities investments	393,467	-	393,467
Net current (liabilities)/assets	(2,441,002)	46,931	(2,394,071)
Long term liabilities	(1,202,368)	-	(1,202,368)
	4,593,988	46,931	4,640,919

	Unrestricted	Restricted	Total 2019
	£	£	£
Tangible fixed assets	8,077,794	-	8,077,794
Securities investments	387,797	-	387,797
Net current (liabilities)/assets	(2,719,650)	43,853	(2,675,797)
Long term liabilities	(1,492,845)	-	(1,492,845)
	4,253,096	43,853	4,296,949

24 SUMMARY OF MOVEMENTS ON MAJOR FUNDS

	Balance at 1 September 2019	Incoming resources	Resources expended	Gains/ (Losses)/ Transfers	Balance at 31 August 2020
	£	£	£	£	£
Restricted Funds					
Schulze Fund	4,435	-	-	-	4,435
Peter Messenger Fund	2,778	1,180	(600)	-	3,358
Mullock Scholarship	-	11,394	(9,495)		1,899
Enhance Ellesmere	31,427	17,427	(21,265)	-	27,589
Covid Face Mask Project	-	8,127	(8,127)		-
Ian Beer Rugby Scholarship	268	336	-	-	604
Silver Cross Scholarship	2,777	-	(1,222)	-	1,555
Leavers Gift	(2,021)	16,250	(15,301)	8,563	7,491
Walker Scholarship	4,189	-	(4,189)	-	-
	43,853	54,714	(60,199)	8,563	46,931
Unrestricted Funds					
General Reserve	4,252,996	10,321,716	(9,973,873)	(6,951)	4,593,888

	Balance at 1 September 2018	Incoming resources	Resources expended	Gains/ (Losses)/ Transfers	Balance at 31 August 2019
	£	£	£	£	£
Restricted Funds					
Schulze Fund	4,102	651	(318)	-	4,435
Peter Messenger Fund	3,338	-	(560)	-	2,778
Enhance Ellesmere	21,526	35,194	(25,293)	-	31,427
Ian Beer Rugby Scholarship	1,488	280	(1,500)	-	268
Silver Cross Scholarship	2,777	-	-	-	2,777
Leavers Gift	19,498	20,973	(42,492)	-	(2,021)
Walker Scholarship	1,051	15,000	(11,862)	-	4,189
	53,780	72,098	(82,025)	-	43,853
Unrestricted Funds					
General Reserve	4,467,608	10,742,675	(10,960,106)	2,819	4,252,996

Note 21 provides details of the individual funds.

25 CAPITAL COMMITMENTS

At 31 August 2020 the company had no capital commitments.
(2019 : None).

26 PENSION SCHEMES

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS"), for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £719,387 (2019 : £496,448) and at the year-end £59,627 (2019 : £43,660) was accrued in respect of contributions to this scheme.

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

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

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

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. A consultation was launched by the government on 16 July 2020, and closed to responses on 11 October 2020.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted on July 2020 and the government is preparing to complete the cost control element of the 2016 valuations, which is expected to be completed in 2021.

In view of the above rulings and decisions the assumptions used in the 31 March 2016 Actuarial Valuation may become inappropriate. In this scenario, a valuation prepared in accordance with revised benefits and suitably revised assumptions would yield different results from those contained in the Actuarial Valuation.

Until the consultation and the cost cap mechanism review are completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly no provision for any additional past benefit pension costs is included in these financial statements.

26 PENSION SCHEMES continued

Pensions Trust Flexible Retirement Scheme

The School participates in The Flexible Retirement Scheme (FRS) for its support staff. This is a multi employer defined contribution scheme administered by the Pensions Trust. For those enrolled on the Auto-enrollment scheme Ellesmere College paid contributions at the rate of 3% with members contributions at 5%. For the majority of those enrolled in the Company Scheme the employer contribution is 5% with matching contributions made by members.

27 SUBSIDIARIES

The Company owns all of the share capital of Ellesmere College Enterprises Limited, a company incorporated in England and Wales, company number 05181897, registered office Ellesmere College, Ellesmere, Shropshire, SY12 9AB. This company carries out trading activity on behalf of the school including lettings and sales from the school's tuck shop.

Ellesmere College Enterprises Limited had a turnover of £221,265 (2019: £624,043), gross loss of £11,020 (2019: profit £107,844), and a loss of £24,516 in the year ended 31 August 2020 (2019: profit before tax and gift aid of £82,985). At 31 August 2020 the company had shareholder's deficit of £(24,416) (2019: funds £100), assets of £36,746 (2019 : £304,760) and liabilities of £61,162 (2019 : £304,660).

The Company owns all of the share capital of Ellesmere College International Limited a company incorporated in England and Wales, company number 08512074, registered office Ellesmere College, Ellesmere, Shropshire, SY12 9AB. Should a franchise agreement to enable the provision of education overseas become viable, this company will resume transacting.

Ellesmere College International Limited had a turnover of NIL (2019: NIL), gross profit of NIL (2019: NIL and a profit before tax and gift aid of NIL in the year ended 31 August 2020 (2019: profit of NIL). At 31 August 2020 the company had shareholder's funds of £1 (2019: £1), assets of £361 (2019 : £361) and liabilities of £360 (2019 : £360).

