

EXETER CATHEDRAL SCHOOL

England & Wales · Charity number 1151444

Details

Other names ECS

Status Registered

Legal form Charitable company

Company number 08331303

Registered 2013-03-28

Register [View on the Charity Commission register](#)

Contact

Address Exeter Cathedral School
The Chantry
Palace Gate
Exeter
EX1 1HX

Phone 01392255298

Website <http://www.exetercathedralschool.co.uk>

Activities

Objects: 2.1. THE EXCLUSIVELY CHARITABLE OBJECTS FOR WHICH THE COMPANY IS ESTABLISHED ("THE OBJECTS") ARE SPECIFICALLY RESTRICTED TO THE FOLLOWING:2.1.1. TO PROMOTE AND PROVIDE RESIDENTIAL AND NON-RESIDENTIAL SCHOOLS FOR THE ADVANCEMENT OF EDUCATION AND THE ADVANCEMENT OF RELIGION IN ACCORDANCE WITH THE PRACTICES OF THE CHURCH OF ENGLAND FOR THE BENEFIT OF THE PUBLIC; AND2.1.2 FOR THE BENEFIT OF THE PUBLIC, TO ADVANCE THE EDUCATION OF THE CHORISTERS OF EXETER CATHEDRAL, BY PROVIDING THE FACILITIES FOR THEIR EDUCATION.

Activities: The charitable objectives of the school are to promote and provide residential and non-residential schools for the advancement of education and the advancement of religion in accordance with the practices of the Church of England for the benefit of the public and of the choristers of Exeter Cathedral by providing facilities for their education.

Classification

- **How:** Makes Grants To Individuals, Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training, Accommodation/housing, Religious Activities
- **Who:** Children/young People, Other Charities Or Voluntary Bodies, Other Defined Groups

Geography

- Devon

Finances

Period end	Income	Expenditure	Assets	Employees
2024-08-31	£2,674,528	£3,036,183	£251,450	50
2023-08-31	£3,026,047	£3,180,441	£567,086	55
2022-08-31	£2,863,287	£2,832,057	£743,578	62
2021-08-31	£2,547,138	£2,479,724	£748,859	60
2020-08-31	£2,412,017	£2,463,593	£630,819	75

Trustees

Name	Role	Appointed
Alison Joy Fisher		2023-02-10
Charles Esmond Beer		2018-06-22
Charles Kisingbury		2020-10-30
James Montagu Beale		2024-03-21
Jennifer Ellis		2018-03-16
Jeremy Rawlings		2014-03-21
Michael Totterdell Prof		2018-03-16
NEIL RICHARD POCKETT		2014-11-24
Nigel Sean Mitchell		2019-06-17
Rev JAMES MUSTARD		2018-03-16
THE VERY REVD JONATHAN GREENER		2018-03-16
TIMOTHY RICHARD CANNELL		2024-03-21

EXETER CATHEDRAL SCHOOL

England & Wales - Charity number 1151444

Accounts

REGISTERED COMPANY NUMBER: 08331303 (England and Wales)
REGISTERED CHARITY NUMBER:1151444

Report of the Trustees and
Financial Statements
for the Year Ended 31 August 2024
for
EXETER CATHEDRAL SCHOOL

Gravita Audit Western Limited
Chartered Accountants and Statutory Auditors
3 Southernhay West
Exeter
Devon
EX1 1JG

EXETER CATHEDRAL SCHOOL

**Contents of the Financial Statements
FOR THE YEAR ENDED 31 AUGUST 2024**

	Page
Report of the Trustees	1 to 17
Report of the Independent Auditors	18 to 21
Statement of Financial Activities	22
Statement of Financial Position	23
Statement of Cash Flows	24
Notes to the Statement of Cash Flows	25
Notes to the Financial Statements	26 to 39

EXETER CATHEDRAL SCHOOL (REGISTERED NUMBER: 08331303)

**Report of the Trustees
FOR THE YEAR ENDED 31 AUGUST 2024**

The Trustees (Governors) who are also directors of the charitable company for the purposes of the Companies Act 2006, present their annual report and audited accounts, with the financial statements, for the year ended 31 August 2024.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

08331303 (England and Wales)

Registered Charity number

1151444

Registered office

The Chantry
Palace Gate
Exeter
Devon
EX1 1HX

Website

www.exetercathedralschool.co.uk

Trustees

C E Beer (Chair)	Director
Very Revd J Greener	Director
N R Pockett	Director
Canon J Mustard	Director
Canon J Ellis	Director
Prof M Totterdell	Director
N Mitchell	Director
C Kislingbury	Director
A Fisher	Director
J M Beale	Director (Appointed 21 st March 2024)
T R Cannell	Director (Appointed 21 st March 2024)
J Rawlings	Director (Appointed 21 st March 2024)

Headmaster

J M Featherstone

Company Secretary (Director of Finance & Operations and Clerk to the Governors)

S J A M Webber

Auditors

Gravita Audit Western Limited, Statutory Auditors
3 Southernhay West
Exeter EX1 1JG

STRUCTURE, GOVERNANCE AND MANAGEMENT

Charitable constitution

The School operates under the terms of the Company's Memorandum and Articles of Association, dated 13 December 2012 and the Statement of Activities and Public Benefit sealed by the Charity Commissioners for England and Wales on 28 March 2013.

**Report of the Trustees
FOR THE YEAR ENDED 31 AUGUST 2024**

Recruitment and Appointment of Board Members

The Governing body understands the need for the Board to have members whose skills and experience are aligned to those required to running a School.

Where possible the Governors consider that the skills and experience of the Board should comprise the following:

- At least one Governor with education experience
- A Governor with a financial/accounting background
- A Governor with experience of Human Resource (HR) matters
- A Governor with senior managerial or business expertise
- At least one Governor with experience of working within the Church of England

All nominations for the Board are approved by the Board, following which such persons shall also be appointed as Trustees (Governors); appointments take effect from the date the Board confirms its approval in writing.

Board Members Appointed during the period 01 September 2023 to 31 August 2024

Three board members, Jimmy Beale, Timothy Cannell and Jeremy Rawlings, were appointed this financial year.

Directors' Induction and Training

All Governors have received information regarding their responsibilities as Trustees of the Charity.

All new Board Members receive induction training and information regarding their role as a director of a charitable company and a governor of an independent school.

During the period 01 September 2023 to 31 August 2024 all Governors have received updates regarding Safeguarding Children and Keeping Children Safe in Education (KCSIE) including subjects linked to possible cyber threats such as sexting and Preventing Radicalisation (The Prevent Duty).

Risk Management

The Governors have a duty to identify and review the risks to which the School is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. Comprehensive considerations of risk are delegated to the Head and Senior Leadership staff of the School. Risks are identified, assessed and controls established throughout the year. Risk is managed under the headings of finance, health and safety, environment, student welfare, employment and school trips and events.

The main risks the Governors and the Head have identified are:

- **Reputation.** The School's success is built on its reputation for the education and well-being of its pupils. This risk is managed through a combination of robust policies covering safeguarding, KCSIE and staff recruitment, and strong pastoral support for both pupils and staff. Health and safety issues are actively identified and dealt with in a timely manner.
- **Financial sustainability.** Reliance on pupil fee income and its impact on the School's ability to pay invoices as they fall due. This risk has been managed by marketing activity and cash flow management systems including access to a short-term credit facility when required. This is an area where the Governors are monitoring the position closely in view of the recent decline in pupil numbers. There is a risk associated with the investment of surpluses and designated funds. This risk has been mitigated by the trustees instructing Hawksmoor Investment Management Limited to advise them in connection with all the company's investment and any potential risk arising from the invested funds.

**Report of the Trustees
FOR THE YEAR ENDED 31 AUGUST 2024**

- **Boarding.** A slow decline in full and weekly boarding numbers coupled with a trend for ‘flexi-boarding’ has the potential to impact on the resources of the School. This led to a review of the continuance of this provision and as a result the boarding house closed in July 2024.
- **IT (Information Technology) and Data Security.** Failure to provide adequate systems protection to key business systems and resources. This risk is managed through a password protected IT network system for ensuring security. All reasonable security measures have been upgraded (including firewalls and email filters) to offer greater protection against external threats such as hacking and viruses. In common with other organisations the IT systems are at risk to external threats and a possible breach of data (often through the inadvertent introduction of Trojan programmes). Forms of breach are constantly being developed by criminals and cyber ransom is the latest trend in this area. Security of data depends upon a combination of physical security to protect data from being hacked as well as reliance upon good practice by the users with access to sensitive data. All staff are regularly reminded about the importance of respecting the integrity data stored on our systems, passwords are required to be changed every 90 days and there are policies in place for the length of passwords.
- **Data Protection.** The Data Protection Lead (Privacy Officer) has had extensive training and is conversant with the General Data Protection Regulation (GDPR) legislation and the requirements it places on the School. Governors and staff have received some initial training; further training is provided on an ongoing basis.
- **Curriculum.** A strong academic provision requires the most able teachers to deliver a varied curriculum which inspires the minds of pupils to learn. This risk is managed through a combination of employing a strong academic team, offering competitive salaries and allowances for additional responsibilities, leadership positions and specialist subject leaders.
- **Safeguarding.** Exeter Cathedral School recognises its moral and statutory responsibility to safeguard and promote the welfare of all pupils. We endeavour to provide a safe and welcoming environment where children are respected and valued. We are alert to the signs of abuse and neglect and follow procedures to ensure that children receive effective support, protection and justice. Child protection forms part of the school’s safeguarding responsibilities. The School supports all staff, volunteers and governors who work with children in providing them with appropriate training to carry out their individual responsibilities for child protection effectively. New staff are made aware of the School’s arrangements for safeguarding and child protection and their own responsibilities with regard to safeguarding the welfare of pupils at the School.

Through the risk management processes established within the School, the Governors are satisfied that any major risks identified are adequately mitigated. The Governors recognise that systems and processes can only provide reasonable but not absolute assurance that any major risks can be adequately managed.

Organisational Structure

The Governors, who are also directors of the company and charity trustees, are responsible for the overall management and control of Exeter Cathedral School and meet as a full board at least three times a year. All Governors give their time freely and with the exception of expenses being paid, no remuneration was paid during the year. No Governor or person connected with a Governor received any benefit from means tested bursaries or scholarships awarded to pupils. The Director of Finance & Operations (DFO) of Exeter Cathedral School also holds the post of Clerk to the Governors and Company Secretary and is responsible for co-ordinating the work of the Governors and their committees. The Governors delegate authority for the day to day running of the School to the Head, supported by senior staff.

Key Management Personnel

The Headmaster undertakes the key leadership role overseeing educational, pastoral and administrative functions of the School with the support of the School’s Senior Leadership Team (SLT); which consists of the Senior Deputy Head, Deputy Head Pupils (also the Designated Safeguarding Lead (DSL)), the Head of Pre-Prep, the Head of Co-Curricular, and the Director of Finance & Operations (DFO).

Headmaster (HM)

Senior Deputy Head

Deputy Head (Pupils) and DSL

James Featherstone

Andrew Bartlett

Emma Ross (Appointed 1st September 2023)

**Report of the Trustees
FOR THE YEAR ENDED 31 AUGUST 2024**

Head of Pre-Prep
James Kelly
Director of Finance & Operations

Heidi Lawford
Head of Co-Curricular
Steven Webber

The day-to-day administration of the School is undertaken within the policies and procedures approved by the Governors. The Head oversees the recruitment of all educational staff, whilst under delegated authority the DFO oversees the recruitment of administrative and non-teaching support staff. The Head, the DFO and the DSL are invited to attend Governors' meetings. Other members of the management team are invited to identified Committee meetings.

Memberships

The School is a member of IAPS (the Independent Association of Preparatory Schools), the CSA (Choir Schools' Association), the BSA (Boarding Schools' Association), the AGBIS (Association of Governing Bodies of Independent Schools) and ISBA (the Independent Schools' Bursars Association). Membership of these organisations provides many opportunities for the Head and the SLT to share expertise, knowledge and experience across the independent school sector.

FINANCIAL REVIEW

Principal Funding Sources

The primary source of income is generated through the payment of fees. Income is expended in the furtherance of the School's aims and objectives. All net incoming resources are either deployed for educational purposes or invested for future development projects to enhance the fabric of the School.

Financial Assistance Schemes

Bursary awards are made purely 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 ill health rendering a parent temporarily unable to work or redundancy. In assessing means for support several factors are considered including family income, investments and savings and property ownership. Other circumstances such as dependent relatives and the number of siblings are also taken into consideration. The School employs Bursary Administration Limited to conduct objective assessments of all applications for bursary awards. Exeter Cathedral School does not have a large endowment from which to provide bursary support and in making such awards it needs to be mindful of the balance between fee-paying parents, many of whom make considerable sacrifices to fund their child's education, and those who might benefit from bursary assistance.

Where more than one child in a family attends the School, a sibling discount of 10% is offered for the second and any subsequent child.

As part of our recruitment and retention package for attracting high calibre staff, the School offers a discount scheme for staff members who choose to educate their children at the School.

The Governors regularly review the finances, budgets and spend against budgets; they are satisfied that they have sufficient liquid reserves to cover the company's current liabilities as they fall due.

Current Performance

The Governors recognize that the level of deficit in the year has to be reduced in future years to ensure the School remains sustainable. In common with most independent schools, the School faces a number of challenges in the current environment. The application of VAT to school fees from January 2025, together with the wider economic environment, has led to caution among many parents in committing to an independent education, which in turn has led to a decline in pupil numbers. The School will also incur increased costs in 2025 from the application of business rates and increased National Insurance Contributions. The School has therefore taken action to reduce costs in 2024 and to implement a new structure in 2025/26 to match the pupil numbers anticipated in the School.

**Report of the Trustees
FOR THE YEAR ENDED 31 AUGUST 2024**

The Governors are convinced that the School offers a range of educational benefits not otherwise available in the area and are anxious to preserve this. They continue to look at all strategic options to ensure that the School can continue to offer the benefits of this education to a wide range of children, and in particular to the Exeter Cathedral choristers.

The financial statements have been prepared on a going concern basis. The Governors have reviewed and considered relevant information, including annual budgets, pupil number and cash flow forecasts, in reaching this position. They continue to keep the position under close review, given the risks identified above.

Investment Policy and Objectives

Investment activities are managed in line with the requirements of the Trustee Act 2000. The Governors have engaged Hawksmoor Investment Management Limited to manage their investment portfolio. The objective of the investment is to provide income which can be re-invested to further the objectives of the company.

Pension Liability

The School participates in the Aviva Pensions Trust for Independent Schools (APTIS) for academic and related staff.

The School also operates a defined contribution scheme, operated by the Pensions Trust, in respect of staff not eligible to join the APTIS.

FINANCIAL CONTROLS

The internal financial control of the School's accounting processes is based on a framework of regular management information and administrative procedures including the separation of duties and a system of delegation and accountability. In particular it includes:

- Comprehensive budgeting and monitoring systems with an annual budget and termly financial reports (management accounts) which are reviewed and agreed by the Governors;
- Regular reviews by the Finance and General Purposes Committee of reports and key performance indicators (KPIs) and of major purchase plans or capital investments/works proposals;
- Clearly defined levels of delegated authority and the segregation of duties;
- Identification and management of risks.

Going Concern

The financial statements have been prepared on a going concern basis. The Governors have reviewed and considered relevant information, including the annual budget, forecast pupil numbers and future cash flows in making their assessment. Based on these assessments, the current resources available, and the measures which have been or are being taken to manage costs, the Governors have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

OBJECTIVES AND ACTIVITIES

Objects

The charitable objects of the company are to promote and provide residential and non-residential schools for the advancement of education and the advancement of religion in accordance with the practices of the Church of England for the benefit of the public and of the choristers of Exeter Cathedral by providing facilities for their education.

The School educates the choristers for Exeter Cathedral and their role features in the public life of the city of Exeter and the County of Devon; the Cathedral is the main place of celebration/commemoration/ gathering for the City. The choristers play a part in an important public service in the building of the community in the city and making the heritage of which the Cathedral is steward available to more people. The girl and boy choristers (40 in total) are both the fundamental reason for the School and their most unique feature.

**Report of the Trustees
FOR THE YEAR ENDED 31 AUGUST 2024**

The School’s Vision and the Statement of Aims

The Headmaster and the Board have published a revised Vision and a revised Statement of Aims for the School to help shape the future direction and strategic development of the School. These are reproduced below:

Vision

To be the School of choice for families in the Exeter area who want a first-class all-round education for their children aged 3 to 13.

To be recognised locally and nationally as a beacon of musical excellence

Exeter Cathedral School is an Ancient foundation with Traditional values and a Modern approach.
The School seeks to:

- Be a happy and purposeful community where *people* matter.
- Promote the central importance of the development of character.
- Be a place where children can be children, where learning – in all its forms – is taken seriously, and where each and every child is known and valued as an individual.
- Offer a first-rate all-round educational experience where the focus is on developing the whole child. Our job is to work with families to help our pupils acquire the right habits for life.
- Foster a supportive, purposeful, stimulating and gently Christian environment, in which the following provision to pupils is recognised as being paramount and held in high regard:

- Academic rigour
- Exceptional pastoral care and pupil wellbeing
- Bright and modern facilities
- A broad and exciting range of extra-curricular activities
- A high-calibre sporting and wellbeing education
- A world-class musical education
- An unparalleled musical heritage and history
- A sense of spirituality, timelessness, and wonder, borne out of our ancient foundations as a 12th century choir school

Our Values, Habits and Skills

The endorsing and upholding of core values; the modelling and promoting of the right habits; and the acquiring and practising of key skills: this is at the heart of our curriculum (both implicit and explicit), our interactions, our decision-making and our expectations.

The following Habits are explicitly promoted and modelled to, and expected of, our pupils and staff:

Pre-Prep Golden Rules	Prep School Habits
We are kind and helpful	The habit of hard work
We are gentle	The habit of honouring your commitments
We listen	The habit of having a go and keeping going
We look after property	The habit of taking part
We are honest	The habit of listening
We work hard	The habit of being honest, modest and kind
	The habit of looking after other people
	The habit of looking after your surroundings
	The habit of looking after yourself

**Report of the Trustees
FOR THE YEAR ENDED 31 AUGUST 2024**

Objectives

The objectives of Exeter Cathedral School are set to reflect its aims and ethos. It is important that the School maintains and enhances its academic success within the security of a nurturing environment.

The main objectives and activities for the School and its pupils are set within the wider context of the community, having consideration to the Charity Commission's public benefit guidance.

The main objectives for the year included:

- to continue to meet our statement of aims
- to continue to uphold and develop our academic standards
- to enhance and develop the curriculum offered to all pupils to reflect the School's commitment to a broad, balanced, and creative education
- to enhance our quality-first teaching and Special Educational Needs and Disabilities (SEND) provision
- to improve the IT provision within the School for learning and teaching
- to continue to develop the excellent pastoral care we provide for our pupils and staff
- to continue to enhance the physical structure of our School buildings to provide excellent facilities in which our pupils can learn
- to be a beacon of excellence for wellbeing
- to continue to champion pupil voice
- to raise the profile of and championing of diversity throughout the School
- to provide continuing means-tested support of pupils already in receipt of fee assistance
- to make available means-tested financial assistance to enable pupils from local community schools to experience the education offered at the School
- to continue with and develop further our involvement in the Outreach Programme for music in Devon which is run as a collaboration between Exeter Cathedral and the Devon County Council Music Service
- to continue to contribute to the life of the local community and the wider Devon community through our links with the Cathedral and local businesses
- to develop and strengthen links with local schools; providing opportunities to share facilities and expertise
- to continue to support local, national and world charities through our fundraising efforts
- to continue to refine structures and roles so as to enable the School to develop its operations as a high performing organisation.

ACHIEVEMENT AND PERFORMANCE

Charitable Activities

The School introduced in 2018-19 a funded places scheme, through the Devon Award. The Award is available to two Year 7 joiners from any Devon LEA state primary school. In 2023-24 the School had one fully funded Devon Award holder (awarded in 2021-22).

The School also awarded substantial bursaries to enable four children from two Ukrainian refugee families to attend the School.

The School continues to be pleased to support the cathedral's outreach work through free use of its premises for the rehearsals of the Devon County Junior Choir and through provision of choristers, transport and administrative support for visits to Devon primary schools to provide singing opportunities.

The School's staff are actively engaged in supporting the work of the wider community, including schools in the maintained sector. This year:

- the Head of Futures serves on the governing body of a local LEA primary school;
- the Senior Deputy Head serves on the governing body of a local LEA secondary school;
- the Chorister Tutor is a volunteer member (secretary) of her local parish council;

**Report of the Trustees
FOR THE YEAR ENDED 31 AUGUST 2024**

- the local homeless shelter visited the School weekly to receive provisions to help feed its most vulnerable;
- school staff worked with the cathedral music team to provide a free chorister experience day for primary-aged children from across the diocese;
- the Head of Drama & English serves as an AS and A2 English Literature examiner for OCR.

Fees and Bursary Provision

The School has continued to support parents through means tested bursaries worth £132,569, discounts worth £157,516 and scholarships worth £26,681.

Plant

Site Development/Refurbishment

The School's programme of refurbishment and site improvement continues. The following have been projects for 2023-24:

- on-going refurbishment of learning & teaching spaces
- creation of a wellbeing room

Inspection

In April 2023 the School received an unannounced Short Visit from the Independent Schools Inspectorate, following a matter of procedure that was incorrectly handled by a governor. The inspectors consequently concluded that the School did not meet all of the regulatory standards. The School moved quickly to rectify these failures in governance, and a subsequent progress monitoring inspection after the year end has confirmed that these standards are all fully met.

Staffing

Appointments

The School's strategy to continuously improve the quality of pupils' achievements and the quality of pupils' personal development, along with the operational capacity and efficiency of the School, has been further assisted by the appointment of some high-calibre teaching and non-teaching staff.

Appointments made for 2023-24 included:

PA to the Head & SLT, KS2 teacher, Boarding House Assistant, Head of Boarding, Visiting Drama Teacher, Fees Manager, Receptionist, 1-2-1 TA, Gap Tutors, Head of Pupil Voice, Head of EDI.

Staff Training and CPD

The School's AEP - Achieving Excellence Programme - forms the basis of staff CPD and is designed to empower staff to take control of their own professional development whilst facilitating input and direction from the School. AEP is a year-long (Jan to Jan) programme which allows teaching staff and line-managers to identify training needs, complete a professional development review, and set targets (one relating to professional standards - set by the School, one relating to learning and teaching, and one to any chosen area - both set by the member of staff). Observations (of peers and by line managers) are included, and training and visits are researched and encouraged. A performance review meeting is held, and a performance review statement agreed between the line-manager and the member of staff.

New Staff Induction

New Staff Induction Day takes place just before or as part of September whole staff inset. The day welcomed all new colleagues (teaching and non-teaching) and involved training led by the Senior Deputy Head, the Deputy Head (Pupils) the DFO and the Head. Areas covered included safeguarding, behaviour management, systems and procedures, tour of the school, email/ICT logins, fire procedures, vision and values.

**Report of the Trustees
FOR THE YEAR ENDED 31 AUGUST 2024**

Pastoral Care and Wellbeing

Wellbeing has been a focus again this academic year with a number of initiatives rolled out for the benefit of staff and pupils.

Staff

The School again ran its Wellbeing Day scheme: each member of staff was welcome to take a Wellbeing Day at any stage during the year – no reason asked for.

Staff wellbeing opportunities included start-of-term breakfasts, lunches; end-of-term drinks and teas; staff socials; staff running club; staff discount at a local coffee shop; Hi-5 programme (recognition).

Staff wellbeing and workload continues to be a standing item at weekly SLT meetings and at Pastoral Board.

Pupils

Pupil wellbeing continues to be a focus for the School, overseen by the Deputy Head Pupils and facilitated through the Heads of Section and the form tutor system. Alongside assemblies and PSHE lessons, form time is a key opportunity each day for pupils to socialize and ‘be’ rather than ‘do’. Head’s assemblies take place in the cathedral quire and begin with a period of stillness and reflection, encouraging pupils to develop an appreciation for stillness, silence, meditative contemplation, and spirituality. Where the cathedral has not been available (major project works), school spaces have been used.

The School continued to employ two qualified (RCN-registered) School Nurses to help lead and manage the physical and mental health of the School community.

Pastoral Structure

Sections within the School – Nursery, Pre-Prep, Lower Years, Upper Years – continue to assist the School in ensuring the delivery of first-rate and age-specific pastoral care (and support for pupils, parents/guardians and staff). Heads of Section ensure effective line-management of the School’s form teachers/tutors, age-appropriate and tailor-made pastoral care, and are an additional port of call for parents and families.

A Chorister Tutor has overseen the wellbeing and workload of the School’s Choristers. The Head of Boarding did the same for the School’s boarders, along with the Boarding House Assistant.

The School Nurses are an additional point of contact for pupils (and staff) wishing to talk about their mental and emotional health.

An Independent Listener is appointed by the School. She holds a school mobile phone which number is shared with pupils, in particular the boarders.

Assembly/Form Time Programme

Following the introduction of a 2-week timetable last year, pupils now have dedicated pastoral contact time each day, extended Form Times 3 days a week, a sectional assembly and/or hymn practice each week, a Chaplain’s assembly each week, and a whole-School Head’s Assembly once a fortnight.

Choristers

Choristers have seen the Chorister Tutor each day and join their form for Form Time each week.

The Chorister Tutor has ensured a close eye on the welfare, pastoral care, communication, workload and logistics pertaining to Choristers.

Weekly meetings continue to take place between the Department of Liturgy and Music and the School. These are attended by the Cathedral’s Director of Music, Assistant Director of Music, Precentor, Deputy Head (pupils) and Chorister Tutor. Safeguarding, welfare/wellbeing, logistics and communication are discussed each week.

**Report of the Trustees
FOR THE YEAR ENDED 31 AUGUST 2024**

Academic Life

Curriculum Development

Reflecting the School's commitment to a broad, balanced and forward-thinking exciting academic provision, we continue to develop our curriculum. Initiatives this year have included the appointment of a Visiting Drama Teacher to offer bespoke Drama lessons, and the introduction of a new scheme of learning for EYFS to KS3 Maths (White Rose).

Small group learning opportunities for Maths, English and Science continues to be prioritised through classes (Rec to Year 5) being taught separately for these core subjects; whilst coming together as a year-group of c24 in the afternoons allows for greater collaboration and creativity opportunities for other curriculum subjects .

PSHE & RSE

PSHE & RSE is embedded in the timetable as a stand-alone curriculum subject. The Head of PSHE & RSE oversees a spiral curriculum.

Syllabus

Having moved away from the Common Entrance all-or-nothing 13+ exam last year, the School is redefining its schemes of work, incorporating the best parts of the Common Entrance syllabus. Academic rigour and quality content is retained through high-quality teaching and a robust curriculum. A final public examination is no longer relevant for our pupils: all pupils sat entrance tests or scholarship applications to their chosen senior schools.

Exam Success

The School has enjoyed another year of academic success.

Year 8 pupils sat end-of-year exams, and all papers were marked in line with Common Entrance requirements and grade boundaries.

13+ exam results in 2023-24 were positive and reflect excellent value added for the cohort:

36% of all papers were graded A*-A

79% of all papers were graded A*-B

97% of all papers were graded A*-C

100% of papers were graded A*-D

Scholarship Results

The School enjoyed notable 13+ scholarship success. 35 Scholarships/Exhibitions were awarded by senior schools to our Year 8 cohort of 25 pupils. A highly impressive 72% of all leavers received a scholarship/ exhibition/award.

Scholarships/exhibitions/awards were offered in Music/Choral/Organ, Academic, Sport, Drama/Performing Arts, Art, Foundation/Head's/All-Rounder.

Destination Schools

The School has continued its promotion of a broad and appropriate range of senior schools and has continued to focus on finding the right school for each child. 100% of 13+ leavers transitioned to an independent school.

All pupils achieved their first-choice senior school destination: Blundell's, Charterhouse, Downside School, Exeter School, Purcell School, Sherborne, Wellington School.

Academic Data

The School continues to make use of GL Assessment, including CAT4 testing and PiE and PiM. CAT4 scores continue to be obtained through assessments in Year 2, 5, 7, and yearly PiM and PiE data is collected across the School. Data is used to continue to improve the School's tracking of pupil performance, its understanding of pupil ability, its monitoring of staff performance, and to assist with its commitment to an individualised

**Report of the Trustees
FOR THE YEAR ENDED 31 AUGUST 2024**

approach to learning. The data is also useful for senior school choices and reference writing. In both Maths and English, the School's scores were considerably above the national average.

Senior Enrichment Programme

The Senior Enrichment Programme continues to provide our oldest pupils with dedicated time to undertake enriching non-curricula courses delivered by subject specialists. Pupils in Year 7 and 8 choose to follow either the Creative Arts strand (Music, Drama, Art) or the Sport and Fitness strand (Sport and Performance, Sports Psychology, Personal Fitness) and receive expert tuition in small groups each week during dedicated curriculum time. The impact on the creative and sporting life of the School - as well as on the levels of scholarship success (see above) - is marked.

Parents Evening and Seminars

The School offered a number of online seminars and meetings for parents/guardians as well as face-to-face meetings. This included some parents' evenings, numeracy evenings, phonics evenings, revision seminars, exam preparation, online safety seminars.

Extra-curricular and Enrichment

Learning beyond the classroom is a valued part of the ECS education, and the School recognises the central importance of the learning opportunities provided by extra-curricular activities.

Music and The Arts play an important part, as does our extensive Sports programme, and we offer a wide choice of clubs each term. It matters to us that pupils have the chance to explore new territories and develop new skills, and that their talents and interests can be nurtured and enthused by specialist staff.

A full and varied range of extracurricular clubs were offered throughout the year.

The Head of Extra-Curricular Activities oversees the provision of a large range of clubs, which included Boom Whackers, Forest, Drama, Football, Athletics, Board Games, Construction, Squash, Book Club, Music Theory, Chess, Comic Club, Alphabet Club, Lego, Art, School of Rock, Jazz Singers, Wellbeing Club, Judo, Prep Support, Coding, Red Hot Chilli Peppers, Country Club, Craft, Fitness, Tag Rugby, , Cricket, Tennis, Orchestra 1, Orchestra 2, String Group, Guitarmadillos, Flutopia, Rhythm Stix, Jazz Band, Big Band, Theory Club, British Sign Language Club.

Leavers' Programme

The School's ECS Futures Programme moved into its fourth year. At the end of Exam Week, a series of themed weeks was offered to Year 8 pupils, with pupils taking part in a range of enriching and creative activities and challenges. The traditional Leavers' Camp took place on Dartmoor, and the Leavers' Play was an adaptation of Toad of Toad Hall. A Yearbook was produced by the pupils and staff, and a Leavers' Prom was held at Haine – complete with Ceilidh and pizza van. In addition, as part of ECS Futures, our annual 'Live Lecture' series was offered to pupils to broaden horizons, enrich and inspire.

Recruitment and Retention

11+ Entry Awards

The School continues to offer an Awards scheme for pupils moving into or joining the School into Year 7. Awards (which take the form of fee remission) are offered for those able to make a significant contribution to the School in the following areas: Music, Academic, Visual/Performing Arts, Sport.

11 Awards were offered for September 2024: 2 x Academic, 2 x Art, 3 x Drama, 2 x Sport, 2 x School Award.

The School has also continued to offer the Devon Award: a fully funded (100%) place at the School throughout Years 7 and 8 for (up to 2) children joining the School into Year 7 from a Devon LEA state primary school, and who are able to contribute significantly in the above categories. These awards are means-tested.

**Report of the Trustees
FOR THE YEAR ENDED 31 AUGUST 2024**

Choristerships

Voice Trials took place in the cathedral and were supported by the School. All places in both the boys' and the girls' choirs were successfully filled (both external and internal pupils).

Sport and Wellbeing

The School prides itself on its sport and physical wellbeing provision. Despite being a city-centre school with no on-site sports facilities, we are able to offer first-rate provision thanks to excellent relationships with the city's internationally recognised sports facilities and superb leadership of the department.

Ethos

The Director of Sport is Mr James Kelly and our sporting philosophy is 'sport for all': the focus is on participation, development and enjoyment whilst still catering for our elite athletes. We provide an outstanding Sport and Wellbeing education, and we want to nurture a passion in all of our pupils so that when they leave at the end of Year 8 they do so with a love for a healthy and active lifestyle.

Provision

Our major team sports are hockey, cross-country, netball, cricket and athletics (girls); rugby, cross-country, hockey, cricket and athletics (boys), and we offer a range of sporting clubs and activities (both recreational and competitive) after school.

Lessons and coaching offered to our pupils includes: Reception and Year 1: a PE lesson each week delivered by a specialist member of the sports department; Year 2: a PE lesson each week and a Games afternoon each week; Years 3 to 5: a PE lesson each week and two Games afternoons each week; Years 6 to 8: two Games afternoons each week, and our Senior Enrichment Sports Programme each week.

The School is proud to be continuing with its Girls' Cricket programme. Four years after its inception, full colours for cricket are now routinely awarded to girls and boys.

The 2-week timetable allows pupils to get a taste of new sports, including badminton, football, lacrosse, basketball, ultimate frisbee. Every pupil from Year 2 to Year 8 represented the School at the major team sports (cricket, hockey, rugby, netball).

The School held 3 Sports Days in 2023-24.

Senior Enrichment Programme

Our Year 7 and 8 pupils can also follow the Sports strand of our Senior Enrichment Programme: dedicated curriculum time to focus on Sport and Performance, Sports Psychology, Personal Fitness and, where appropriate, scholarship preparation.

Facilities

We are proud of our long-standing association with some of the region's top sporting clubs and venues. We train and play at the world-class Exeter University Sports Hub, including the Astro turf pitches and the Indoor Sports Hall; Exeter Cricket Club and County Ground; Exeter Athletics Arena; and Victoria Park Tennis Club. All of these first-rate venues are a few moments away in one of our minibuses, allowing our pupils and staff to make the most of the best sporting facilities in the city.

Sporting Success 2023-24

ECS pupils earned representative honours at county level in Cricket and Waterpolo, and a remarkable eight pupils were selected for the National Prep Schools Athletics Finals in Birmingham.

Music, Drama and the Arts

Music is central to the life of ECS.

**Report of the Trustees
FOR THE YEAR ENDED 31 AUGUST 2024**

Founded as a choir school in the 12th century, and as one of today's 42 Cathedral Schools in the UK, ECS has music and music-making at its heart: it is in the walls and in the blood. To this day we are known for the breadth of musical opportunity that we provide, and for being a school which promotes 'music for all' whilst all the while providing high-calibre training and opportunities for our most gifted elite musicians. Music at ECS is elite but not elitist.

The hub for our music-making is Kalendar Hall, a studio space, classroom and practice rooms for rehearsals, ensembles, productions and performances. We are also proud to make use of the Cathedral Nave as a regular (and spectacular) performance space for our large-scale recitals and concerts, as well as tapping into the city's leading professional performance venues for our major productions and performances. Our annual Prep School House Music Competition takes place in our neighbouring local church; and more intimate recitals, soloists' evenings, chamber concerts and our Performers' Platform Series take place in the Chapter House, Kalendar Hall and the Cathedral Quire.

Some of our most gifted pupil musicians are Choristers but by no means all: we are proud that music scholarships and awards to some of the country's leading senior/public schools are won by Choristers and Non-Choristers alike.

Children across the School are encouraged to create, to pretend, to imagine, and to have the confidence to act out and perform. Our Nursery and Pre-Prep children all take part in one of our Nativity Plays, and opportunities for storytelling, role-playing and imaginative play feature heavily in our EYFS and Key Stage 1 curriculum.

In the Prep School, all pupils receive Drama tuition through our Performance Curriculum, and Drama and Poetry Clubs are on offer after-school to those whose appetites have been whetted. In addition, our weekly Senior Enrichment Programme allows our oldest pupils to delve into an extended Drama course: those with scholarship aspirations receive specialist tuition to help them prepare for Drama or Performing Arts Scholarships to their senior school of choice.

Ensembles and Performances

24 Music ensembles in 2023-24, including:

Hall House Singers, Year 3-4 Choir, Year 5-6 Choir, Year 7-8 Choir, Recorders, Arco Ensemble, Orchestra 1, Orchestra 2, Flutopia, Guitarmadillos, Jazz Singers, Jazz Band, Big Band, School of Rock, Boom Whackers, Bash Street Kids, Red Hot Chili Preppers, Rhythm Stix.

Music & Drama Performance Opportunities in 2023-24:

Performers' Platforms x 12

Cathedral services

Autumn Concert (cathedral)

33rd Annual Charity Concert (cathedral)

Jazz & Rock Night (Exeter Phoenix)

Orchestral and Chamber Concert (St David's Church)

Battle of the Bands (termly) – new for this year

All choirs performed at Speech Day (cathedral)

Whole-School Carol Service

Pre-Prep nativities

Year 3 production: School Days

Year 4 production: James and the Giant Peach

Year 5 production: The Minotaur

Year 6 production: Macbeth

Year 7 production: School's Out

Year 8 production: Toad of Toad Hall

**Report of the Trustees
FOR THE YEAR ENDED 31 AUGUST 2024**

Class music lessons are delivered to every pupil across the School, from Reception to Year 8, by one of the School's music specialists. Each pupil in the School from Reception to Year 8 receives weekly Class Music lessons.

Instrumental Tuition

Instrumental lessons are very popular among the pupils: in 2023-24 c195 music lessons have taken place each week.

The School benefits from the expertise and experience of a number of Visiting Music Teachers, and offers pupils 1-2-1 tuition in the following instruments:

Violin, Viola, Cello, Clarinet, Saxophone, Flute, Oboe, Bassoon, Percussion, Brass, Guitar, Voice, Recorder, Harp, Piano, Double Bass (new for this year).

Musical Honours

The School is proud to have a number of pupils playing/singing in local, county and national ensembles (including the Devon county Junior Orchestra and Devon Youth Symphony Orchestra and lots of participation in the Devon Performing Arts Competition), as well as to educate the Choristers of Exeter Cathedral.

ABRSM/Trinity Examination results

During the 2023-24 year, Associated Board exams and Trinity College exams took place. We were delighted to return another successful set of results: 100% pass rate, with over two thirds being graded Merit or Distinction.

Choristers

The Chorister continue to play a significant role in the life of the School, the Cathedral, and the wider community. They sing the daily sung services in the Cathedral as well as Eucharist on a Sunday morning (in total, 7 services). Duties are split routinely and fall to either Girls or Boys.

Weekly welfare meetings continued between the School and the Cathedral to discuss Chorister wellbeing, safeguarding, logistics and communication. Attending the meetings are the Chorister Tutor, the Deputy Head (pupils), the Cathedral Director of Music, the Assistant Director of Music, the Canon Precentor, the Lead Chaperone.

Pupil Voice and Diversity

The School has appointed this year a Head of Pupil Voice and a Head of EDI.

Great lengths are gone to ensure pupils know how they can make their voice heard if they think something is wrong, and our school culture of kindness, awareness, acceptance and tolerance ('we are a place where people matter') underpins our expectations and our interactions. A 'You said, we did' display is now visible in the heart of the school, as is a Black Lives Matter display, to which pupils contribute. Pupils know how to use their voice to make themselves heard, and that they will always be listened to.

There are now 4 pupil councils, each chaired by pupils with the support of the Head of Pupil Voice & Diversity (or Head of Boarding):

- School Council
- Eco Council
- Food Committee
- Boarders' Council

Pupil representatives were elected to these committees each form/class, including Year 2 pupils (ensuring that pupil voice in the Pre-Prep is heard. A Pupil Leadership post – Pupil Voice Prefects – was held jointly by two Year 8 pupils.

**Report of the Trustees
FOR THE YEAR ENDED 31 AUGUST 2024**

In addition, pupil panels played a part in many staff appointments.

Celebrating and championing diversity has been an important focus for the School this year. Form time activities have taken place as well as assemblies and talks, including from Proud 2 Be.

Pupil Leadership

Two Heads of School were chosen by the Head following applications from pupils and consultation with all Prep staff. Two Deputy Heads of School were also appointed following the same process, along with a team of prefects.

In a new move for the School, all Year 8 pupils who applied were appointed to a position of responsibility. This underpins the School's commitment to learning and to offering leadership opportunities to all.

Wrap-Around Care

The School has continued its enhanced Wrap-Around Care provision.

All provision between 08h00 and 17h00, in both the Pre-Prep and the Prep, is included in the tuition fee. Save in the rare cases where specialist facilities are hired or specialist coaches brought in, there is no longer any charge for supervision/activities between the end of lessons (15h15 Pre-Prep, 15h45 Prep) and 17h00. This underlines our firm commitment to offering a fully-rounded educational experience for all ECS pupils, and reflects the importance we attach to extracurricular opportunity and involvement.

Spiritual Life

The School has its origins in Christian worship. The School is situated in the lee of the Cathedral, and to this day the Cathedral continues to play a central role in the lives of the pupils and staff at ECS. We seek to foster a gently Christian environment in which the values of love, tolerance, acceptance, gentleness and compassion are endorsed and modelled through our daily interactions and in our decision-making.

We welcome children of all faiths and none: whatever one's religious leanings, there is a spirituality to be found in collective stillness; in gathering together in quiet; in being mindful together. We want our pupils to be mindful of, and grateful for, those around them; to be aware of themselves and of their impact on others; and, through Faith or a more general appreciation of spirituality, to have a sense of wonder and awe at the thought that they are part of something greater and more timeless than themselves.

Head's assemblies take place in the cathedral quire (where possible). Each session begins with a period of quiet reflection, encouraging pupils to develop an appreciation for stillness, silence, meditative contemplation, and spirituality.

A greater focus was also placed on Form Times at the start of the day. These extended sessions in small groups allowed children to spend time together 'being' rather than 'doing', and to practise conversation and listening. It also allowed form tutors the chance to work alongside particular individuals who required some additional support.

School services in the cathedral included the Carol Service, Lent Service, Harvest Festival and Valedictory Eucharist. Chorister Valediction took place at the end of the academic year, and our out-going senior choristers were presented with their leavers' books and prayed for.

A rotating team of servers (crucifer and acolytes) assisted the (new) Chaplain with School services, and reading and prayers were led by pupils from across the year-groups.

**Report of the Trustees
FOR THE YEAR ENDED 31 AUGUST 2024**

Charity Fund-raising

The School was pleased to support a number of local and national charities throughout the year. The chosen charity of the year (voted for by pupils) was The Wave Project – an organisation that provides surf therapy to children. Some £3,000 was raised through a range of activities, most significantly the 33rd Annual Charity Concert and its sponsored programme. The School was also pleased to raise money for Children In Need, Red Nose Day and the Poppy Appeal, and to support Surfers Against Sewage by carrying out a beach clean, and Exeter Food Bank by harvest donations.

Wellbeing, Engagement and Enrichment

The School takes its social and community responsibilities seriously, and this extends to providing opportunities for pupils and parents/guardians to engage in School and community talks and events, as well as fund-raising activities for local and national charities. The School continues to value and promote engagement with and from parents/guardians and the wider community.

In 2023-24, engagement opportunities to parents/guardians and pupils, included in-person parents' evenings; parent/guardian seminars; curriculum engagement evenings; phonics evenings; Head's coffee mornings; The ECS Journey events; themed curriculum/dress-up days; world book day; 3 sports days; social media; concerts; plays; open classroom events; on-line safety seminars.

Speech Day & Prize-Giving

The whole School came together for Speech Day & Prize-Giving in the cathedral nave. Speeches were given by the Heads of School, the Head and the Guest of Honour Canon Deborah Parsons. The School's massed choirs (including staff) performed True Colours, with pupil BSL signers throughout the nave.

Prizes were awarded for academic achievement, effort and progress, sport and the arts, contribution to or excellence in the wider life of the School, and for good citizenship, kindness, discipleship and fortitude.

Summary

The School has been pleased to achieve notable success over the 2023-24 academic year, with encouraging academic results, significant scholarship success, a clean bill of health from the Independent Schools Inspectorate, and a growing and well established reputation locally and more widely. This is thanks to a lively and positive pupil cohort, an engaged and supportive parent body, a terrifically-hard-working staff team, a visionary and purposeful executive management team, and the energy and expertise of its Governing Body.