28 ULTIMATE CONTROLLING PARTY

The Woodard Corporation Limited is the ultimate controlling party, a registered charity number 1096270, which is incorporated in England and Wales, company number 04659710 . Copies of the financial statements of the Woodard Corporation can be obtained from the registered office, High Street, Abbots Bromley, Rugeley, Staffordshire, WS15 3BW. The accounts of Ellesmere College Limited are included within the consolidated financial statements of the Woodard Corporation Limited. The Woodard Corporation's principal purpose and activity is to provide high quality education in an actively Christian school environment for all.

29 RELATED PARTIES

As stated in note 26, Ellesmere College Limited is a wholly owned subsidiary of the Woodard Corporation. During the year £50,167 (2019 : £73,965) was invoiced by the Woodard Corporation for a levy to meet running costs and staff training. In addition to this the Woodard Corporation made payments to Ellesmere College of £1,685 (2019 : £8,614) for commission on the advance fee scheme (and the carbon forward order refund in 2019). The year end balances between Ellesmere College and the Woodard Corporation are shown on note 14.

The company also controls two subsidiary trading companies, Ellesmere College Enterprises Limited and Ellesmere College International Limited.

The transactions with the subsidiaries are summarised below :

	2020	2019
Opening charity creditor	(4,872)	(17,064)
Opening charity debtor	283,708	169,552
Recharged to subsidiaries	79,696	317,880
Paid by subsidiaries	(313,483)	(286,192)
Invoiced by Subsidiaries	(183,289)	(248,157)
Paid by Ellesmere College	183,760	259,831
Gift Aid from Subsidiary	-	82,985
	45,520	278,835
Closing charity creditor	(4,400)	(4,872)
Closing charity debtor	49,920	283,707
	45,520	278,835

The College provides financial and operational support to the Ellesmere Primary School Pool in return for timetabled use of the pool. This benefits the College, as the associated club, the Titans, is very successful, and in need of additional pool time, and the Primary School was able to keep its pool open for the benefit of the school, and the wider community. Subsequent to signing the agreement the Primary School changed status, to an academy, and became owned by North West Academies Trust. The Chairman of the Trust is our Headmaster.

During the year £16,594 (2019 : £12,910) was invoiced and accrued by Ellesmere Primary School for power and water rates. The balance outstanding at 31 August 2020 was £7,040 (2019 : £4,000). In addition to this the College invoiced Ellesmere Primary School £4,063 (2019 : £3,414) for a share of agreed maintenance costs. The balance outstanding at 31 August 2020 was £4,018 (2019 : £527).

During the year £240 (2019 : £240) was donated to the School by related parties.

30 Consolidated Statement of Financial Activities - Comparative figures by fund type
Year Ended 31 August 2019

	Unrestricted Funds £	Restricted Funds £	Endowed Funds £	Total 2019 £
Income and Endowments from :				
Charitable Activities				
School fees receivable	9,251,968	(13,922)	-	9,238,046
Ancillary trading income	1,013,587	-	-	1,013,587
Other trading activities				
Non-ancillary trading income	452,326	-	-	452,326
Other activities	8,706	-	-	8,706
Investments				
Investment income	7,120	-	-	7,120
Bank and other interest	-	-	-	-
Voluntary sources				
Grants and Donations	87	72,098	-	72,185
Other incoming resources	8,881			8,881
TOTAL INCOMING RESOURCES	10,742,675	58,176	-	10,800,851
Expenditure on Raising Funds				
Non ancillary trading costs	365,438	-	-	365,438
Other income generating activities	861,710	-	-	861,710
Financing costs	80,267	-	-	80,267
Investment management	2,192	-	-	2,192
Fundraising and development	130,673	-	-	130,673
TOTAL DEDUCTIBLE COSTS	1,440,280	-	-	1,440,280
Charitable Activities				
Education and grantmaking	9,519,826	68,103	-	9,587,929
TOTAL EXPENDITURE	10,960,106	68,103	-	11,028,209
Net income and expenditure before transfers	(217,431)	(9,927)	-	(227,358)
Realised gains on investment assets	7,730	-	-	7,730
Unrealised gains on investment assets	(4,911)	-	-	(4,911)
Net incoming/(outgoing) resources	(214,612)	(9,927)	-	(224,539)
Transfers between funds	-	-	-	-
NET INCOME AND CAPITAL (OUTFLOW)	(214,612)	(9,927)	-	(224,539)
Pension scheme actuarial losses	-	-	-	-
Net Movement in funds for the year	(214,612)	(9,927)	-	(224,539)
Fund balances at 1st September 2018	4,467,608	53,780	-	4,521,388
FUND BALANCES AS AT 31ST AUGUST 2019	4,252,996	43,853	-	4,296,849

31. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES.

	Group 2020 £	Group 2019 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	343,970	(224,539)
Adjustments for:		
Depreciation charges	274,157	275,174
(Gains) on investments	(1,612)	(2,819)
Dividends, interest and rents from investments	(6,259)	(7,120)
Financing costs	140,330	80,267
(Profit) on the sale of fixed assets	-	(8,180)
Decrease/(Increase) in stocks	23,697	(10,737)
Decrease/(Increase) in debtors	29,333	(75,778)
(Decrease) in creditors	(533,652)	(21,507)
Net cash provided by operating activities	269,964	4,761

32. ANALYSIS OF CASH AND CASH EQUIVALENTS

	Group 2020 £	Group 2019 £
Cash at bank and in hand	37,942	114,015
Overdraft facility repayable on demand	(748,981)	(766,758)
Total cash and cash equivalents	(711,039)	(652,743)