The School hopes that throughout the 2023-24 academic year it has continued to build a strong, kind, purposeful, loving and resilient community which is future-ready. Above all else, the School is committed to being a place where people matter, and to working with families to help pupils acquire the right habits for life.

**Report of the Trustees
FOR THE YEAR ENDED 31 AUGUST 2024**

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Exeter Cathedral School for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and 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 trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each trustee has taken all the steps that he ought to have taken as a trustee in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

AUDITORS

The auditors, Gravita Audit Western Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 15 April 2025 and signed on its behalf by:

C E Beer - Trustee

Report of the Independent Auditors to the Members of Exeter Cathedral School (Registered number: 08331303)

Opinion

We have audited the financial statements of Exeter Cathedral School (the 'charitable company') for the year ended 31 August 2024 which comprise the Statement of Financial Activities, the Statement of Financial Position, the 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

We refer to note 1 Going concern of the financial statements for further information.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors 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 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**Report of the Independent Auditors to the Members of
Exeter Cathedral School (Registered number: 08331303)**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

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

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

Our 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 a Report of the Independent Auditors 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 our procedures are capable of detecting irregularities, including fraud is detailed below:

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.

In identifying and assessing risks of material misstatement in respect of irregular, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of the legal and regulatory frameworks applicable to the Company and the sector in which it operates. We determined that the following laws and regulations were most significant: The Companies Act 2006, UK GAAP, UK corporate tax law, Charity Commission regulations, GDPR, Occupational Health and Safety regulations, Safeguarding and Independent Schools Inspectorate.
- We obtained an understanding of how the Company are complying with those legal and regulatory frameworks and made enquiries to the management of known or suspected instances of fraud and non-compliance with laws and regulations. We corroborated our enquiries through our review of board minutes, other relevant meeting minutes and review of correspondence with regulatory bodies.
- We assessed the susceptibility of the Company's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the audit team included:
 - Identifying and assessing the controls management has in place to prevent and detect fraud;
 - Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
 - Challenging assumptions and judgments made by management in its significant accounting estimates and judgments, in particular depreciation, accruals and prepayments;
 - Identifying and testing journal entries, in particular journal entries posted with unusual account combinations; and;
 - Assessing the extent of compliance with the relevant laws and regulations.

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 Report of the Independent Auditors.

**Report of the Independent Auditors to the Members of
Exeter Cathedral School (Registered number: 08331303)**

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 auditors' 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.

Benjamin de Cruz

Benjamin de Cruz (Senior Statutory Auditor)
for and on behalf of Gravita Audit Western Limited
Chartered Accountants and Statutory Auditors
3 Southernhay West
Exeter
Devon
EX1 1JG

Date: 20 May 2025

EXETER CATHEDRAL SCHOOL

**Statement of Financial Activities
FOR THE YEAR ENDED 31 AUGUST 2024**

	Notes	Unrestricted funds £	Restricted fund £	2024 Total funds £	2023 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	10,112	-	10,112	13,733
Charitable activities					
Gross charitable activity income	6	2,637,507	-	2,637,507	2,989,528
Other trading activities	4	16,154	-	16,154	11,116
Investment income	5	10,755	-	10,755	11,670
Total		<u>2,674,528</u>	<u>-</u>	<u>2,674,528</u>	<u>3,026,047</u>
EXPENDITURE ON					
Raising funds	7	-	-	-	-
Charitable activities					
Gross charitable activity costs	8	<u>3,029,150</u>	<u>7,033</u>	<u>3,036,183</u>	<u>3,180,441</u>
Total		<u>3,029,150</u>	<u>7,033</u>	<u>3,036,183</u>	<u>3,180,441</u>
Net gains/(losses) on investments		<u>46,019</u>	<u>-</u>	<u>46,019</u>	<u>(22,097)</u>
NET INCOME/(EXPENDITURE)		(308,603)	(7,033)	(315,636)	(176,492)
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>488,991</u>	<u>78,095</u>	<u>567,086</u>	<u>743,578</u>
TOTAL FUNDS CARRIED FORWARD		<u><u>180,388</u></u>	<u><u>71,062</u></u>	<u><u>251,450</u></u>	<u><u>567,086</u></u>

The notes form part of these financial statements

EXETER CATHEDRAL SCHOOL (REGISTERED NUMBER: 08331303)**Statement of Financial Position
31 AUGUST 2024**

		2024	2023
	Notes	£	£
FIXED ASSETS			
Tangible assets	14	573,507	623,610
Investments	15	<u>453,699</u>	<u>400,088</u>
		1,027,206	1,023,698
CURRENT ASSETS			
Stocks	16	8,836	12,759
Debtors	17	544,773	589,525
Cash at bank and in hand		<u>212,284</u>	<u>131,023</u>
		765,893	733,307
CREDITORS			
Amounts falling due within one year	18	<u>(1,237,912)</u>	<u>(1,080,021)</u>
NET CURRENT ASSETS		<u>(472,019)</u>	<u>(346,714)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		555,187	676,984
CREDITORS			
Amounts falling due after more than one year	19	<u>(303,737)</u>	<u>(109,898)</u>
NET ASSETS		<u><u>251,450</u></u>	<u><u>567,086</u></u>
FUNDS	25		
Unrestricted funds		180,388	488,991
Restricted funds		<u>71,062</u>	<u>78,095</u>
TOTAL FUNDS		<u><u>251,450</u></u>	<u><u>567,086</u></u>

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 18 April 2025 and were signed on its behalf by:

C E Beer - Trustee

The notes form part of these financial statements

EXETER CATHEDRAL SCHOOL**Statement of Cash Flows
FOR THE YEAR ENDED 31 AUGUST 2024**

	Notes	2024 £	2023 £
Cash flows from operating activities			
Cash generated from operations	1	80,782	(204,447)
Finance costs paid		<u>(4,491)</u>	<u>(2,693)</u>
Net cash provided by/(used in) operating activities		<u>76,291</u>	<u>(207,140)</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(31,998)	(48,455)
Purchase of fixed asset investments		(14,438)	(26,228)
Sale of fixed asset investments		5,716	32,905
Investments Revaluation		42,806	-
Cash movement with investments		-	(12,102)
Interest received		299	-
Dividends received		<u>10,456</u>	<u>11,266</u>
Net cash provided by/(used in) investing activities		<u>12,841</u>	<u>(42,614)</u>
Cash flows from financing activities			
Loan repayments in year		<u>(7,871)</u>	<u>-</u>
Net cash (used in)/provided by financing activities		<u>(7,871)</u>	<u>-</u>
Change in cash and cash equivalents in the reporting period			
Cash and cash equivalents at the beginning of the reporting period		<u>131,023</u>	<u>380,778</u>
Cash and cash equivalents at the end of the reporting period		<u>212,284</u>	<u>131,023</u>

The notes form part of these financial statements

EXETER CATHEDRAL SCHOOL

**Notes to the Statement of Cash Flows
FOR THE YEAR ENDED 31 AUGUST 2024**

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024 £	2023 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(315,636)	(176,492)
Adjustments for:		
Depreciation charges	82,101	76,612
(Gain)/losses on investments	(46,019)	22,097
Interest received	(299)	(404)
Finance costs	4,491	2,693
Dividends received	(10,456)	(11,266)
Amortisation charges	-	950
(Profit)/Loss on disposal of investments	(2,083)	-
Decrease/(increase) in stocks	3,923	(497)
Decrease/(increase) in debtors	44,752	(42,628)
Increase/(decrease) in creditors	<u>320,008</u>	<u>(75,515)</u>
Net cash provided by/(used in) operations	<u>80,782</u>	<u>(204,447)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.9.23 £	Cash flow £	At 31.8.24 £
Net cash			
Cash at bank and in hand	<u>131,023</u>	<u>81,261</u>	<u>212,284</u>
	<u>131,023</u>	<u>81,261</u>	<u>212,284</u>
Debt			
Debts falling due within 1 year	(8,718)	(972)	(9,690)
Debts falling due after 1 year	<u>(40,731)</u>	<u>7,677</u>	<u>(33,054)</u>
	<u>(49,449)</u>	<u>6,705</u>	<u>(42,744)</u>
Total	<u>81,574</u>	<u>87,966</u>	<u>169,540</u>

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

The presentation currency of the financial statements is the Pound Sterling (£).

Going concern

The financial statements have been prepared on a going concern basis. The Trustees have prepared projections on a worse case and better case scenarios and have taken professional advice as to the financial stability of the school. The board are following this professional advice and have come to the conclusion that they school is a going concern for the forthcoming academic year. The board are constantly reviewing the financial situation and will continue to take professional advice.

The Trustees have therefore concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

Incoming resources

Income is recognised on a receivable basis, when the charity has entitlement to the funds, there is certainty of receipt and the amount can be measured with sufficient reliability.

Incoming resources from charitable activities

Fees received are included in the Statement of Financial Activities on a receivable basis. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Voluntary income

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured.

Activities for generating funds

Shop, lettings and sundry event income is recognised in the period it is receivable on the completion of the service.

Investment income

Income from investments is recognised on a receivable basis.

Resources expended

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Costs of generating funds comprise the costs associated with attracting voluntary income and investment management fees.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All resources expended are inclusive of irrecoverable VAT.

1. ACCOUNTING POLICIES - continued

Resources expended

Governance costs

Governance costs include costs of the preparation of the statutory accounts, the costs of trustee meetings and the costs of any legal advice to trustees on governance or constitutional matters.

Intangible fixed assets

Capitalised website development costs are being amortised evenly over the website's expected useful life of 5 years.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Short leasehold	- 10% on cost and 2% on reducing balance
Plant and machinery	- 25% on cost
Fixtures and fittings	- 20% - 33% straight line and 25% on reducing balance
Motor vehicles	- 25% on reducing balance
Computer equipment	- 33% on cost

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Investment income, gains and losses are allocated to the appropriate fund.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme for some employees. Contributions are recognised in the Statement of Financial Activities in the period in which they become payable in accordance with the rules of the scheme.

Fixed Asset Investments

Fixed asset investments are stated at market value.

Gains and losses between historical cost and market value, whether realised or unrealised, are recognised in the Statement of Financial Activities in the period in which they arise.

Operating lease commitments

Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight line basis over the lease term.

EXETER CATHEDRAL SCHOOL

Notes to the Financial Statements - continued FOR THE YEAR ENDED 31 AUGUST 2024

1. ACCOUNTING POLICIES - continued

Financial instruments

Financial instruments are classified and accounted for, according to the substance of contractual arrangement, as financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

Key estimates included in the financial statements are as follows:

Depreciation - This is disclosed under the accounting policy 'Tangible fixed assets'.

Accruals and prepayments - These balances are based on information available at the date of approval of the financial statements.

3. DONATIONS AND LEGACIES

	Unrestricted funds £	Restricted funds £	Year ended 31.8.24 Total funds £	Year ended 31.8.23 Total funds £
Donations	<u>10,112</u>	<u>-</u>	<u>10,112</u>	<u>13,733</u>
	<u>10,112</u>	<u>-</u>	<u>10,112</u>	<u>13,733</u>

4. OTHER TRADING ACTIVITIES

	2024 £	2023 £
Kalendar Hall lettings	<u>16,154</u>	<u>11,116</u>

5. INVESTMENT INCOME

	2024 £	2023 £
Income from listed investments	<u>10,456</u>	<u>11,266</u>
Deposit account interest	<u>299</u>	<u>404</u>
	<u>10,755</u>	<u>11,670</u>

EXETER CATHEDRAL SCHOOL

**Notes to the Financial Statements - continued
FOR THE YEAR ENDED 31 AUGUST 2024**

6. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds £	Restricted funds £	Year ended 31.8.24 Total funds £	Year ended 31.8.23 Total funds £
Gross fees	2,406,286	-	2,406,286	3,283,093
Discounts	(209,867)	-	(209,867)	(310,071)
Bursaries	(113,280)	-	(113,280)	(143,623)
Boarding	65,012	-	65,012	126,368
Breakfast club	1,086	-	1,086	3,397
After school care	19,941	-	19,941	24,414
Registration fees	1,050	-	1,050	3,075
Income from extra activities	<u>4,837</u>	<u>-</u>	<u>4,837</u>	<u>2,875</u>
	<u>2,637,507</u>	<u>-</u>	<u>2,637,507</u>	<u>2,989,528</u>

7. RAISING FUNDS

Other trading activities

	2024 £	2023 £
Opening stock		
Purchases	12,759	12,262
Closing stock	(3,923)	497
	<u>(8,836)</u>	<u>(12,759)</u>
	<u>-</u>	<u>-</u>

EXETER CATHEDRAL SCHOOL

Notes to the Financial Statements - continued FOR THE YEAR ENDED 31 AUGUST 2024

8. CHARITABLE ACTIVITIES COSTS

	Unrestricted funds £	Restricted funds £	Year ended 31.8.24 Total funds £	Year ended 31.8.23 Total funds £
Educational	1,633,724	-	1,633,724	2,187,954
Boarding	27,587	-	27,587	-
After school care	20,455	-	20,455	16,661
Domestic and catering	702,127	-	702,127	634,921
Maintenance	47,399	-	47,399	56,078
One off project costs	7,962	-	7,962	37,258
Administration	567,721	7,033	574,754	224,979
Governance costs	14,819	-	14,819	15,634
Finance costs	<u>7,356</u>	<u>-</u>	<u>7,356</u>	<u>6,956</u>
	<u>3,029,150</u>	<u>7,033</u>	<u>3,036,183</u>	<u>3,180,441</u>

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2024 £	2023 £
Depreciation - owned assets	82,101	76,612
Computer software amortisation	-	950
Auditors remuneration	6,465	6,158
Auditors remuneration - non-audit services	<u>9,169</u>	<u>9,476</u>

EXETER CATHEDRAL SCHOOL

Notes to the Financial Statements - continued FOR THE YEAR ENDED 31 AUGUST 2024

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 August 2024 nor for the year ended 31 August 2023.

Trustees' expenses

M S Totterdell was paid £403 (2023 - £246) for reimbursement of travel and other expenses on behalf of the company.

11. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	1,482,194	1,629,605
Social security costs	147,960	161,619
Other pension costs	<u>181,231</u>	<u>192,487</u>
	<u><u>1,811,385</u></u>	<u><u>1,983,711</u></u>

The average monthly number of employees during the year was as follows:

	2024	2023
All departments	<u><u>50</u></u>	<u><u>55</u></u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024	2023
£60,001 - £70,000	3	1
£80,001 - £90,000	-	1
£90,001- £100,000	<u>1</u>	<u>-</u>
	<u><u>4</u></u>	<u><u>2</u></u>

Total employee benefits received by key management personnel, excluding those disclosed under higher paid employees) during the year was £104,346 (2023: £164,634)

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	13,733	-	13,733
Charitable activities			
Gross charitable activity income	2,989,528	-	2,989,528
Other trading activities	11,116	-	11,116
Investment income	<u>5,803</u>	<u>5,867</u>	<u>11,670</u>
Total	<u><u>3,020,180</u></u>	<u><u>5,867</u></u>	<u><u>3,026,047</u></u>

EXETER CATHEDRAL SCHOOL

**Notes to the Financial Statements - continued
FOR THE YEAR ENDED 31 AUGUST 2024**

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued	Unrestricted funds £	Restricted fund £	Total funds £
EXPENDITURE ON			
Raising funds	-	-	-
Charitable activities			
Gross charitable activity costs	<u>3,170,958</u>	<u>9,483</u>	<u>3,180,441</u>
Total	<u>3,170,958</u>	<u>9,483</u>	<u>3,180,441</u>
Net gains/(losses) on investments	<u>(12,388)</u>	<u>(9,709)</u>	<u>(22,097)</u>
NET INCOME/(EXPENDITURE)	(163,167)	(13,325)	(176,492)
Transfers between funds	<u>205,389</u>	<u>(205,389)</u>	<u>-</u>
Net movement in funds	42,222	(218,714)	(176,492)
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>446,769</u>	<u>296,809</u>	<u>743,578</u>
TOTAL FUNDS CARRIED FORWARD	<u><u>488,991</u></u>	<u><u>78,095</u></u>	<u><u>567,086</u></u>
 13. INTANGIBLE FIXED ASSETS			Computer software £
COST			
At 1 September 2023 and 31 August 2024			<u>14,274</u>
AMORTISATION			
At 1 September 2023 and 31 August 2024			<u>14,274</u>
NET BOOK VALUE			
At 31 August 2024			<u><u>-</u></u>
At 31 August 2023			<u><u>-</u></u>

EXETER CATHEDRAL SCHOOL

**Notes to the Financial Statements - continued
FOR THE YEAR ENDED 31 AUGUST 2024**

14. TANGIBLE FIXED ASSETS

	Short leasehold £	Plant and machinery £	Fixtures and fittings £
COST			
At 1 September 2023	742,320	66,175	232,538
Additions	<u>-</u>	<u>7,634</u>	<u>6,594</u>
At 31 August 2024	<u>742,320</u>	<u>73,809</u>	<u>239,132</u>
DEPRECIATION			
At 1 September 2023	261,415	41,894	154,137
Charge for year	<u>32,155</u>	<u>12,149</u>	<u>14,983</u>
At 31 August 2024	<u>293,570</u>	<u>54,043</u>	<u>169,120</u>
NET BOOK VALUE			
At 31 August 2024	<u>448,750</u>	<u>19,766</u>	<u>70,012</u>
At 31 August 2023	<u>480,905</u>	<u>24,281</u>	<u>78,401</u>
	Motor vehicles £	Computer equipment £	Totals £
COST			
At 1 September 2023	28,183	138,851	1,208,067
Additions	<u>-</u>	<u>17,770</u>	<u>31,998</u>
At 31 August 2024	<u>28,183</u>	<u>156,621</u>	<u>1,240,065</u>
DEPRECIATION			
At 1 September 2023	20,360	106,651	584,457
Charge for year	<u>1,956</u>	<u>20,858</u>	<u>82,101</u>
At 31 August 2024	<u>22,316</u>	<u>127,509</u>	<u>666,558</u>
NET BOOK VALUE			
At 31 August 2024	<u>5,867</u>	<u>29,112</u>	<u>573,507</u>
At 31 August 2023	<u>7,823</u>	<u>32,200</u>	<u>623,610</u>

EXETER CATHEDRAL SCHOOL

Notes to the Financial Statements - continued FOR THE YEAR ENDED 31 AUGUST 2024

15. FIXED ASSET INVESTMENTS

	Listed investments £
MARKET VALUE	
At 1 September 2023	400,088
Additions	14,438
Disposals	(3,633)
Revaluations	<u>42,806</u>
At 31 August 2024	<u>453,699</u>
NET BOOK VALUE	
At 31 August 2024	<u>453,699</u>
At 31 August 2023	<u>400,088</u>

There were no fixed asset investments outside of the UK.

The revaluation disclosed in the notes of these financial statements does not agree to the realised gain on fixed asset investments shown on the face of the SoFA because of the nature of the items that form the overall change in value. A reconciliation of these figures is as follows:

Realised gains/(losses) on fixed asset investments per SoFA	46,019
Capital introduced	-
Income from listed investments	10,569
Investment management fees	(2,864)
Cash cost of additions	(14,438)
Cash proceeds of disposals	6,963
Profit on disposal	2,085
Change in investment value arising from cash drawings	<u>(5,528)</u>
Actual change in value of fixed asset investments	<u>42,806</u>

EXETER CATHEDRAL SCHOOL**Notes to the Financial Statements - continued
FOR THE YEAR ENDED 31 AUGUST 2024**

16. STOCKS	2024	2023
	£	£
Stocks	<u>8,836</u>	<u>12,759</u>
17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	2024	2023
	£	£
Trade debtors	468,249	519,063
Other debtors	300	1,065
Prepayments	<u>76,224</u>	<u>69,397</u>
	<u>544,773</u>	<u>589,525</u>
18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	2024	2023
	£	£
Bank loans and overdrafts (see note 21)	9,690	8,718
Trade creditors	54,372	70,664
Social security and other taxes	33,163	38,222
Other creditors	10,711	39,411
Accruals and deferred income	1,000,964	882,460
Accrued expenses	<u>129,012</u>	<u>40,546</u>
	<u>1,237,912</u>	<u>1,080,021</u>

Deferred income relates to fees and donations received before the service is performed or expenditure incurred. Amounts within one year £1,000,964 (2023 - £882,460) and amounts over one year £223,732 (2023 - £11,217).

EXETER CATHEDRAL SCHOOL

**Notes to the Financial Statements - continued
FOR THE YEAR ENDED 31 AUGUST 2024**

19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2024	2023
	£	£
Bank loans (see note 21)	33,054	40,731
Other creditors	46,950	57,950
Accruals and deferred income	<u>223,733</u>	<u>11,217</u>
	<u>303,737</u>	<u>109,898</u>

20. LOANS

An analysis of the maturity of loans is given below:

	2024	2023
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>9,690</u>	<u>8,718</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>9,935</u>	<u>9,741</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	<u>23,119</u>	<u>30,990</u>

21. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2024	2023
	£	£
Within one year	87,479	70,347
Between one and five years	319,800	236,941
In more than five years	<u>800,112</u>	<u>614,378</u>
	<u>1,207,391</u>	<u>921,666</u>

Property commitments amounts to £1,199,862 (2023: £969,850) of the above total.

EXETER CATHEDRAL SCHOOL

**Notes to the Financial Statements - continued
FOR THE YEAR ENDED 31 AUGUST 2024**

22. SECURED DEBTS

The following secured debts are included within creditors:

	2024	2023
	£	£
Bank loans	<u>42,744</u>	<u>49,449</u>

The bank loan is secured by a charge over the investments of the charity.

23. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted fund £	2024 Total funds £	2023 Total funds £
Fixed assets	545,615	27,892	573,507	623,610
Investments	453,699	-	453,699	400,088
Current assets	722,723	43,170	765,893	733,307
Current liabilities	(1,237,912)	-	(1,237,912)	(1,080,021)
Long term liabilities	<u>(303,737)</u>	<u>-</u>	<u>(303,737)</u>	<u>(109,898)</u>
	<u>180,388</u>	<u>71,062</u>	<u>251,450</u>	<u>567,086</u>

EXETER CATHEDRAL SCHOOL

**Notes to the Financial Statements - continued
FOR THE YEAR ENDED 31 AUGUST 2024**

25. MOVEMENT IN FUNDS

	At 1.9.23 £	Net movement in funds £	Transfers between funds £	At 31.8.24 £
Unrestricted funds				
General fund	488,991	(308,603)	-	140,388
Restricted funds				
Restricted other income	78,095	(7,033)	-	71,062
TOTAL FUNDS	<u>743,578</u>	<u>(315,636)</u>	<u>-</u>	<u>251,450</u>

Net movement in funds included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movements in funds £
Unrestricted funds				
General fund	2,674,528	(3,029,150)	46,019	(308,603)
Restricted funds				
Kalendar Hall donations fund	-	(1,369)	-	(1,369)
Hall House playground fund	-	(3,075)	-	(3,075)
Thomas Franks Kitchen fund	-	(2,589)	-	(2,589)
	<u>-</u>	<u>(7,033)</u>	<u>(-)</u>	<u>(7,033)</u>
TOTAL FUNDS	<u>3,026,047</u>	<u>(3,036,183)</u>	<u>46,019</u>	<u>(315,636)</u>

Comparative:

	At 1.9.22 £	Net movement in funds £	Transfers between funds £	At 31.8.23 £
Unrestricted funds				
General fund	446,769	(163,167)	3,000	286,602
Restricted funds				
Restricted other income	296,809	(13,325)	(3,000)	280,484
TOTAL FUNDS	<u>743,578</u>	<u>(176,492)</u>	<u>-</u>	<u>567,086</u>

EXETER CATHEDRAL SCHOOL

Notes to the Financial Statements - continued FOR THE YEAR ENDED 31 AUGUST 2024

25. MOVEMENT IN FUNDS - continued

Net movement in funds included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movements in funds £
Unrestricted funds				
General fund	3,020,180	(3,170,959)	(12,388)	(163,167)
Restricted funds				
Kalendar Hall donations fund	-	(1,826)	-	(1,826)
Hall House playground fund	-	(3,075)	-	(3,075)
Thomas Franks Kitchen fund	-	(3,138)	-	(3,138)
S.F.I.A Educational Trust fund	<u>5,867</u>	<u>(1,444)</u>	<u>(9,709)</u>	<u>(5,286)</u>
	<u>5,867</u>	<u>(9,483)</u>	<u>(9,709)</u>	<u>(13,325)</u>
TOTAL FUNDS	<u><u>3,026,047</u></u>	<u><u>(3,180,442)</u></u>	<u><u>(22,097)</u></u>	<u><u>(176,492)</u></u>

Restricted funds;

The Kalendar Hall donations fund accounts for money received for the improvement of Kalendar Hall.

The Hall House playground donations fund accounts for money received by the school from Exeter Cathedral School Armstrong Trust for the installation of a new playground at Hall House.

The Thomas Franks Kitchen fund accounts for items donated by the caterers for use within catering.

The Hockey fund represents a one off donation for the purposes of purchasing hockey equipment for the school.

The S.F.I.A Educational Trust fund accounts for money received by the school to provide bursaries for choristers.

26. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 August 2024.

27. MEMBERS' LIABILITY

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

EXETER CATHEDRAL SCHOOL

England & Wales - Charity number 1151444

Accounts

REGISTERED COMPANY NUMBER: 08331303 (England and Wales)
REGISTERED CHARITY NUMBER: 1151444

**Report of the Trustees and
Financial Statements for the Year Ended 31 August 2023
for
Exeter Cathedral School**

Haines Watts (Western) Limited
Statutory Auditors
3 Southernhay West
Exeter
Devon
EX1 1JG

Exeter Cathedral School
Contents of the Financial Statements
for the Year Ended 31 August 2023

	Page
Report of the Trustees	1 to 18
Report of the Independent Auditors	19 to 22
Statement of Financial Activities	23
Statement of Financial Position	24
Statement of Cash Flows	25
Notes to the Statement of Cash Flows	26
Notes to the Financial Statements	27 to 39

Exeter Cathedral School (Registered number: 08331303)

**Report of the Trustees
for the Year Ended 31 August 2023**

The Trustees (Governors) who are also directors of the charitable company for the purposes of the Companies Act 2006, present their annual report and audited accounts, with the financial statements, for the year ended 31 August 2023.

OBJECTIVES AND ACTIVITIES

The charitable objects of the company are to promote and provide residential and non-residential schools for the advancement of education and the advancement of religion in accordance with the practices of the Church of England for the benefit of the public and of the choristers of Exeter Cathedral by providing facilities for their education.

The School provides choristers for Exeter Cathedral and their role features in the public life of the city of Exeter and the County of Devon; the Cathedral is the main place of celebration/commemoration/gathering for the City. The choristers play a part in an important public service in the building of the community in the city and making the heritage of which the Cathedral is steward available to more people. The choristers are both the fundamental reason for the School and their most unique feature.

The School's Vision and the Statement of Aims

The Headmaster and the Board have published a revised Vision and a revised Statement of Aims for the School to help shape the future direction and strategic development of the School. These are reproduced below:

Vision

To be the School of choice for families in the Exeter area who want a first-class all-round education for their children aged 3 to 13.

To be recognised locally and nationally as a beacon of musical excellence.

Exeter Cathedral School is an Ancient foundation with Traditional values and a Modern approach.

The School seeks to:

- Be a happy and purposeful community where *people* matter.
- Promote the central importance of the development of character.
- Be a place where children can be children, where learning – in all its forms – is taken seriously, and where each and every child is known and valued as an individual.
- Offer a first-rate all-round educational experience where the focus is on developing the whole child. Our job is to work with families to help our pupils acquire the right habits for life.
- Foster a supportive, purposeful, stimulating and gently-Christian environment, in which the following provision to pupils is recognised as being paramount and held in high regard:
 - Academic rigour
 - Exceptional pastoral care and pupil wellbeing
 - Bright and modern facilities
 - A broad and exciting range of extra-curricular activities
 - A high-calibre sporting and wellbeing education
 - A world-class musical education
 - An unparalleled musical heritage and history
 - A sense of spirituality, timelessness, and wonder, borne out of our ancient foundations as a 12th century choir school

**Report of the Trustees
for the Year Ended 31 August 2023**

OBJECTIVES AND ACTIVITIES

Our Values, Habits and Skills

The endorsing and upholding of core values; the modelling and promoting of the right habits; and the acquiring and practising of key skills: this is at the heart of our curriculum (both implicit and explicit), our interactions, our decision-making and our expectations.

The following Habits are explicitly promoted and modelled to, and expected of, our pupils and staff:

Pre-Prep Golden Rules	Prep School Habits
We are kind and helpful	The habit of hard work
We are gentle	The habit of honouring your commitments
We listen	The habit of having a go and keeping going
We look after property	The habit of taking part
We are honest	The habit of listening
We work hard	The habit of being honest, modest and kind
	The habit of looking after other people
	The habit of looking after your surroundings
	The habit of looking after yourself

Objectives

The objectives of Exeter Cathedral School are set to reflect its aims and ethos. It is important that the School maintains and enhances its academic success within the security of a nurturing environment.

The main objectives and activities for the School and its pupils are set within the wider context of the community; having consideration to the Charity Commission's public benefit guidance.

The main objectives for the year included:

- to continue to meet our statement of aims
- to continue to uphold and develop our academic standards
- to enhance and develop the curriculum offered to all pupils to reflect the School's commitment to a broad, balanced, and creative education
- to enhance our quality-first teaching and Special Educational Needs and Disabilities (SEND) provision
- to improve the IT provision within the School for learning and teaching
- to continue to develop the excellent pastoral care we provide for our pupils and staff
- to continue to enhance the physical structure of our School buildings to provide excellent facilities in which our pupils can learn
- to be a beacon of excellence for wellbeing
- to continue to champion pupil voice
- to raise the profile of and championing of diversity throughout the School
- to develop an improved medical (physical and mental health) provision to pupils and staff
- to provide continuing means-tested support of pupils already in receipt of fee assistance
- to make available means-tested financial assistance to enable pupils from local community schools to experience the education offered at the School
- to continue with and develop further our involvement in the Outreach Programme for music in Devon which is run as a collaboration between Exeter Cathedral and the Devon County Council Music Service
- to continue to contribute to the life of the local community and the wider Devon community through our links with the Cathedral and local businesses
- to develop and strengthen links with local schools; providing opportunities to share facilities and expertise
- to continue to support local, national and world charities through our fundraising efforts
- to continue to refine structures and roles so as to enable the School to develop its operations as a high performing organisation.

**Report of the Trustees
for the Year Ended 31 August 2023**

**OBJECTIVES AND ACTIVITIES
Achievement and Performance**

Charitable Activities

The School introduced in 2018-19 a funded places scheme, through the Devon Award. The Award is available to two Year 7 joiners from any Devon LEA state primary school. In 2022-23 the School had one fully funded Devon Award holder (awarded in 2021-22).

The School also awarded substantial bursaries to enable four children from two Ukrainian refugee families to attend the School.

The School continues to be pleased to support the cathedral's outreach work through free use of its premises for the rehearsals of the Devon County Junior Choir and through provision of choristers, transport and administrative support for visits to Devon primary schools to provide singing opportunities.

The School's staff are actively engaged in supporting the work of the wider community, including schools in the maintained sector. This year:

- the Head of Upper Years serves on the governing body of a local LEA primary school;
- a Drama & English teacher is the voluntary Youth Theatre Liaison of a community theatre group;
- the Chorister Tutor is a volunteer member (secretary) of her local parish council;
- the local homeless shelter visited the School weekly to receive provisions to help feed its most vulnerable;
- school staff worked with the cathedral music team to provide a free chorister experience day for primary-aged children from across the diocese;
- the Head of Drama & English serves as an AS and A2 English Literature examiner for OCR.
- The Senior Deputy Head became a governor at a local state-maintained secondary school.

Fees and Bursary Provision

The School has continued to support parents through means tested bursaries worth £143,623, discounts worth £285,816 and scholarships worth £24,255.

Plant

Site Development/Refurbishment

The School's programme of refurbishment and site improvement continues. The following have been projects for 2022-23:

- refurbishment of a pre-prep classroom
- rehousing of, and enhancements to, the Prep School Library
- refurbishment of a Prep School classroom
- refurbishment of individual practice rooms in the Music Department
- installation of a new climbing frame (designed by pupils)

Inspection

In April 2023 the School received an unannounced Short Visit from the Independent Schools Inspectorate, following a matter of procedure that was incorrectly handled by a governor. The inspectors consequently concluded that the School did not meet all of the regulatory standards. The School moved quickly to rectify these failures in governance, and a subsequent progress monitoring inspection after the year end has confirmed that these standards are all fully met.

Report of the Trustees
for the Year Ended 31 August 2023

OBJECTIVES AND ACTIVITIES

Staffing Appointments

The School's strategy to continuously improve the quality of pupils' achievements and the quality of pupils' personal development, along with the operational capacity and efficiency of the School, has been further assisted by the appointment of some high-calibre teaching and non-teaching staff.

Appointments made for 2022-23 included:

Head of Mathematics, PA to the Head, Admissions Manager, Marketing Manager, Chaplain, EYFS TA, KS1/KS2 Teachers, GAP Tutors, Drama Director-in-Residence, Gardener and Driver, Head of Extra-Curricular Activities (internal appointment), Head of Learning Support.

Staff Training and CPD

The School's AEP - Achieving Excellence Programme - forms the basis of staff CPD and is designed to empower staff to take control of their own professional development whilst facilitating input and direction from the School. AEP is a year-long (Jan to Jan) programme which allows teaching staff and line-managers to identify training needs, complete a professional development review, and set targets (one relating to professional standards - set by the School, one relating to learning and teaching, and one to any chosen area - both set by the member of staff). Observations (of peers and by line managers) are included, and training and visits are researched and encouraged. A performance review meeting is held, and a performance review statement agreed between the line-manager and the member of staff.

New Staff Induction

New Staff Induction Day takes place just before or as part of September whole staff inset. The day welcomed all new colleagues (teaching and non-teaching) and involved training led by the Senior Deputy Head, the Deputy Head (Pupils) the DFO and the Head. Areas covered included safeguarding, behaviour management, systems and procedures, tour of the school, email/ICT logins, fire procedures, vision and values.

Best Boarding Schools Guide

The School was pleased to feature in the Good Schools Guide 'Best Boarding Schools'.

Pastoral Care and Wellbeing

Wellbeing has been a focus again this academic year with a number of initiatives rolled out for the benefit of staff and pupils.

Staff

The School again ran its Wellbeing Day scheme: each member of staff was welcome to take a Wellbeing Day at any stage during the year – no reason asked for.

Staff wellbeing opportunities included start-of-term breakfasts, lunches; end-of-term drinks and teas; staff socials; staff book group; staff running club; staff discount at a local coffee shop; Hi-5 programme (recognition).

Staff wellbeing and workload continues to be a standing item at weekly SLT meetings and at Pastoral Board.

**Report of the Trustees
for the Year Ended 31 August 2023**

OBJECTIVES AND ACTIVITIES

Pupils

Pupil wellbeing continues to be a focus for the School, overseen by the Deputy Head Pupils and facilitated through the Heads of Section and the form tutor system. Alongside assemblies and PSHE lessons, form time is a key opportunity each day for pupils to socialize and 'be' rather than 'do'. Head's assemblies take place in the cathedral quire and begin with a period of stillness and reflection, encouraging pupils to develop an appreciation for stillness, silence, meditative contemplation, and spirituality. Where the cathedral has not been available (major project works), school spaces have been used.

The School continues to employ two qualified (RCN-registered) School Nurses to help lead and manage the physical and mental health of the School community.

Pastoral Structure

Sections within the School – Nursery, Pre-Prep, Lower Years, Upper Years – continue to assist the School in ensuring the delivery of first-rate and age-specific pastoral care (and support for pupils, parents/guardians and staff). Heads of Section ensure effective line-management of the School's form teachers/tutors, age-appropriate and tailor-made pastoral care, and are an additional port of call for parents and families.

A Chorister Tutor – a newly-modelled role in the mold of Head of Department – oversees the wellbeing and workload of the School's Choristers. The Head of Boarding does the same for the School's boarders, along with the Boarding House Matron.

The School Nurses are an additional point of contact for pupils (and staff) wishing to talk about their mental and emotional health.

An Independent Listener is appointed by the School. She holds a school mobile phone which number is shared with pupils, in particular the boarders.

Assembly/Form Time Programme

With the new 2-week timetable in place, the Assembly/Form Time programme has been enhanced. Pupil now have dedicated pastoral contact time each day, extended Form Times 3 days a week, a sectional assembly and/or hymn practice each week, a Chaplain's assembly each week, and a whole-School Head's Assembly once a fortnight.

Choristers

Choristers see the Chorister Tutor each day and join their form for Form Time each week.

The Chorister Tutor continues to ensure a close eye on the welfare, pastoral care, communication, workload and logistics pertaining to Choristers.

Weekly meetings continue to take place between the Department of Liturgy and Music and the School. These are attended by the Cathedral's Director of Music, Assistant Director of Music, Precentor, Deputy Head (pupils) and Chorister Tutor. Safeguarding, welfare/wellbeing, logistics and communication are discussed each week.

Academic Life

Timetable

The School introduced a 2-week timetable for 2022-23. Week A and Week B now operate, and subject allocations have been re-aligned through consultation with Heads of Department.

Curriculum Development

Reflecting the School's commitment to a broad, balanced and forward-thinking exciting academic provision, our curriculum has been reinvigorated during 2022-23 with the following initiatives:

Performance (drama) has been added to the timetable for each Prep year-group. Spanish is now in place for all pupils from Year 6 (following its successful introduction into Year 7). PE is now embedded in the timetable for KS3 pupils as well as the rest of the School.

**Report of the Trustees
for the Year Ended 31 August 2023**

OBJECTIVES AND ACTIVITIES

Years 3-5 now follow the model successfully introduced at KS1 previously: classes are taught separately by their class teacher (Form Tutor) for core curriculum subjects, with classes within a year-group coming together for their creative and topic-based curriculum subjects. This prioritises small group learning opportunities for Maths, English and Science and allows for greater collaboration and creativity opportunities in groups of c24 in the afternoons.

PSHE & RSE

PSHE has been introduced as a stand-alone lesson embedded in the timetable. The Head of PSHE & RSE oversees a spiral curriculum.

Syllabus

The School continues to embrace the best parts of the Common Entrance syllabus. Having made the decision to move away from the all-or-nothing 13+ exam, the School is redeveloping its schemes of work. Academic rigour and quality content is retained through high-quality teaching and a robust curriculum. A final public examination is no longer relevant for our pupils: the Spring batch of papers was sat by pupils, with the Summer batch offered to those who wished to sit them instead.

Exam Success

The School has enjoyed another year of academic success.

The final Common Entrance exam for pupils in Year 8 was optional this year, all pupils having already secured their places at senior school. Papers were sat by all 13+ pupils: either the Spring or Summer batch of Common Entrance papers. All papers were marked in line with Common Entrance requirements and grade boundaries.

13+ exam results in 2022-23 were positive and reflect excellent value added for the cohort:

39% of all papers were graded A*-A
82 of all papers were graded A*-B
98% of all papers were graded A*-C
100% of papers were graded A*-D

Scholarship Results

The School enjoyed notable 13+ scholarship success. 36 Scholarships/Exhibitions were awarded by senior schools to our Year 8 cohort of 31 pupils. 65% of all leavers received a scholarship/ exhibition/award, with 85% of scholarship applicants being successful.

Scholarships/exhibitions/awards were offered in Music/Choral/Organ, Academic, Sport, Drama/Performing Arts, Art, Foundation/Head's/All-Rounder.

Destination Schools

The School has continued its promotion of a broad and appropriate range of senior schools and has continued to focus on finding the right school for each child. 97% of 13+ leavers transitioned to an independent school; 3% to state-maintained schools.

All pupils achieved their first-choice senior school destination: Blundell's, Downside School, Exeter School, Marlborough College, Maynard School, Queen's College Taunton, Sherborne, Wellington School, Wells Cathedral School, West Buckland School.

Academic Data

The School continues to make use of GL Assessment, including CAT4 testing and PiE and PiM. CAT4 scores continue to be obtained through assessments in Year 2, 5, 7, and yearly PiM and PiE data is collected across the School. Data is used to continue to improve the School's tracking of pupil performance, its understanding of pupil ability, its monitoring of staff performance, and to assist with its commitment to an individualised approach to learning. The data is also useful for senior school choices and reference writing.

**Report of the Trustees
for the Year Ended 31 August 2023**

OBJECTIVES AND ACTIVITIES

Senior Enrichment Programme

The Senior Enrichment Programme continues to provide our oldest pupils with dedicated time to undertake enriching non-curricula courses delivered by subject specialists. Pupils in Year 7 and 8 choose to follow either the Creative Arts strand (Music, Drama, Art) or the Sport and Fitness strand (Sport and Performance, Sports Psychology, Personal Fitness) and receive expert tuition in small groups each week during dedicated curriculum time. The impact on the creative and sporting life of the School - as well as on the levels of scholarship success (see above) - is marked.

Parents Evening and Seminars

The School offered a number of online seminars and meetings for parents/guardians as well as face-to-face meetings. This included some parents' evenings, numeracy evenings, phonics evenings, revision seminars, exam preparation.

Extra-curricular and Enrichment

Learning beyond the classroom is a valued part of the ECS education, and the School recognises the central importance of the learning opportunities provided by extra-curricular activities.

Music and The Arts play an important part, as does our extensive Sports programme, and we offer a wide choice of clubs each term. It matters to us that pupils have the chance to explore new territories and develop new skills, and that their talents and interests can be nurtured and enthused by specialist staff.

A full and varied range of extracurricular clubs were offered throughout the year.

A new leadership post was introduced for 2022-23: Head of Extra-Curricular Activities.

Clubs available to pupils in 2021-22 have included:

Boom Whackers, Forest, Drama, Football, Athletics, Book and Tea, Board Games, Construction, Wool Craft, Squash, Hama Beads, Debating, Book Club, Music Theory, Knitting for Wellbeing, Chess, Comic Club, Alphabet Club, Lego Masters, Poetry by Heart, Art, School of Rock, Jazz Singers, Wellbeing Club, Judo, Prep Support, Coding, Red Hot Chilli Preppers, Watercolour, Dinosaur Adventures, Pokémon, Squash, Craft, Fitness, Tag Rugby, Smoothie Club, Cricket, Tennis.

Leavers' Programme

The School's ECS Futures Programme moved into its third year. At the end of Exam Week, a series of themed weeks was offered to Year 8 pupils, with pupils taking part in a range of enriching and creative activities and challenges. The traditional Leavers' Camp took place on Dartmoor, and the Leavers' Showcase was a bespoke show written by our English/Drama department and performed on the stage at Wellington School. A Yearbook was produced by the pupils and staff, and a Leavers' Prom was held at Haine – complete with Ceilidh and pizza van.

ECS Live Lecture Series

In addition, as part of ECS Futures, the 'Live Lecture' series was offered to pupils to broaden horizons, enrich and inspire:

Rees Jenkins	Making it up as I go along
Steve Kirby	Healthcare: cats, planes and chickens!
Keith Graham	From fisherman to Lifeboat Coxswain
Tim Parker	Working in Cyber Security
Rod Young	Horizons in the Sky
Emma Laws	How to make your words sing
Dr Laura Bethune	Living and working as a Doctor in Africa
Susan Lloyd	A career not in the office: Jungles, snow, sand, sea and live entertainment
Daniel Hayward	Osteopathy, it's not just bones.
John Skitt	Counselling and working in the field of mental health.

**Report of the Trustees
for the Year Ended 31 August 2023**

OBJECTIVES AND ACTIVITIES

Recruitment and Retention

In September 2022 the School enjoyed another increase in pupil numbers, following an increased roll in 2019, 2020 and 2021.

11+ Entry Awards

The School continues to offer an Awards scheme for pupils moving into or joining the School into Year 7. Awards (which take the form of fee remission) are offered for those able to make a significant contribution to the School in the following areas: Music, Academic, Visual/Performing Arts, Sport.

14 Awards were offered for September 2023: 2 x Academic, 2 x Art, 2 x Drama, 2 x Sport, 1 x All-Rounder, 3 x Head's Award, 2 x Music.

The School has also continued to offer the Devon Award: a fully funded (100%) place at the School throughout Years 7 and 8 for (up to 2) children joining the School into Year 7 from a Devon LEA state primary school, and who are able to contribute significantly in the above categories. These awards are means-tested. The School was disappointed not to be able to offer a Devon Award for September 2023: this would have been a fully funded day place.

Choristerships

Voice Trials took place in the cathedral and were supported by the School. 9 choristerships were offered for September 2023: 3 girls, 6 boys (4 current pupils, 5 external appointments).

Sport and Wellbeing

The School prides itself on its sport and physical wellbeing provision. Despite being a city-centre school with no on-site sports facilities, we are able to offer first-rate provision thanks to excellent relationships with the city's internationally recognised sports facilities and superb leadership of the department.

Ethos

The Director of Sport is Mrs Emma Ross (a former Hockey International), and our sporting philosophy is 'sport for all': the focus is on participation, development and enjoyment whilst still catering for our elite athletes. We provide an outstanding Sport and Wellbeing education, and we want to nurture a passion in all of our pupils so that when they leave at the end of Year 8 they do so with a love for a healthy and active lifestyle.

Provision

Our major team sports are hockey, cross-country, netball, cricket and athletics (girls); rugby, cross-country, hockey, cricket and athletics (boys), and we offer a range of sporting clubs and activities (both recreational and competitive) after school.

Lessons and coaching offered to our pupils includes: Reception and Year 1: a PE lesson each week delivered by a specialist member of the sports department; Year 2: a PE lesson each week and a Games afternoon each week; Years 3 to 5: a PE lesson each week and two Games afternoons each week; Years 6 to 8: two Games afternoons each week, and our Senior Enrichment Sports Programme each week.

The School is proud to be continuing with its Girls' Cricket programme. Three years after its inception, full colours for cricket are now routinely awarded to girls and boys.

The new 2-week timetable allows pupils to get a taste of new sports, including badminton, football, lacrosse, basketball, ultimate frisbee. Every pupil from Year 2 to Year 8 represented the School at the major team sports (cricket, hockey, rugby, netball).

The School held 3 Sports Days in 2022-23.

Report of the Trustees
for the Year Ended 31 August 2023

OBJECTIVES AND ACTIVITIES

Senior Enrichment Programme

Our Year 7 and 8 pupils can also follow the Sports strand of our Senior Enrichment Programme: dedicated curriculum time to focus on Sport and Performance, Sports Psychology, Personal Fitness and, where appropriate, scholarship preparation.

Facilities

We are proud of our long-standing association with some of the region's top sporting clubs and venues. We train and play at the world-class Exeter University Sports Hub, including the AstroTurf pitches and the Indoor Sports Hall; Exeter Cricket Club and County Ground; Exeter Athletics Arena; and Victoria Park Tennis Club. All of these first-rate venues are a few moments away in one of our minibuses, allowing our pupils and staff to make the most of the best sporting facilities in the city.

Sporting Success 2021-22

ECS pupils earned representative honours at county level in

- Tennis
- Hockey
- Cricket
- Waterpolo
- Gymnastics

Two pupils were selected for the National Prep Schools Athletics Finals in Birmingham.

Music, Drama and the Arts

Music is central to the life of ECS.

Founded as a choir school in the 12th century, and as one of today's 42 Cathedral Schools in the UK, ECS has music and music-making at its heart: it is in the walls and in the blood. To this day we are known for the breadth of musical opportunity that we provide, and for being a school which promotes 'music for all' whilst all the while providing high-calibre training and opportunities for our most gifted elite musicians. Music at ECS is elite but not elitist.

The hub for our music-making is Kalendar Hall, a studio space, classroom and practice rooms for rehearsals, ensembles, productions and performances. We are also proud to make use of the Cathedral Nave as a regular (and spectacular) performance space for our large-scale recitals and concerts, as well as tapping into the city's leading professional performance venues for our major productions and performances. Our annual Prep School House Music Competition takes place in our neighbouring local church; and more intimate recitals, soloists' evenings, chamber concerts and our Performers' Platform Series take place in the Chapter House, Kalendar Hall and the Cathedral Quire.

Some of our most gifted pupil musicians are Choristers but by no means all: we are proud that music scholarships and awards to some of the country's leading senior/public schools are won by Choristers and Non-Choristers alike.

Children across the School are encouraged to create, to pretend, to imagine, and to have the confidence to act out and perform. Our Nursery and Pre-Prep children all take part in one of our Nativity Plays, and opportunities for storytelling, role-playing and imaginative play feature heavily in our EYFS and Key Stage 1 curriculum.

In the Prep School, all pupils receive Drama tuition through our Performance Curriculum, and Drama and Poetry Clubs are on offer after-school to those whose appetites have been whetted. In addition, our weekly Senior Enrichment Programme allows our oldest pupils to delve into an extended Drama course: those with scholarship aspirations receive specialist tuition to help them prepare for Drama or Performing Arts Scholarships to their senior school of choice.

Report of the Trustees
for the Year Ended 31 August 2023

OBJECTIVES AND ACTIVITIES

Ensembles and Performances

Music ensembles:

Hall House Singers, Year 3-4 Choir, Year 5-6 Choir, Year 7-8 Choir, Recorders, Arco Ensemble, Orchestra 1, Orchestra 2, Flutopia, Guitarmadillos, Jazz Singers, Jazz Band, Big Band, School of Rock, Boom Whackers, Bash Street Kids, Red Hot Chili Preppers, Rhythm Stix.

Music & Drama Performance Opportunities in 2021-22:

Performers' Platforms x 12

Cathedral services

Autumn Concert (cathedral)

32nd Annual Charity Concert (cathedral)

Jazz & Rock Night (Exeter Phoenix)

Orchestral and Chamber Concert (St David's Church)

All choirs performed at Speech Day (cathedral)

Whole-School Carol Service

Pre-Prep nativities

Year 3 poetry and drama evening

Year 4 production: The BFG

Year 5 production: Goth Girl

Year 6 production: A Midsummer Night's Dream

Year 7-8 production: The Show Must Go On!

Poetry by Heart internal rounds and finals evening

Class Music Lessons

Class music lessons are delivered to every pupil across the School, from Reception to Year 8, by one of the School's music specialists. Each pupil in the School from Reception to Year 8 receives weekly Class Music lessons.

Instrumental Tuition

Instrumental lessons are very popular among the pupils: in 2022-23 over 215 music lessons have taken place each week.

The School benefits from the expertise and experience of a number of Visiting Music Teachers, and offers pupils 1-2-1 tuition in the following instruments:

Violin, Viola, Cello, Clarinet, Saxophone, Flute, Oboe, Bassoon, Percussion, Brass, Guitar, Voice, Recorder, Harp, Piano.

Musical Honours

The School is proud to have a number of pupils playing/singing in local, county and national ensembles (including the Devon county Junior Orchestra and Devon Youth Symphony Orchestra and lots of participation in the Devon Performing Arts Competition), as well as to educate the Choristers of Exeter Cathedral.

ABRSM/Trinity Examination results

During the 2022-23 year, Associated Board exams and Trinity College exams took place. We were delighted to return another successful set of results: 100% pass rate, with 80% being graded Merit or Distinction.

**Report of the Trustees
for the Year Ended 31 August 2023**

OBJECTIVES AND ACTIVITIES

Choristers

The Chorister continue to play a significant role in the life of the School, the Cathedral, and the wider community. They sing the daily sung services in the Cathedral as well as Eucharist on a Sunday morning (in total, 7 services). Duties are split routinely and fall to either Girls or Boys.

At the end of the 2022-23 academic year, Choristers in Year 6-8 went to Wales and Ireland on the Cathedral Choir's Tour. The tour was accompanied by 2 members of school staff (Chorister Tutor and Head), who had delegated responsibility for the safeguarding and chaperoning of the pupils.

Weekly welfare meetings continued between the School and the Cathedral to discuss Chorister wellbeing, safeguarding, logistics and communication. Attending the meetings are the Chorister Tutor, the Deputy Head (pupils), the Cathedral Director of Music, the Assistant Director of Music, the Canon Precentor, the Chief Chaperone.

Pupil Voice and Diversity

The School is in its second year of having a dedicated member of staff to oversee both Pupil Voice and EDI: Head of Pupil Voice & Diversity.

Great lengths are gone to ensure pupils know how they can make their voice heard if they think something is wrong, and our school culture of kindness, awareness, acceptance and tolerance ('we are a place where people matter') underpins our expectations and our interactions. A 'You said, we did' display is now visible in the heart of the school, as is a Black Lives Matter display, to which pupils contribute. Pupils know how to use their voice to make themselves heard, and that they will always be listened to.

There are now 4 pupil councils, each chaired by pupils with the support of the Head of Pupil Voice & Diversity (or Head of Boarding):

- School Council
- Eco Council
- Food Committee
- Boarders' Council

Pupil representatives were elected to these committees each form/class, including Year 2 pupils (ensuring that pupil voice in the Pre-Prep is heard. A Pupil Leadership post – Head of Pupil Voice – was held jointly by two Year 8 pupils.

In addition, pupil panels played a part in many staff appointments.

Celebrating and championing diversity has been an important focus for the School this year. Form time activities have taken place as well as assemblies and talks, including from Proud 2 Be.

Pupil Leadership

Two Heads of School were chosen by the Head following applications from pupils and consultation with all Prep staff.

Two Deputy Heads of School were also appointed following the same process, along with a team of prefects. For the second year in a row, prefects were appointed on a termly basis, allowing all those who wished to experience a leadership opportunity to be in post throughout the year.

Other pupil leadership posts included Senior Boarders and Heads of Pupil Voice, as well as sports captains, senior choristers, and leaders of the orchestra.

Wrap-Around Care

The School is in its second year of its enhanced Wrap-Around Care provision.

**Report of the Trustees
for the Year Ended 31 August 2023**

OBJECTIVES AND ACTIVITIES

All provision between 08h00 and 17h00, in both the Pre-Prep and the Prep, is included in the tuition fee. Save in the rare cases where specialist facilities are hired or specialist coaches brought in, there is no longer any charge for supervision/activities between the end of lessons (15h15 Pre-Prep, 15h45 Prep) and 17h00. This underlines our firm commitment to offering a fully-rounded educational experience for all ECS pupils, and reflects the importance we attach to extracurricular opportunity and involvement.

Spiritual Life

The School has its origins in Christian worship. The School is situated in the lee of the Cathedral, and to this day the Cathedral continues to play a central role in the lives of the pupils and staff at ECS. We seek to foster a gently Christian environment in which the values of love, tolerance, acceptance, gentleness and compassion are endorsed and modelled through our daily interactions and in our decision-making.

We welcome children of all faiths and none: whatever one's religious leanings, there is a spirituality to be found in collective stillness; in gathering together in quiet; in being mindful together. We want our pupils to be mindful of, and grateful for, those around them; to be aware of themselves and of their impact on others; and, through Faith or a more general appreciation of spirituality, to have a sense of wonder and awe at the thought that they are part of something greater and more timeless than themselves.

Head's assemblies take place in the cathedral quire (where possible). Each session begins with a period of quiet reflection, encouraging pupils to develop an appreciation for stillness, silence, meditative contemplation, and spirituality.

A greater focus was also placed on Form Times at the start of the day. These extended sessions in small groups allowed children to spend time together 'being' rather than 'doing', and to practise conversation and listening. It also allowed form tutors the chance to work alongside particular Individuals who required some additional support.

School services in the cathedral included the Carol Service, Lent Service, Harvest Festival and Valedictory Eucharist. Chorister Valediction took place at the end of the academic year, and our out-going senior choristers were presented with their leavers' books and prayed for.

A rotating team of servers (crucifer and acolytes) assisted the Chaplain with School services, and reading and prayers were led by pupils from across the year-groups.

Charity Fund-raising

The School was pleased to support a number of local and national charities throughout the year. The chosen charity of the year (voted for by pupils) was Jay's Aim – an organisation that provides defibrillators in the locality and training to schools. The School was pleased to partner with Jay's Aim to jointly fund a publicly-accessible defibrillator affixed to a school building. Some £4,000 was raised through a range of activities, most significantly the 32nd Annual Charity Concert and its sponsored programme. The School was also pleased to raise money Children In Need, Red Nose Day and the Poppy Appeal, and to support Surfers Against Sewage by carrying out a beach clean, and Exeter Food Bank by harvest donations.

Wellbeing, Engagement and Enrichment

The School takes its social and community responsibilities seriously, and this extends to providing opportunities for pupils and parents/guardians to engage in School and community talks and events, as well as fund-raising activities for local and national charities. The School continues to value and promote engagement with and from parents/guardians and the wider community.

In 2022-23, engagement opportunities to parents/guardians and pupils, included virtual/in-person parents' evenings; parent/guardian seminars; curriculum engagement evenings; phonics evenings;; Head's coffee mornings; The ECS Journey events; themed curriculum/dress-up days; world book day; 3 sports days; social media; concerts; plays; open classroom events.

**Report of the Trustees
for the Year Ended 31 August 2023**

OBJECTIVES AND ACTIVITIES

Speech Day & Prize-Giving

The whole School came together for Speech Day & Prize-Giving in the cathedral nave. Speeches were given by the Heads of School, the Head and the Guest of Honour Richard Biggs (outgoing Headmaster of King's College, Taunton). All choirs performed, as did 2 soloists.

Prizes were awarded for academic achievement, effort and progress, sport and the arts, contribution to or excellence in the wider life of the School, and for good citizenship, kindness, discipleship and fortitude.

Summary

The School has been pleased to achieve notable success over the 2022-23 academic year, with encouraging academic results, significant scholarship success, an increase in year-on-year pupil numbers, a financial position which shows a good direction of travel, and a growing and glowing reputation locally and more widely. This is thanks to a lively and positive pupil cohort, an engaged and supportive parent body, a terrifically-hard-working staff team, a visionary and purposeful executive management team, and the energy and expertise of its Governing Body.

The School hopes that throughout the 2022-23 academic year it has continued to build a strong, kind, purposeful, loving and resilient community which is future-ready. Above all else, the School is committed to being a place where people matter, and to working with families to help pupils acquire the right habits for life.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Charitable constitution

The School operates under the terms of the Company's Memorandum and Articles of Association, dated 13 December 2012 and the Statement of Activities and Public Benefit sealed by the Charity Commissioners for England and Wales on 28 March 2013.

Recruitment and Appointment of Board Members

The Governing body understands the need for the Board to have members whose skills and experience are attributed to those required to running a School.

Where possible the Governors consider that the skills and experience of the Board should comprise the following:

- At least one Governor with education experience
- A Governor with a financial/accounting background
- A Governor with experience of Human Resource (HR) matters
- A Governor with senior managerial or business expertise
- At least one Governor with experience of working within the Church of England

All nominations for the Board are approved by the Board, following which such persons shall also be appointed as Trustees (Governors); appointments take effect from the date the Board confirms its approval in writing.

Board Members Appointed during the period 01 September 2022 to 31 August 2023

Five board members left during the year: Derek Phillips, Richard Biggs, Mark Sugden, Susan Lockwood and Nicola Cowling.

One board member, Alison Fisher, was appointed this financial year.

Charles Beer was elected Chair in July 2023 following the retirement of Derek Phillips.

Report of the Trustees
for the Year Ended 31 August 2023

STRUCTURE, GOVERNANCE AND MANAGEMENT

Directors' Induction and Training

All Governors have received information regarding their responsibilities as Trustees of the Charity. All new Board Members receive induction training and information regarding their role as a director of a charitable company and a governor of an independent school.

During the period 01 September 2022 to 31 August 2023 all Governors have received updates regarding Safeguarding Children and Keeping Children Safe in Education (KCSIE) including subjects linked to possible cyber threats such as sexting and Preventing Radicalisation (The Prevent Duty).

Risk Management

The Governors have a duty to identify and review the risks to which the School is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. Comprehensive considerations of risk are delegated to the Head and Senior Leadership staff of the School. Risks are identified, assessed and controls established throughout the year. Risk is managed under the headings of finance, health and safety, environment, student welfare, employment and school trips and events.

The main risks the Governors and the Head have identified are:

- **Reputation.** The School's success is built on its reputation for the education and well-being of its pupils. This risk is managed through a combination of robust policies covering safeguarding, KCSIE and staff recruitment, and strong pastoral support for both pupils and staff. Health and safety issues are actively identified and dealt with in a timely manner.
- **Financial sustainability.** Reliance on pupil fee income and its impact on the School's ability to pay invoices as they fall due. This risk is managed by marketing activity and cash flow management systems including access to an adequate short-term credit facility. There is a risk associated with the investment of surpluses and designated funds. This risk has been mitigated by the trustees instructing Hawksmoor Investment Management Limited to advise them in connection with all the company's investment and any potential risk arising from the invested funds.
- **Boarding.** A slow decline in full and weekly boarding numbers coupled with a trend for 'flexi-boarding' has the potential to impact on the resources of the School. This led to a review of the continuance of this provision and the decision that the boarding house will close in July 2024.
- **IT (Information Technology) and Data Security.** Failure to provide adequate systems protection to key business systems and resources. This risk is managed through a password protected IT network system for ensuring security. All reasonable security measures have been upgraded (including firewalls and email filters) to offer greater protection against external threats such as hacking and viruses. In common with other organisations the IT systems are at risk to external threats and a possible breach of data (often through the inadvertent introduction of Trojan programmes). Forms of breach are constantly being developed by criminals and cyber ransom is the latest trend in this area. Security of data depends upon a combination of physical security to protect data from being hacked as well as reliance upon good practice by the users with access to sensitive data. All staff are regularly reminded about the importance of respecting the integrity data stored on our systems, passwords are required to be changed every 90 days and there are policies in place for the length of passwords.
- **Data Protection.** The Data Protection Lead (Privacy Officer) has had extensive training and is conversant with the General Data Protection Regulation (GDPR) legislation and the requirements it places on the School. Governors and staff have received some initial training; further training is provided on an ongoing basis.
- **Curriculum.** A strong academic provision requires the most able teachers to deliver a varied curriculum which inspires the minds of pupils to learn. This risk is managed through a combination of employing a strong academic team, offering competitive salaries and allowances for additional responsibilities, leadership positions and specialist subject leaders.

**Report of the Trustees
for the Year Ended 31 August 2023**

STRUCTURE, GOVERNANCE AND MANAGEMENT

- **Safeguarding.** Exeter Cathedral School recognises its moral and statutory responsibility to safeguard and promote the welfare of all pupils. We endeavour to provide a safe and welcoming environment where children are respected and valued. We are alert to the signs of abuse and neglect and follow procedures to ensure that children receive effective support, protection and justice. Child protection forms part of the school's safeguarding responsibilities. The School supports all staff, volunteers and governors who work with children in providing them with appropriate training to carry out their individual responsibilities for child protection effectively. New staff are made aware of the School's arrangements for safeguarding and child protection and their own responsibilities with regard to safeguarding the welfare of pupils at the School

Through the risk management processes established within the School, the Governors are satisfied that any major risks identified are adequately mitigated. The Governors recognise that systems and processes can only provide reasonable but not absolute assurance that any major risks can be adequately managed.

Organisational Structure

The Governors, who are also directors of the company and charity trustees, are responsible for the overall management and control of Exeter Cathedral School and meet as a full board three times a year. All Governors give their time freely and with the exception of expenses being paid; no remuneration was paid during the year. No Governor or person connected with a Governor received any benefit from means tested bursaries or scholarships awarded to pupils. The Director of Finance & Operations (DFO) of Exeter Cathedral School also holds the post of Clerk to the Governors and Company Secretary and is responsible for co-ordinating the work of the Governors and their committees. The Governors delegate authority for the day to day running of the School to the Head, supported by senior staff.

Key Management Personnel

The Headmaster undertakes the key leadership role overseeing educational, pastoral and administrative functions of the School with the support of the School's Senior Leadership Team (SLT); which consists of the Senior Deputy Head, Deputy Head Pupils (also the Designated Safeguarding Lead (DSL)), the Head of Pre-Prep, and the Director of Finance & Operations (DFO).

Headmaster (HM)	James Featherstone
Senior Deputy Head	Andrew Bartlett
Deputy Head (Pupils) and DSL	Sarah Reddington (Resigned 30 August 2023)
Head of Pre-Prep	Elizabeth Bowles (Resigned 31 December 2022)
Director of Finance & Operations	Steven Webber
Acting Head of Pre-Prep	Heidi Lawford (Appointed 1 January 2023)

The day-to-day administration of the School is undertaken within the policies and procedures approved by the Governors. The Head oversees the recruitment of all educational staff, whilst under delegated authority the DFO oversees the recruitment of administrative and non-teaching support staff. The Head, the DFO and the DSL are invited to attend Governors' meetings. Other members of the management team are invited to identified Committee meetings.

Memberships

The School is a member of IAPS (the Independent Association of Preparatory Schools), the CSA (Choir Schools' Association), the BSA (Boarding Schools' Association), the AGBIS (Association of Governing Bodies of Independent Schools) and ISBA (the Independent Schools' Bursars Association). Membership of these organisations provides many opportunities for the Head and the SLT to share expertise, knowledge and experience across the independent school sector.

Report of the Trustees
for the Year Ended 31 August 2023

**STRUCTURE, GOVERNANCE AND MANAGEMENT
FINANCIAL REVIEW**

Principal Funding Sources

The primary source of income is generated through the payment of fees. Income is expended in the furtherance of the School's aims and objectives. All net incoming resources are either deployed for educational purposes or invested for future development projects to enhance the fabric of the School.

Financial Assistance Schemes

Bursary awards are made purely 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 ill health rendering a parent temporarily unable to work or redundancy. In assessing means for support several factors are considered including family income, investments and savings and property ownership. Other circumstances such as dependent relatives and the number of siblings are also taken into consideration. The School employs Bursary Administration Limited to conduct objective assessments of all applications for bursary awards. Exeter Cathedral School does not have a large endowment from which to provide bursary support and in making such awards it needs to be mindful of the balance between fee-paying parents, many of whom make considerable sacrifices to fund their child's education, and those who might benefit from bursary assistance.

Where more than one child in a family attends the School, a sibling discount of 10% is offered for the second and any subsequent child.

As part of our recruitment and retention package for attracting high calibre staff, the School offers a discount scheme for staff members who choose to educate their children at the School

Reserves Review

The Governors regularly review the finances, budgets and spend against budget; they are satisfied that they hold sufficient liquid reserves to cover the company's current liabilities.

The Governors consider it is necessary to maintain a balance between preserving a positive balance sheet with sufficient reserves to operate for several months and maintaining the infrastructure of the School in sound order to continue to attract new pupils. In an increasingly competitive marketplace, the Governors are aware of the importance of maintaining affordable fee levels.

The Governors recognise that the level of reserves fluctuates during periods of investment in the School's estate. To that end, the School has drawn upon its reserves to improve cash flow or to provide security for short term credit facilities when necessary.

The financial statements have been prepared on a going concern basis. The Trustees have reviewed and considered relevant information, including annual budgets, pupil number and cash flow forecasts, in reaching this position. They are aware of future risks including the possible decline in pupil numbers and the threat of substantial tax changes under a different government and will be taking appropriate steps to manage these risks.

Investment Policy and Objectives

Investment activities are managed in line with the requirements of the Trustee Act 2000. The Governors have engaged Hawksmoor Investment Management Limited to manage their investment portfolio. The objective of the investment is to provide income which can be re-invested to further the objectives of the company.

Pension Liability

The School participates in the Aviva Pensions Trust for Independent Schools (APTIS) for academic and related staff.

The School also operates a defined contribution scheme, operated by the Pensions Trust, in respect of staff not eligible to join the APTIS.

**Report of the Trustees
for the Year Ended 31 August 2023**

FINANCIAL CONTROLS

The internal financial control of the School's accounting processes are based on a framework of regular management information and administrative procedures including the separation of duties and a system of delegation and accountability. In particular it includes:

- Comprehensive budgeting and monitoring systems with an annual budget and termly financial reports (management accounts) which are reviewed and agreed by the Governors;
- Regular reviews by the Finance and General Purposes Committee of reports and key performance indicators (KPIs) and of major purchase plans or capital investments/works proposals;
- Clearly defined levels of delegated authority and the segregation of duties;
- Identification and management of risks

Going concern

The financial statements have been prepared on a going concern basis. The Trustees have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment. Based on these assessments, given the measures that could be undertaken to mitigate the current adverse conditions, and the current resources available, the Trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
08331303 (England and Wales)

Registered Charity number
1151444

Registered office
The Chantry
Palace Gate
Exeter
Devon
EX1 1HX

Website
www.exetercathedralschool.co.uk
www.exetercs.org

Trustees

D J Phillips (Chair until July 2023)	Director (Resigned 10 July 2023)
Very Revd J Greener	Director
R R Biggs	Director (Resigned 10 July 2023)
J M Sugden	Director (Resigned 27 April 2023)
N R Pockett	Director
Canon J Mustard	Director
Canon J Ellis	Director
Prof M Totterdell	Director
C E Beer (Chair from July 2023)	Director
N Mitchell	Director
C Kisingbury	Director
S Lockwood	Director (Resigned 14 December 2022)
N Cowling	Director (Resigned 13 October 2022)
A Fisher	Director (Appointed 13 February 2023)

Report of the Trustees
for the Year Ended 31 August 2023

REFERENCE AND ADMINISTRATIVE DETAILS

Headmaster

J M Featherstone

Company Secretary

S J A M Webber

Auditors

Haines Watts (Western) Limited

Statutory Auditors

3 Southernhay West

Exeter

Devon

EX1 1JG

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Exeter Cathedral School for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and 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 trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

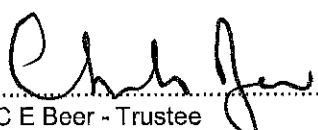
In so far as the trustees are aware:

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

AUDITORS

The auditors, Haines Watts (Western) Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 2/5/24 and signed on its behalf by:


.....
C E Beer - Trustee

**Report of the Independent Auditors to the Members of
Exeter Cathedral School (Registered number: 08331303)**

Opinion

We have audited the financial statements of Exeter Cathedral School (the 'charitable company') for the year ended 31 August 2023 which comprise the Statement of Financial Activities, the Statement of Financial Position, the 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors 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 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.

**Report of the Independent Auditors to the Members of
Exeter Cathedral School (Registered number: 08331303)**

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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

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

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

**Report of the Independent Auditors to the Members of
Exeter Cathedral School (Registered number: 08331303)**

Our 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 a Report of the Independent Auditors 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 our procedures are capable of detecting irregularities, including fraud is detailed below:

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks applicable to the Company and the sector in which it operates. We determined that the following laws and regulations were most significant: The Companies Act 2006, UK GAAP, UK corporate tax law, Charity Commission regulations, GDPR, Occupational Health and Safety regulations, Safeguarding and Independent Schools Inspectorate.
- We obtained an understanding of how the Company are complying with those legal and regulatory frameworks and made enquiries to the management of known or suspected instances of fraud and non-compliance with laws and regulations. We corroborated our enquiries through our review of board minutes, other relevant meeting minutes and review of correspondence with regulatory bodies.
- We assessed the susceptibility of the Company's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the audit team included:
 - Identifying and assessing the controls management has in place to prevent and detect fraud;
 - Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
 - Challenging assumptions and judgments made by management in its significant accounting estimates and judgments, in particular depreciation, accruals and prepayments;
 - Identifying and testing journal entries, in particular journal entries posted with unusual account combinations; and;
 - Assessing the extent of compliance with the relevant laws and regulations.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations are from the events and transactions reflected in the financial statements, the less likely we would become aware of it. 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 collusions.

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 Report of the Independent Auditors.

**Report of the Independent Auditors to the Members of
Exeter Cathedral School (Registered number: 08331303)**

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 auditors' 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.

Benjamin de Cruz

Benjamin de Cruz (Senior Statutory Auditor)
for and on behalf of Haines Watts (Western) Limited
Statutory Auditors
3 Southernhay West
Exeter
Devon
EX1 1JG

Date: 13 May 2024

Exeter Cathedral School

Statement of Financial Activities
for the Year Ended 31 August 2023

	Notes	Unrestricted funds £	Restricted fund £	2023 Total funds £	2022 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	13,733	-	13,733	8,249
Charitable activities					
Gross charitable activity income	5	2,989,528	-	2,989,528	2,834,188
Other trading activities	3	11,116	-	11,116	11,029
Investment income	4	5,803	5,867	11,670	9,821
Total		<u>3,020,180</u>	<u>5,867</u>	<u>3,026,047</u>	<u>2,863,287</u>
EXPENDITURE ON					
Raising funds	6	-	-	-	-
Charitable activities					
Gross charitable activity costs	7	<u>3,170,958</u>	<u>9,483</u>	<u>3,180,441</u>	<u>2,832,057</u>
Total		<u>3,170,959</u>	<u>9,483</u>	<u>3,180,441</u>	<u>2,832,057</u>
Net gains/(losses) on investments		<u>(12,388)</u>	<u>(9,709)</u>	<u>(22,097)</u>	<u>(36,511)</u>
NET INCOME/(EXPENDITURE)		<u>(163,167)</u>	<u>(13,325)</u>	<u>(176,492)</u>	<u>(5,281)</u>
Transfers between funds	23	<u>205,389</u>	<u>(205,389)</u>	<u>-</u>	<u>-</u>
Net movement in funds		<u>42,222</u>	<u>(218,714)</u>	<u>(176,492)</u>	<u>(5,281)</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>446,769</u>	<u>296,809</u>	<u>743,578</u>	<u>748,859</u>
TOTAL FUNDS CARRIED FORWARD		<u>488,991</u>	<u>78,095</u>	<u>567,086</u>	<u>743,578</u>

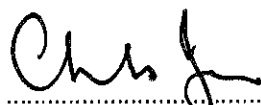
Exeter Cathedral School (Registered number: 08331303)

Statement of Financial Position
31 August 2023

	Notes	2023 £	2022 £
FIXED ASSETS			
Intangible assets	12	-	950
Tangible assets	13	623,610	651,767
Investments	14	<u>400,088</u>	<u>416,359</u>
		1,023,698	1,069,076
CURRENT ASSETS			
Stocks	15	12,759	12,262
Debtors	16	589,525	546,898
Cash at bank and in hand		<u>131,023</u>	<u>380,778</u>
		733,307	939,938
CREDITORS			
Amounts falling due within one year	17	<u>(1,080,021)</u>	<u>(1,145,946)</u>
NET CURRENT ASSETS		<u>(346,714)</u>	<u>(206,008)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		676,984	863,068
CREDITORS			
Amounts falling due after more than one year	18	<u>(109,898)</u>	<u>(119,490)</u>
NET ASSETS		<u>567,086</u>	<u>743,578</u>
FUNDS	23		
Unrestricted funds		488,991	446,769
Restricted funds		<u>78,095</u>	<u>296,809</u>
TOTAL FUNDS		<u>567,086</u>	<u>743,578</u>

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 2/5/24 and were signed on its behalf by:



C Beer - Trustee

Exeter Cathedral School
Statement of Cash Flows
for the Year Ended 31 August 2023

Notes	2023 £	2022 £
Cash flows from operating activities		
Cash generated from operations	(204,447)	(5,574)
Finance costs paid	<u>(2,693)</u>	<u>(3,281)</u>
Net cash used in operating activities	<u>(207,140)</u>	<u>(8,855)</u>
Cash flows from investing activities		
Purchase of tangible fixed assets	(48,455)	(81,071)
Purchase of fixed asset investments	(26,228)	(12,086)
Sale of fixed asset investments	32,905	11,451
Cash movement with investments	(12,102)	(36,511)
Dividends received	<u>11,266</u>	<u>7,388</u>
Net cash used in investing activities	<u>(42,614)</u>	<u>(74,318)</u>
Change in cash and cash equivalents in the reporting period		
	(249,755)	(83,173)
Cash and cash equivalents at the beginning of the reporting period	<u>380,778</u>	<u>463,951</u>
Cash and cash equivalents at the end of the reporting period	<u>131,023</u>	<u>380,778</u>

Exeter Cathedral School

Notes to the Statement of Cash Flows
for the Year Ended 31 August 2023

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £	2022 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(176,492)	(5,281)
Adjustments for:		
Depreciation charges	76,612	65,449
Losses on investments	22,099	36,509
Interest received	(404)	(1,021)
Finance costs	2,693	2,954
Dividends received	(11,266)	(8,800)
Amortisation charges	950	2,855
Increase in stocks	(497)	(7,075)
Increase in debtors	(42,628)	(128,300)
Decrease in creditors	<u>(75,515)</u>	<u>37,136</u>
Net cash used in operations	<u>(204,447)</u>	<u>(5,574)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.9.22 £	Cash flow £	At 31.8.23 £
Net cash			
Cash at bank and in hand	<u>380,778</u>	<u>(249,755)</u>	<u>131,023</u>
	<u>380,778</u>	<u>(249,755)</u>	<u>131,023</u>
Debt			
Debts falling due within 1 year	(7,107)	(1,610)	(8,718)
Debts falling due after 1 year	<u>(42,893)</u>	<u>2,162</u>	<u>(40,731)</u>
	<u>(50,000)</u>	<u>552</u>	<u>(49,449)</u>
Total	<u>330,777</u>	<u>(249,203)</u>	<u>81,574</u>

Exeter Cathedral School

**Notes to the Financial Statements
for the Year Ended 31 August 2023**

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

The presentation currency of the financial statements is the Pound Sterling (£).

Going concern

The financial statements have been prepared on a going concern basis. The Trustees have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment. Based on these assessments, given the measures that could be undertaken to mitigate the current adverse conditions, and the current resources available, the Trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

Incoming resources

Income is recognised on a receivable basis, when the charity has entitlement to the funds, there is certainty of receipt and the amount can be measured with sufficient reliability.

Incoming resources from charitable activities

Fees received are included in the Statement of Financial Activities on a receivable basis. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Voluntary income

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured.

Activities for generating funds

Shop, lettings and sundry event income is recognised in the period it is receivable on the completion of the service.

Investment income

Income from investments is recognised on a receivable basis.

Resources expended

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Costs of generating funds comprise the costs associated with attracting voluntary income and investment management fees.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All resources expended are inclusive of irrecoverable VAT.

Exeter Cathedral School

**Notes to the Financial Statements - continued
for the Year Ended 31 August 2023**

1. ACCOUNTING POLICIES - continued

Resources expended

Governance costs

Governance costs include costs of the preparation of the statutory accounts, the costs of trustee meetings and the costs of any legal advice to trustees on governance or constitutional matters.

Intangible fixed assets

Capitalised website development costs are being amortised evenly over the website's expected useful life of 5 years.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Short leasehold	- 10% straight line and 4% straight line
Plant and machinery	- 25% straight line
Fixtures and fittings	- 25% reducing balance and straight line over 15 years
Motor vehicles	- 25% reducing balance
Computer equipment	- 33% straight line

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Investment income, gains and losses are allocated to the appropriate fund.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme for some employees. Contributions are recognised in the Statement of Financial Activities in the period in which they become payable in accordance with the rules of the scheme.

Fixed Asset Investments

Fixed asset investments are stated at market value.

Gains and losses between historical cost and market value, whether realised or unrealised, are recognised in the Statement of Financial Activities in the period in which they arise.

Government Grants

During the year the company received and recognised the following government grants:

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2023

1. ACCOUNTING POLICIES - continued

- £Nil (2021 £15,253) Coronavirus Job Retention Scheme.

Operating lease commitments

Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight line basis over the lease term.

Financial instruments

Financial instruments are classified and accounted for, according to the substance of contractual arrangement, as financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

2. DONATIONS AND LEGACIES

	Unrestricted funds £	Restricted funds £	Year ended 31.8.23 Total funds £	Year ended 31.8.22 Total funds £
Donations	<u>13,733</u>	<u>-</u>	<u>13,733</u>	<u>8,249</u>
	<u>13,733</u>	<u>-</u>	<u>13,733</u>	<u>8,249</u>

3. OTHER TRADING ACTIVITIES

	2023 £	2022 £
Kalendar Hall lettings	<u>11,116</u>	<u>11,029</u>

4. INVESTMENT INCOME

	2023 £	2022 £
Income from listed investments	11,266	8,800
Deposit account interest	<u>404</u>	<u>1,021</u>
	<u>11,670</u>	<u>9,821</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2023

5. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds £	Restricted funds £	Year ended 31.8.23 Total funds £	Year ended 31.8.22 Total funds £
Gross fees	3,283,093	-	3,283,093	3,080,860
Discounts	(310,071)	-	(310,071)	(245,247)
Bursaries	(143,623)	-	(143,623)	(111,195)
Boarding	126,368	-	126,368	73,752
Breakfast club	3,397	-	3,397	3,945
After school care	24,414	-	24,414	27,931
Registration fees	3,075	-	3,075	3,450
Income from extra activities	2,875	-	2,875	691
	<u>2,989,528</u>	<u>-</u>	<u>2,989,528</u>	<u>2,834,187</u>

6. RAISING FUNDS

Other trading activities

	2023 £	2022 £
Opening stock	12,262	5,186
Purchases	497	7,076
Closing stock	<u>(12,759)</u>	<u>(12,262)</u>
	<u>-</u>	<u>-</u>

7. CHARITABLE ACTIVITIES COSTS

	Unrestricted funds £	Restricted funds £	Year ended 31.8.23 Total funds £	Year ended 31.8.22 Total funds £
Educational	2,187,954	-	2,187,954	2,105,764
Boarding	-	-	-	-
After school care	16,661	-	16,661	-
Domestic and catering	634,921	-	634,921	477,635
Maintenance	48,039	8,039	56,078	41,098
One off project costs	37,258	-	37,258	-
Administration	224,979	-	224,979	151,414
Governance costs	15,634	-	15,634	14,370
Finance costs	5,512	1,613	6,956	2,811
	<u>3,170,958</u>	<u>9,483</u>	<u>3,180,441</u>	<u>2,832,057</u>

Exeter Cathedral School
Notes to the Financial Statements - continued
for the Year Ended 31 August 2023

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2023	2022
	£	£
Depreciation - owned assets	76,612	65,449
Computer software amortisation	950	2,855
Auditors remuneration	6,158	5,755
Auditors remuneration - non-audit services	<u>9,476</u>	<u>8,161</u>

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 August 2023 nor for the year ended 31 August 2022.

Trustees' expenses

J M Sugden was paid £Nil (2022 - £292) for reimbursement of travel and other expenses on behalf of the company.

M S Totterdell was paid £246 (2022 - £Nil) for reimbursement of travel and other expenses on behalf of the company.

10. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	1,629,605	1,566,293
Social security costs	161,619	155,198
Other pension costs	<u>192,487</u>	<u>201,009</u>
	<u>1,983,711</u>	<u>1,922,500</u>

The average monthly number of employees during the year was as follows:

	2023	2022
All departments	<u>55</u>	<u>62</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023	2022
£60,001 - £70,000	1	2
£80,001 - £90,000	<u>1</u>	<u>1</u>
	<u>2</u>	<u>3</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2023

10. STAFF COSTS - continued

Total employee benefits received by key management personnel, excluding those disclosed under higher paid employees) during the year was £164,634 (2022: £83,900)

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	2022 Unrestricted funds £	2022 Restricted fund £	2022 Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	5,749	2,500	8,249
Charitable activities			
Gross charitable activity income	2,834,188	-	2,834,188
Other trading activities	11,029	-	11,029
Investment income	4,838	4,983	9,821
Total	<u>2,855,804</u>	<u>7,483</u>	<u>2,863,287</u>
EXPENDITURE ON			
Raising funds	-	-	-
Charitable activities			
Gross charitable activity costs	2,818,565	13,492	2,832,057
Total	<u>2,818,565</u>	<u>13,492</u>	<u>2,832,057</u>
Net gains/(losses) on investments	<u>(10,471)</u>	<u>(26,040)</u>	<u>(36,511)</u>
NET INCOME/(EXPENDITURE)	26,768	(32,049)	(5,281)
RECONCILIATION OF FUNDS			
Total funds brought forward	420,001	328,858	748,859
TOTAL FUNDS CARRIED FORWARD	<u>446,769</u>	<u>296,809</u>	<u>743,578</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2023

12. INTANGIBLE FIXED ASSETS

	Computer software £
COST	
At 1 September 2022 and 31 August 2023	<u>14,274</u>
AMORTISATION	
At 1 September 2022	13,324
Charge for year	<u>950</u>
At 31 August 2023	<u>14,274</u>
NET BOOK VALUE	
At 31 August 2023	<u>-</u>
At 31 August 2022	<u>950</u>

13. TANGIBLE FIXED ASSETS

	Short leasehold £	Plant and machinery £	Fixtures and fittings £
COST			
At 1 September 2022	742,320	48,271	218,096
Additions	<u>-</u>	<u>17,904</u>	<u>14,442</u>
At 31 August 2023	<u>742,320</u>	<u>66,175</u>	<u>232,538</u>
DEPRECIATION			
At 1 September 2022	228,616	33,136	140,246
Charge for year	<u>32,799</u>	<u>8,758</u>	<u>13,891</u>
At 31 August 2023	<u>261,415</u>	<u>41,894</u>	<u>154,137</u>
NET BOOK VALUE			
At 31 August 2023	<u>480,905</u>	<u>24,281</u>	<u>78,401</u>
At 31 August 2022	<u>513,704</u>	<u>15,135</u>	<u>77,850</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2023

13. TANGIBLE FIXED ASSETS - continued

	Motor vehicles £	Computer equipment £	Totals £
COST			
At 1 September 2022	28,183	122,742	1,159,612
Additions	<u>-</u>	<u>16,109</u>	<u>48,455</u>
At 31 August 2023	<u>28,183</u>	<u>138,851</u>	<u>1,208,067</u>
DEPRECIATION			
At 1 September 2022	17,706	88,141	507,845
Charge for year	<u>2,654</u>	<u>18,510</u>	<u>76,612</u>
At 31 August 2023	<u>20,360</u>	<u>106,651</u>	<u>584,457</u>
NET BOOK VALUE			
At 31 August 2023	<u>7,823</u>	<u>32,200</u>	<u>623,610</u>
At 31 August 2022	<u>10,477</u>	<u>34,601</u>	<u>651,767</u>

14. FIXED ASSET INVESTMENTS

	Listed investments £
MARKET VALUE	
At 1 September 2022	416,359
Additions	26,228
Disposals	(32,905)
Revaluations	<u>(9,594)</u>
At 31 August 2023	<u>400,088</u>
NET BOOK VALUE	
At 31 August 2023	<u>400,088</u>
At 31 August 2022	<u>416,359</u>

There were no fixed asset investments outside of the UK.

Cost or valuation at 31 August 2023 is represented by:

	Listed investments £
Valuation in 2023	(9,593)
Cost	<u>409,681</u>
	<u>400,088</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2023

14. FIXED ASSET INVESTMENTS - continued

The revaluation disclosed in the notes of these financial statements does not agree to the realised gain on fixed asset investments shown on the face of the SoFA because of the nature of the items that form the overall change in value. A reconciliation of these figures is as follows:

Realised gains/(losses) on fixed asset investments per SoFA	(22,099)
Capital introduced	-
Income from listed investments	11,265
Investment management fees	(2,693)
Cash cost of additions	(26,226)
Cash proceeds of disposals	32,904
(Profit)/Loss on disposals	-
Change in investment value arising from cash drawings	<u>(2,744)</u>
Actual change in value of fixed asset investments	<u>(9,593)</u>

15. STOCKS

	2023	2022
	£	£
Stocks	<u>12,759</u>	<u>12,262</u>

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Trade debtors	519,063	478,737
Other debtors	1,065	8,169
Prepayments	<u>69,397</u>	<u>59,992</u>
	<u>589,525</u>	<u>546,898</u>

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Bank loans and overdrafts (see note 20)	8,718	7,108
Trade creditors	70,664	68,356
Social security and other taxes	38,222	39,027
Other creditors	39,411	30,443
Deferred income	882,460	973,365
Accrued expenses	<u>40,546</u>	<u>27,647</u>
	<u>1,080,021</u>	<u>1,145,946</u>

Deferred income relates to fees and donations received before the service is performed or expenditure incurred. Amounts within one year £882,460 (2022 - £973,365) and amounts over one year £11,217 (2022 - £11,217).

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2023

18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2023	2022
	£	£
Bank loans (see note 20)	40,731	42,893
Other creditors	57,950	65,380
Deferred income	<u>11,217</u>	<u>11,217</u>
	<u>109,898</u>	<u>119,490</u>

19. LOANS

An analysis of the maturity of loans is given below:

	2023	2022
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>8,718</u>	<u>7,108</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>9,741</u>	<u>9,687</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	<u>30,990</u>	<u>33,206</u>

20. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2023	2022
	£	£
Within one year	6,322	70,347
Between one and five years	228,100	236,941
In more than five years	<u>627,700</u>	<u>684,725</u>
	<u>920,647</u>	<u>992,013</u>

Property commitments amounts to £912,825 (2022: £969,850) of the above total.

21. SECURED DEBTS

The following secured debts are included within creditors:

	2023	2022
	£	£
Bank loans	<u>49,449</u>	<u>50,001</u>

The bank loan is secured by a charge over the investments of the charity.

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2023

22. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted fund £	2023 Total funds £	2022 Total funds £
Fixed assets	588,685	34,925	623,610	652,717
Investments	400,088	-	400,088	416,359
Current assets	690,137	43,170	733,307	939,938
Current liabilities	(1,080,021)	-	(1,080,021)	(1,145,946)
Long term liabilities	(109,898)	-	(109,898)	(119,490)
	<u>488,991</u>	<u>78,095</u>	<u>567,086</u>	<u>743,578</u>

23. MOVEMENT IN FUNDS

	At 1.9.22 £	Net movement in funds £	Transfers between funds £	At 31.8.23 £
Unrestricted funds				
General fund	446,769	(163,167)	205,389	488,991
Restricted funds				
Restricted other income	296,809	(13,325)	(205,389)	78,095
TOTAL FUNDS	<u>743,578</u>	<u>(176,492)</u>	<u>-</u>	<u>567,086</u>

Net movement in funds included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movements in funds £
Unrestricted funds				
General fund	3,020,180	(3,170,958)	(12,388)	(163,167)
Restricted funds				
Kalendar Hall donations fund	-	(1,826)	-	(1,826)
Hall House playground fund	-	(3,075)	-	(3,075)
Thomas Franks Kitchen fund	-	(3,138)	-	(3,138)
S.F.I.A Educational Trust fund	5,867	(1,444)	(9,709)	(5,286)
	<u>5,867</u>	<u>(9,483)</u>	<u>(9,709)</u>	<u>(13,325)</u>
TOTAL FUNDS	<u>3,026,047</u>	<u>(3,180,441)</u>	<u>(22,097)</u>	<u>(176,492)</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2023

23. MOVEMENT IN FUNDS

Comparative:

	At 1.9.21 £	Net movement in funds £	Transfers between funds £	At 31.8.22 £
Unrestricted funds				
General fund	420,001	26,768	-	446,769
Restricted funds				
Restricted other income	328,858	(32,049)	-	269,809
TOTAL FUNDS	<u>748,859</u>	<u>(5,281)</u>	<u>-</u>	<u>743,578</u>

Net movement in funds included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movements in funds £
Unrestricted funds				
General fund	2,855,804	(2,818,565)	(10,471)	26,768
Restricted funds				
Kalendar Hall donations fund	-	(2,434)	-	(2,434)
Hall House playground fund	-	(3,075)	-	(3,075)
Thomas Franks Kitchen fund	-	(3,870)	-	(3,870)
Hockey equipment fund	2,500	(2,500)	-	-
S.F.I.A Educational Trust fund	4,983	(1,613)	(26,039)	(24,019)
	<u>7,483</u>	<u>(13,492)</u>	<u>(26,039)</u>	<u>(32,049)</u>
TOTAL FUNDS	<u>2,863,287</u>	<u>(2,832,057)</u>	<u>(36,511)</u>	<u>(5,281)</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2023

23. MOVEMENT IN FUNDS - continued

Restricted funds;

The Kalendar Hall donations fund accounts for money received for the improvement of Kalendar Hall.

The Hall House playground donations fund accounts for money received by the school from Exeter Cathedral School Armstrong Trust for the installation of a new playground at Hall House.

The Thomas Franks Kitchen fund accounts for items donated by the caterers for use within catering.

The Hockey fund represents a one off donation for the purposes of purchasing hockey equipment for the school.

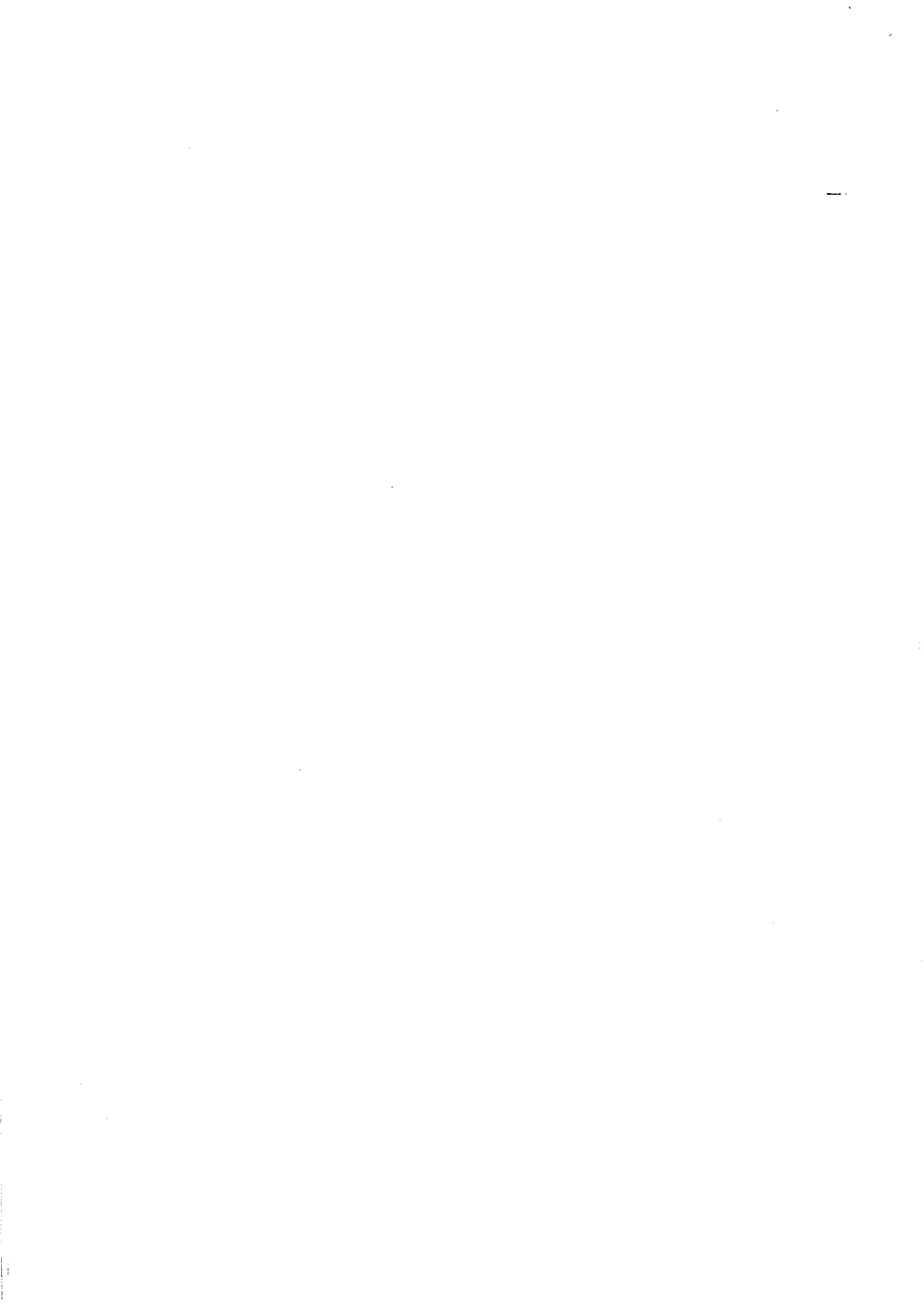
The S.F.I.A Educational Trust fund accounts for money received in advance to pay for bursaries and tuition. At year end the fund was considered to have fulfilled its purpose, with restricted funds having all been utilised, so the surplus was transferred to the general fund.

24. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 August 2023.

25. MEMBERS' LIABILITY

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.



EXETER CATHEDRAL SCHOOL

England & Wales - Charity number 1151444

Accounts

REGISTERED COMPANY NUMBER: 08331303 (England and Wales)
REGISTERED CHARITY NUMBER: 1151444

**Report of the Trustees and
Financial Statements for the Year Ended 31 August 2022
for
Exeter Cathedral School**

Haines Watts Accountants (Exeter) Limited
Statutory Auditors
3 Southernhay West
Exeter
Devon
EX1 1JG

Exeter Cathedral School

**Contents of the Financial Statements
for the Year Ended 31 August 2022**

	Page
Report of the Trustees	1 to 18
Report of the Independent Auditors	19 to 22
Statement of Financial Activities	23
Statement of Financial Position	24
Statement of Cash Flows	25
Notes to the Statement of Cash Flows	26
Notes to the Financial Statements	27 to 41

**Report of the Trustees
for the Year Ended 31 August 2022**

The Trustees (Governors) who are also directors of the charitable company for the purposes of the Companies Act 2006, present their annual report and audited accounts, with the financial statements, for the year ended 31 August 2022.

OBJECTIVES AND ACTIVITIES

The charitable objects of the company are to promote and provide residential and non-residential schools for the advancement of education and the advancement of religion in accordance with the practices of the Church of England for the benefit of the public and of the choristers of Exeter Cathedral by providing facilities for their education.

The School provides choristers for Exeter Cathedral and their role features in the public life of the city of Exeter and the County of Devon; the Cathedral is the main place of celebration/commemoration/gathering for the City. The choristers play a part in an important public service in the building of the community in the city and making the heritage of which the Cathedral is steward available to more people. The choristers are both the fundamental reason for the School and their most unique feature.

The School's Vision and the Statement of Aims

The Headmaster and the Board have published a revised Vision and a revised Statement of Aims for the School to help shape the future direction and strategic development of the School. These are reproduced below:

Vision

To be the School of choice for families in the Exeter area who want a first-class all-round education for their children aged 2 to 13.

To be recognised locally and nationally as a beacon of musical excellence

Exeter Cathedral School is an Ancient foundation with Traditional values and a Modern approach.

The School seeks to:

- Be a happy and purposeful community where *people* matter.
- Promote the central importance of the development of character.
- Be a place where children can be children, where learning – in all its forms – is taken seriously, and where each and every child is known and valued as an individual.
- Offer a first-rate all-round educational experience where the focus is on developing the whole child. Our job is to work with families to help our pupils acquire the right habits for life.
- Foster a supportive, purposeful, stimulating and gently-Christian environment, in which the following provision to pupils is recognised as being paramount and held in high regard:
 - Academic rigour
 - Exceptional pastoral care and pupil wellbeing
 - Bright and modern facilities
 - A broad and exciting range of extra-curricular activities
 - A high-calibre sporting and wellbeing education
 - A world-class musical education
 - An unparalleled musical heritage and history
 - A sense of spirituality, timelessness, and wonder, borne out of our ancient foundations as a 12th century choir school

**Report of the Trustees
for the Year Ended 31 August 2022**

OBJECTIVES AND ACTIVITIES

Our Values, Habits and Skills

The endorsing and upholding of core values; the modelling and promoting of the right habits; and the acquiring and practising of key skills: this is at the heart of our curriculum (both implicit and explicit), our interactions, our decision-making and our expectations.

The following Habits are explicitly promoted and modelled to, and expected of, our pupils and staff:

Pre-Prep Golden Rules

We are kind and helpful
We are gentle
We listen
We look after property
We are honest
We work hard

Prep School Habits

The habit of hard work
The habit of honouring your commitments
The habit of having a go and keeping going
The habit of taking part
The habit of listening
The habit of being honest, modest and kind
The habit of looking after other people
The habit of looking after your surroundings
The habit of looking after yourself

Objectives

The objectives of Exeter Cathedral School are set to reflect its aims and ethos. It is important that the School maintains and enhances its academic success within the security of a nurturing environment.

The main objectives and activities for the School and its pupils are set within the wider context of the community; having consideration to the Charity Commission's public benefit guidance.

The main objectives for the year included:

- to continue to meet our statement of aims
- to continue to uphold and develop our academic standards
- to enhance and develop the curriculum offered to all pupils to reflect the School's commitment to a broad, balanced, and creative education
- to enhance our quality-first teaching and SEND provision
- to improve the IT provision within the School for learning and teaching
- to continue to develop the excellent pastoral care we provide for our pupils and staff
- to develop an enhance model of pastoral care for our choristers
- to continue to enhance the physical structure of our School buildings to provide excellent facilities in which our pupils can learn
- to enhance and improve our wrap around care options
- to review our position as a boarding and day school
- to raise the profile and impact of pupil voice
- to raise the profile of and championing of diversity throughout the School
- to develop an improved medical (physical and mental health) provision to pupils and staff
- to provide continuing means-tested support of pupils already in receipt of fee assistance
- to make available means-tested financial assistance to enable pupils from local community schools to experience the education offered at the School
- to continue with and develop further our involvement in the Outreach Programme for music in Devon which is run as a collaboration between Exeter Cathedral and the Devon County Council Music Service
- to continue to contribute to the life of the local community and the wider Devon community through our links with the Cathedral and local businesses
- to develop and strengthen links with local schools; providing opportunities to share facilities and expertise
- to continue to support local, national and world charities through our fundraising efforts
- to continue to refine structures and roles so as to enable the School to develop its operations as a high performing organisation.

**Report of the Trustees
for the Year Ended 31 August 2022**

OBJECTIVES AND ACTIVITIES

Achievement and Performance

Charitable Activities

The School introduced in 2018-19 a funded places scheme, through the Devon Award. The Award is available to two Year 7 joiners from any Devon LEA state primary school. In 2021-22 the School received several applications, and, following assessment of potential contribution to the life of the School (through the Entry Awards process) and assessment of means (bursary application process), a full Devon Award place was offered. This is in addition to the fully funded Devon Award boarding place awarded in 2020-21.

The School continues to be pleased to support the cathedral's outreach work through free use of its premises for the rehearsals of the Devon County Junior Choir and through provision of choristers, transport and administrative support for visits to Devon primary schools to provide singing opportunities.

The School's staff are actively engaged in supporting the work of the wider community, including schools in the maintained sector. This year:

- the Head of Upper Years has taken up a voluntary position serving on the governing body of a local LEA primary school;
- a Drama & English teacher has become the voluntary Youth Theatre Liaison of a community theatre group;
- the Head of Boarding and boarding pupils worked with the School's catering company (Thomas Franks Ltd) to prepare meals for the homeless community;
- the Chorister Tutor has been co-opted as a volunteer member (secretary) of her local parish council;
- the local homeless shelter visited the School weekly to receive provisions to help feed its most vulnerable;
- the DFO has taken up the voluntary post of Treasurer of his local parish council;
- school staff worked with the cathedral music team to provide a free chorister experience day for primary-aged children from across the diocese;
- the Head of Drama & English serves as an AS and A2 English Literature examiner for OCR.

Fees and Bursary Provision

The School has continued to support parents through means tested bursaries worth £111,195, discounts worth £199,758 and scholarships worth £45,489.

Plant

Site Development/Refurbishment

The School's programme of refurbishment and site improvement continues. The following have been projects for 2021-22:

- refurbishment of a pre-prep classroom
- creation of a new classroom (repurposing an Art storeroom)
- creation of a new SLT office space
- creation of new outdoor play space
- refurbishment of individual practice rooms in the Music Department

Staffing

Appointments

The School's strategy to improve the quality of pupils' achievements and the quality of pupils' personal development, along with the operational capacity and efficiency of the School, has been further assisted by the appointment of some high-calibre teaching and non-teaching staff.

Report of the Trustees
for the Year Ended 31 August 2022

OBJECTIVES AND ACTIVITIES

Appointments made for 2021-22 included:

School Nurse, Head of Learning Support (SENDCo), Head's PA and Admissions Manager, EYFS TA, KS1 Teacher, KS2 Teachers, GAP Tutors, Drama Director-in-Residence, Marketing Manager, Head of Pupil Voice & Diversity, Head of PSHE/RSE, Director of Music.

Staff Training and CPD

The School's AEP - Achieving Excellence Programme - forms the basis of staff CPD and is designed to empower staff to take control of their own professional development whilst facilitating input and direction from the School. AEP is a year-long (Jan to Jan) programme which allows teaching staff and line-managers to identify training needs, complete a professional development review, and set targets (one relating to professional standards - set by the School, one relating to learning and teaching, and one to any chosen area - both set by the member of staff). Observations (of peers and by line managers) are included, and training and visits are researched and encouraged. A performance review meeting is held, and a performance review statement agreed between the line-manager and the member of staff. The Induction and Training Policy has been refreshed.

New Staff Induction

New Staff Induction Day takes place just before or as part of September whole staff inset. The day welcomed all new colleagues (teaching and non-teaching) and involved training led by the Senior Deputy Head, the Deputy Head (Pupils) the DFO and the Head. Areas covered included safeguarding, behaviour management, systems and procedures, tour of the school, email/ICT logins, fire procedures, vision and values.

Good Schools Guide Review

During 2021-22 the School published the Good Schools Guide review undertaken in the summer of 2021. The School was delighted with the extremely positive findings of the Good Schools Guide, and with the glowing assessment of the School's ethos, provision and achievements. Notably:

Our View:

This is a 12th-century school with 21st-century vision....its sights are focused on a modern, inclusive and dynamic approach.

The Head:

Exuberant, enthusiastic and driven. Since taking over the headship he has devoted himself to a campaign of reinventing, reconfiguring and reigniting this school and he's nowhere near finished, sharing exciting plans structurally, pastorally and for co-curricular development.

One parent said he 'has brought in progressive thinking to an old choral prep, bringing it absolutely up to speed without losing its charm'.

He comes in for particular praise for having restructured the senior leadership team and elevated academic expectations with demonstrable results right through to reaffirming sporting prowess, refueling the catering and increasing pupil voice.

**Report of the Trustees
for the Year Ended 31 August 2022**

OBJECTIVES AND ACTIVITIES

Pre-Prep:

'The teaching staff are utterly fantastic and the children feel safe cared for and nurtured whilst in the Pre-Prep';

Reception to Year 2 classrooms are bright and imaginative, with plenty of scope for immersive learning; We loved the gentle teaching of respect for others through 'work in progress' signs that pupils propped against Lego creations.

Prep:

'The teachers have a wonderful gauge of each child, pushing those that need a nudge and offering great support to those that are flying';

'The level of though development as they move up the school is astounding';

The online provision during the recent pandemic was 'absolutely incredible, well communicated and indicative of how flexible and adaptable they are as a school';

The Arts, Sport:

'It is an unbelievable privilege to be a part of the chorister community yet it is by no means elitist, they are very much a normal part of the wider school community';

'There is an excellent musical education' at the school, said a parent. Over 200 music lessons take place every week, every child is in a choir and opportunities to perform either with the multitude of orchestras or bands at the termly musical performances or solo via the half termly Performance Platforms are inspiring;

'This is definitely not a school that churns out painful school music recitals – the level of each performance is extraordinary and of a staggeringly professional level';

'Dramatic opportunities, development and training are all absolutely fantastic here';

'The new head of games is brilliant, gently coaching every pupil to view sport as something fun, inclusive and healthily for all'

Community:

Children (and parents for that matter) settle in quickly and easily, with parents praising the 'kindness and helpfulness of the older children to those in the younger years' and vouching for the family feel that 'made it very easy to find your feet both as a new pupil and parent' said a parent;

A warm, enveloping family of a school where pupils are, in the words of one parent but echoed by many, 'allowed to be individuals, encouraged to be true to themselves and helped to flourish in whatever they find a passion for'.

Pastoral Care and Wellbeing

The quality of pupils' personal development is excellent: ISI, May 2019

Wellbeing has been a focus again this academic year with a number of initiatives rolled out for the benefit of staff and pupils.

Staff

The School again ran its Wellbeing Day scheme: each member of staff was welcome to take a Wellbeing Day at any stage during the year – no reason asked for.

Staff wellbeing opportunities included start-of-term breakfasts, lunches; end-of-term drinks and teas; staff socials; staff book group; staff running club; staff discount at a local coffee shop; Hi-5 programme (recognition).

Staff wellbeing and workload continues to be a standing item at weekly SLT meetings and at Pastoral Board.

**Report of the Trustees
for the Year Ended 31 August 2022**

OBJECTIVES AND ACTIVITIES

Pupils

Pupil wellbeing continues to be a focus for the School, overseen by the Deputy Head Pupils and facilitated through the Heads of Section and the form tutor system. Alongside assemblies and PSHE lessons, form time is a key opportunity each day for pupils to socialize and 'be' rather than 'do'. Head's assemblies take place in the cathedral quire and begin with a period of stillness and reflection, encouraging pupils to develop an appreciation for stillness, silence, meditative contemplation, and spirituality.

The School recruited a medically-qualified (RCN-registered) School Nurse to help lead and manage the physical and mental health of the School community.

Pastoral Structure

Sections within the School – Nursery, Pre-Prep, Lower Years, Upper Years – continues to assist the School in ensuring the delivery of first-rate and age-specific pastoral care (and support for pupils, parents/guardians and staff). Heads of Section ensure effective line-management of the School's form teachers/tutors, age-appropriate and tailor-made pastoral care, and are an additional port of call for parents and families.

A Chorister Tutor – a newly-modelled role in the mould of Head of Department – oversees the wellbeing and workload of the School's Choristers. The Head of Boarding does the same for the School's boarders, along with the Boarding House Matron.

The School Nurse has become a key point of contact for pupils (and staff) wishing to talk about their mental and emotional health

A new Independent Listener was appointed by the School. She holds a school mobile phone which number is shared with pupils, in particular the boarders.

Pastoral Contact Time

The School has developed its form time programme and remodeled assembly provision. Pupils now spend extended time with their pastoral tutor ('class teacher' in KS1, 'form tutor' in KS2-3) at the start of each day.

Choristers

Choristers see the Chorister Tutor each day and join their form for Form Time each week.

The Chorister Tutor (introduced in September 2016 and re-imagined this year, the post now being akin to a Head of Department and held currently by the Head of Drama & English) continues to ensure a close eye on the welfare, pastoral care, communication, workload and logistics pertaining to Choristers.

Weekly meetings continue to take place between the Department of Liturgy and Music and the School. These are attended by the Cathedral's Director of Music, Assistant Director of Music, Precentor, Deputy Head (pupils) and Chorister Tutor. Safeguarding, welfare/wellbeing, logistics and communication are discussed each week.

Public Exams

The School has enjoyed another year of academic success.

All Year 8 pupils sat Common Entrance papers in School.

13+ Public Exam results in 2022 were positive and reflect excellent value added for the cohort:

32% of all papers were graded A*-A

67% of all papers were graded A*-B

91% of all papers were graded A*-C

100% of papers were graded A*-D

For the sixth year running, 100% of pupils were successful in achieving the Common Entrance grades required by their chosen senior school.

**Report of the Trustees
for the Year Ended 31 August 2022**

OBJECTIVES AND ACTIVITIES

Scholarship Results

The School enjoyed notable 13+ scholarship success.. 64% of all leavers received a scholarship/exhibition/award, with 95% of scholarship applicants being successful.

Scholarships/exhibitions/awards were offered in Music/Choral/Organ (11), Academic (7), Sport (4), Drama/Performing Arts (8), Art (8), Foundation/Head's/All-Rounder (3).

Destination Schools

The School has continued its promotion of a broad and appropriate range of senior schools and has continued to focus on finding the right school for each child. 94% of 13+ leavers transitioned to an independent school; 6% to state-maintained schools.

All pupils achieved their first-choice senior school destination: Blundell's, Exeter School, Maynard School, ISCA, Stover School, Taunton School, Wellington School, Wells Cathedral School.

Academic Data

The School continues to make use of GL Assessment, including CAT4 testing and PiE and PiM. CAT4 scores continue to be obtained through assessments in Year 2, 5, 7, and yearly PiM and PiE data is collected across the School. Data is used to continue to improve the School's tracking of pupil performance, its understanding of pupil ability, its monitoring of staff performance, and to assist with its commitment to an individualised approach to learning. The data is also useful for senior school choices and reference writing.

Senior Enrichment Programme

The Senior Enrichment Programme continues to provide our oldest pupils with dedicated time to undertake enriching non-curricula courses delivered by subject specialists. Pupils in Year 7 and 8 choose to follow either the Creative Arts strand (Music, Drama, Art) or the Sport and Fitness strand (Sport and Performance, Sports Psychology, Personal Fitness) and receive expert tuition in small groups each week during dedicated curriculum time. The impact on the creative and sporting life of the School - as well as on the levels of scholarship success (see above) - is marked.

Curriculum Development

Reflecting the School's commitment to a broad, balanced and forward-thinking exciting academic provision, our curriculum has been reinvigorated during 2021-22 with the following initiatives:

The first cohort of Spanish learners moved into Year 8: Spanish is now offered as a second Modern Foreign Language (MFL) to our Year 7 and 8 pupils.

Additional Maths and English were offered to those pupils not taking Spanish. This reflects the School's commitment to supporting all its learners to achieve their maximum potential.

Personal, Social, Health and Economic (PSHE)/ Relationship and Sex Education (RSE) was rooted in the academic timetable as a standalone lesson. The School appointed a dedicated Head of PSHE/RSE.

The Choir was rooted in the academic timetable (previously a lunchtime commitment), reflecting the School's commitment to provide first-rate musical development to all pupils.

Pre-Prep classes have been taught separately for core curriculum subjects in the morning, with classes within a year-group coming together in the afternoons for their creative and topic-based curriculum subjects. This prioritises small-group learning opportunities for Maths and English, and allows for greater collaboration and creativity opportunities in groups of c24 in the afternoons.

**Report of the Trustees
for the Year Ended 31 August 2022**

OBJECTIVES AND ACTIVITIES

Parents Evening and Seminars

Following on from successful remote events during 2019-20 and 2020-21, the School offered a number of online seminars and meetings for parents/guardians as well as face-to-face meetings. This included some parents' evenings, with personalised channels set up for each family so that they could call in, according to the schedule, and speak live with their child's subject teachers. Other events (numeracy evenings, phonics evenings, revision seminars, exam preparation) were held in person so as to welcome parents and guardians back to the School site in earnest.

Extra-curricular and Enrichment

Learning beyond the classroom is a valued part of the ECS education, and the School recognises the central importance of the learning opportunities provided by extra-curricular activities.

Music and The Arts play an important part, as does our extensive Sports programme, and we offer a wide choice of clubs each term. It matters to us that pupils have the chance to explore new territories and develop new skills, and that their talents and interests can be nurtured and enthused by specialist staff.

A full and varied range of extra-curricula clubs were offered throughout the year.

The School has made plans this year to create a new leadership post during 2022-23: Head of Extra-Curricular Activities.

Clubs available to pupils in 2021-22 have included:

Multi-Sports, Football, Dance, Drama and Poetry, Craft, Cricket, Lego, Drama, Art, Boomwhackers, Board Games, Tennis, Twitchers Club, Chess, Debating, Chill Out, Book Club, Maths Scholarship Club, Recorder, Jazz Singers, Construction, Cooking, Comic Club, Cartoon Club.

Leavers' Programme

The School's ECS Futures Programme moved into its second year. At the end of Common Entrance week, a series of themed weeks was offered to Year 8 pupils – Business and Enterprise, Community and Service, Adventure and Camp, Transition and Valedictory – with pupils taking part in a range of enriching and creative activities and challenges. The traditional Leavers' Camp took place on Dartmoor, and the Leavers' Showcase was put on for parents/guardians and guests: a performance of a show written by the School's Head of Drama & English especially for the Year 8 pupils, incorporating their favourite songs and ideas. A Yearbook was produced by the pupils and staff, and a new-look Leavers' Prom was held at Haine – complete with Ceilidh and pizza van.

ECS Live Lecture Series

In addition, as part of ECS Futures, the 'Live Lecture' series was offered to pupils to broaden horizons, enrich and inspire:

Ben Huggins:	My life as an Architect
Bob Pearce:	How to Climb a 12 Foot Wall
Martin Bowles:	How I became a Meteorologist
Emma Haddleton:	My Amazing Brain
Christopher Godfrey:	Fun in the Courtroom
Steve McCracken:	Art in the city workshop and talk
Chris Bruerton:	Life as a King's Singer
Roland Williams:	How to build your own Adve... by Andrew Bartlett
Christina Macfarlane:	Life as an CNN Anchor
Manoj Chitnavas:	From refugee school boy aged 10 to now
Emma Pearse:	First Aid Training course and Understand Addiction Seminar

**Report of the Trustees
for the Year Ended 31 August 2022**

OBJECTIVES AND ACTIVITIES

Recruitment and Retention

In September 2022 the School enjoyed another increase in pupil numbers, following an increased roll in 2019 and 2020. Prior to September 2019, the most recent like-for-like increase in pupil roll was in 2014. A third class was introduced into Year 5 to accommodate last year's swell in that cohort. Numbers grew throughout the year.

11+ Entry Awards

The School continues to offer an Awards scheme for pupils moving into or joining the School into Year 7. Awards (which take the form of fee remission) are offered for those able to make a significant contribution to the School in the following areas: Music, Academic, Visual/Performing Arts, Sport.

12 Awards were offered for September 2022: Head's Award, 2 x Sports Award, 2 x All-Rounder, 2 x Academic, 1 x Music, 4 x Visual/Performing Arts.

The School has also continued to offer the Devon Award: a fully-funded (100%) place at the School throughout Years 7 and 8 for (up to 2) children joining the School into Year 7 from a Devon LEA state primary school, and who are able to contribute significantly in the above categories. These awards are means-tested. The School is pleased to have offered a Devon Award for September 2022: this is a fully-funded day place.

Choristerships

Voice Trials took place in the cathedral and were supported by the School. 8 choristerships were offered for September 2022: 5 girls, 3 boys (4 current pupils, 4 external appointments).

Sport and Wellbeing

The School prides itself on its sport and physical wellbeing provision. Despite being a city-centre school with no on-site sports facilities, we are able to offer first-rate provision thanks to excellent relationships with the city's internationally-recognised sports facilities and superb leadership of the department.

Ethos

The Director of Sport is Mrs Emma Ross (a former Hockey International), and our sporting philosophy is 'sport for all': the focus is on participation, development and enjoyment whilst still catering for our elite athletes. We provide an outstanding Sport and Wellbeing education, and we want to nurture a passion in all of our pupils so that when they leave at the end of Year 8 they do so with a love for a healthy and active lifestyle.

Provision

Our major team sports are hockey, cross-country, netball, cricket and athletics (girls); rugby, cross-country, hockey, cricket and athletics (boys), and we offer a range of sporting clubs and activities (both recreational and competitive) after school.

Lessons and coaching offered to our pupils includes: Reception and Year 1: a PE lesson each week delivered by a specialist member of the sports department; Year 2: a PE lesson each week and a Games afternoon each week; Years 3 to 5: a PE lesson each week and two Games afternoons each week; Years 6 to 8: two Games afternoons each week, and our Senior Enrichment Sports Programme each week.

The School is proud to be continuing with its Girls' Cricket programme. Two years after its inception, this year we reached the excellent milestone of awarding full cricket colours to a female pupil.

Fixtures and tournaments were reintroduced this year following the lifting of C-19 restrictions: every pupil from Year 2 to Year 8 represented the School

**Report of the Trustees
for the Year Ended 31 August 2022**

OBJECTIVES AND ACTIVITIES

Senior Enrichment Programme

Our Year 7 and 8 pupils can also follow the Sports strand of our Senior Enrichment Programme: dedicated curriculum time to focus on Sport and Performance, Sports Psychology, Personal Fitness and, where appropriate, scholarship preparation.

Facilities

We are proud of our long-standing association with some of the region's top sporting clubs and venues. We train and play at the world-class Exeter University Sports Hub, including the Astro turf pitches and the Indoor Sports Hall; Exeter Cricket Club and County Ground; Exeter Athletics Arena; and Victoria Park Tennis Club. All of these first-rate venues are a few moments away in one of our minibuses, allowing our pupils and staff to make the most of the best sporting facilities in the city.

Sporting Success 2021-22

ECS pupils earned representative honours at county level in

- Tennis
- Swimming
- Hockey
- Cricket
- Sailing

Three pupils were selected for the National Prep Schools Athletics Finals in Birmingham.

The School held 3 Sports Days: EYFS, Year 1-4, Year 5-8.

Music, Drama and the Arts

Music is central to the life of ECS.

Founded as a choir school in the 12th century, and as one of today's 42 Cathedral Schools in the UK, ECS has music and music-making at its heart: it is in the walls and in the blood. To this day we are known for the breadth of musical opportunity that we provide, and for being a school which promotes 'music for all' whilst all the while providing high-calibre training and opportunities for our most gifted elite musicians. Music at ECS is elite but not elitist.

The hub for our music-making is Kalendar Hall, a studio space, classroom and practice rooms for rehearsals, ensembles, productions and performances. We are also proud to make use of the Cathedral Nave as a regular (and spectacular) performance space for our large-scale recitals and concerts, as well as tapping into the city's leading professional performance venues for our major productions and performances. Our annual Prep School House Music Competition takes place in our neighbouring local church; and more intimate recitals, soloists' evenings, chamber concerts and our Performers' Platform Series take place in the Chapter House, Kalendar Hall and the Cathedral Quire.

Some of our most gifted pupil musicians are Choristers but by no means all: we are proud that music scholarships and awards to some of the country's leading senior/public schools are won by Choristers and Non-Choristers alike.

Children across the School are encouraged to create, to pretend, to imagine, and to have the confidence to act out and perform. Our Nursery and Pre-Prep children all take part in one of our Nativity Plays, and opportunities for story-telling, role-playing and imaginative play feature heavily in our EYFS and Key Stage 1 curriculum.

In the Prep School, all pupils receive Drama tuition through our English & Drama Curriculum, and Drama and Poetry Clubs are on offer after-school to those whose appetites have been whetted. In addition, our weekly Senior Enrichment Programme allows our oldest pupils to delve into an extended Drama course: those with scholarship aspirations receive specialist tuition to help them prepare for Drama or Performing Arts Scholarships to their senior school of choice.

**Report of the Trustees
for the Year Ended 31 August 2022**

OBJECTIVES AND ACTIVITIES

Staffing

This year the School has appointed a new Director of Music. An experienced teacher and jazz specialist, he works alongside his second in department who is a sacred choral specialist. The balance of interests, skills and experiences is a powerful one and allows for a first-rate and varied programme of opportunities to pupils. In particular, ensemble music-making opportunities have rocketed

Ensembles and Performances

Music ensembles:

Hall House Singers, Year 3-4 Choir, Year 5-6 Choir, Year 7-8 Choir, Junior Recorders, Arco Ensemble, Orchestra 1, Orchestra 2, Flutopia, Guitarmadillos, Jazz Singers, Jazz Band, Big Band, School of Rock, Boom Whackers, Bash Street Kids, Red Hot Chill Preppers.

Music & Drama Performance Opportunities in 2021-22:

Performers' Platforms x 12
Cathedral services
Autumn Concert (cathedral)
31st Annual Charity Concert (cathedral)
Jazz & Rock Night (Exeter Phoenix)
Orchestral and Chamber Concert (cathedral chapter house)
All choirs performed at Speech Day (cathedral)
Pre-Prep nativities
Year 3 poetry and drama evening
Year 4 Roald Dahl evening
Year 5 production: Heracles
Year 6 production: Macbeth
Year 6-8 production: A Christmas Carol
Year 7 production: Romeo and Juliet
Year 8 showcase production
Poetry by Heart internal rounds and finals evening

Class Music Lessons

Class music lessons are delivered to every pupil across the School, from Reception to Year 8, by one of the School's music specialists. Each pupil in the School from Reception to Year 8 receives weekly Class Music lessons.

Instrumental Tuition

Instrumental lessons are very popular among the pupils: in 2021-22 over 220 music lessons have taken place each week.

The School benefits from the expertise and experience of a number of Visiting Music Teachers, and offers pupils 1-2-1 tuition in the following instruments:

Violin, Viola, Cello, Clarinet, Saxophone, Flute, Oboe, Bassoon, Percussion, Brass, Guitar, Voice, Recorder, Harp, Piano.

Musical Honours

The School is proud to have a number of pupils playing/singing in local, county and national ensembles, as well as to educate the Choristers of Exeter Cathedral.

ABRSM/Trinity Examination results

During the 2021-22 year, Associated Board exams and Trinity College exams took place. We were delighted to return another successful set of results: 100% pass rate, with 75% being graded Merit or Distinction.

**Report of the Trustees
for the Year Ended 31 August 2022**

OBJECTIVES AND ACTIVITIES

Choristers

The Chorister continue to play a significant role in the life of the School, the Cathedral, and the wider community. They sing the daily sung services in the Cathedral as well as Eucharist on a Sunday morning (In total, 7 services). Duties are split routinely and fall to either Girls or Boys.

Weekly welfare meetings continued between the School and the Cathedral to discuss Chorister wellbeing, safeguarding, logistics and communication. Attending the meetings are the Chorister Tutor, the Deputy Head (pupils), the Cathedral Director of Music, the Assistant Director of Music, the Canon Precentor, the Chief Chaperone.

Pupil Voice and Diversity

This year the School has appointed a member of staff to the new post of Head of Pupil Voice & Diversity.

Great lengths are gone to to ensure pupils know how they can make their voice heard if they think something is wrong, and our school culture of kindness, awareness, acceptance and tolerance ('we are a place where people matter') underpins our expectations and our interactions. The appointment of a Head of Pupil Voice & Diversity has been fundamental to increasing the visibility and championing of these two growing and important areas of school life. A 'You said, we did' display is now visible in the heart of the school, as is a Black Lives Matter display, to which pupils contribute. Pupils know how to use their voice to make themselves heard, and that they will always be listened to.

There are now 4 pupil councils, each chaired by pupils with the support of the Head of Pupil Voice & Diversity (or Head of Boarding):

- School Council
- Eco Council
- Food Committee
- Boarders' Council

Pupil representatives were elected to these committees each form/class, including Year 2 pupils (ensuring that pupil voice in the Pre-Prep is heard. A Pupil Leadership post – Head of Pupil Voice – was held jointly by two Year 8 pupils.

In addition, pupil panels played a part in many staff appointments.

Celebrating and championing diversity has been an important focus for the School this year. Form time activities have taken place as well as assemblies and talks. In particular, an International Day saw each form group in the Prep School research a different country and spend 24 hours turning their form room into a celebration – cultural, culinary, musical, political, dress, geography – of that country to display creatively what they had learned.

The School has made plans this year to pursue the EDIQM (equality diversity and inclusivity quality mark) and to increase the range and diversity of visiting speakers.

Pupil Leadership

Two Heads of School were chosen by the Head following applications from pupils and consultation with all Prep staff. For the first time in the School's history, both Heads of School were female.

Two Deputy Heads of School were also appointed following the same process, along with a team of prefects. For the second year in a row, prefects were appointed on a termly basis, allowing all those who wished to experience a leadership opportunity to be in post throughout the year.

Other pupil leadership posts included Senior Boarders and Heads of Pupil Voice, as well as sports captains, senior choristers, and leaders of the orchestra

Wrap-Around Care

The School has this year re-worked its fee structure and operations to provide an enhanced wrap-around care service to families.

**Report of the Trustees
for the Year Ended 31 August 2022**

OBJECTIVES AND ACTIVITIES

All provision between 08h00 and 17h00, in both the Pre-Prep and the Prep, is now included in the tuition fee. Save in the rare cases where specialist facilities are hired or specialist coaches brought in, there is no longer any charge for supervision/activities between the end of lessons (15h15 Pre-Prep, 15h45 Prep) and 17h00. This underlines our firm commitment to offering a fully-rounded educational experience for all ECS pupils, and reflects the importance we attach to extra-curricular opportunity and involvement.

Spiritual Life

The School has its origins in Christian worship. The School is situated in the lee of the Cathedral, and to this day the Cathedral continues to play a central role in the lives of the pupils and staff at ECS. We seek to foster a gently-Christian environment in which the values of love, tolerance, acceptance, gentleness and compassion are endorsed and modelled through our daily interactions and in our decision-making.

We welcome children of all faiths and none: whatever one's religious leanings, there is a spirituality to be found in collective stillness; in gathering together in quiet; in being mindful together. We want our pupils to be mindful of, and grateful for, those around them; to be aware of themselves and of their impact on others; and, through Faith or a more general appreciation of spirituality, to have a sense of wonder and awe at the thought that they are part of something greater and more timeless than themselves.

Head's assembly took place weekly in the cathedral quire, shared between the Head and the School Chaplain. Each session began with a period of quiet reflection, encouraging pupils to develop an appreciation for stillness, silence, meditative contemplation, and spirituality.

A greater focus was also placed on Form Times at the start of the day. These extended sessions in small groups allowed children to spend time together 'being' rather than 'doing', and enabled them to relearn the rules of socialising and to practise conversation and listening. It also allowed form tutors the chance to work alongside particular individuals who required some additional support.

School services in the cathedral included the Carol Service, Lent Service, Harvest Festival and Valedictory Eucharist. Chorister Valediction took place at the end of the academic year, and our out-going senior choristers were presented with their leavers' books and prayed for.

A rotating team of servers (crucifer and acolytes) assisted the Chaplain with School services, and reading and prayers were led by pupils from across the year-groups.

Charity Fund-raising

The School was pleased to support a number of local and national charities throughout the year. The chosen charity (voted for by pupils) of the Year was Balloons – an organisation that works with young people who have suffered bereavement – for which the School raised some £7,000 through a range of activities, most significantly the 31st Annual Charity Concert and its sponsored programme.

Wellbeing, Engagement and Enrichment

The School takes its social and community responsibilities seriously, and this extends to providing opportunities for pupils and parents/guardians to engage in School and community talks and events, as well as fund-raising activities for local and national charities. The School continues to value and promote engagement with and from parents/guardians and the wider community.

In 2021-22, engagement opportunities to parents/guardians and pupils, included virtual/in-person parents' evenings; parent/guardian seminars; curriculum engagement evenings; phonics evenings;; Head's coffee mornings; The ECS Journey events; themed curriculum/dress-up days; world book day; 3 sports days; ECS Blog series; social media; concerts; plays; open classroom events.

**Report of the Trustees
for the Year Ended 31 August 2022**

OBJECTIVES AND ACTIVITIES

Speech Day & Prize-Giving

The whole School came together for Speech Day & Prize-Giving in the cathedral nave. Speeches were given by the Heads of School, the Head and the Guest of Honour Richard Biggs (outgoing Headmaster of King's College, Taunton). All choirs performed, as did a Year 8 cellist, a Year 6 Poetry By Heart national finalist, and a Year 8 duet.

Prizes were awarded for academic achievement, effort and progress, sport and the arts, contribution to or excellence in the wider life of the School, and for good citizenship, kindness, discipleship and fortitude.

Summary

The School has been pleased to achieve notable success over the 2021-22 academic year, with encouraging academic results, significant scholarship success, an increase in year-on-year pupil numbers, a financial position which shows a good direction of travel, and a growing and glowing reputation locally and more widely. This is thanks to a lively and positive pupil cohort, an engaged and supportive parent body, a terrifically-hard-working staff team, a visionary and purposeful executive management team, and the energy and expertise of its Governing Body.

The School hopes that throughout the 2021-22 academic year it has continued to build a strong, kind, purposeful, loving and resilient community which is future-ready. Above all else, the School is committed to being a place where people matter, and to working with families to help pupils acquire the right habits for life.

**Report of the Trustees
for the Year Ended 31 August 2022**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Charitable constitution

The School operates under the terms of the Company's Memorandum and Articles of Association, dated 13 December 2012 and the Statement of Activities and Public Benefit sealed by the Charity Commissioners for England and Wales on 28 March 2013.

Recruitment and Appointment of Board Members

The Governing body understands the need for the Board to have members whose skills and experience are attributed to those required to running a School.

Where possible the Governors consider that the skills and experience of the Board should comprise the following:

- At least one Governor with education experience
- A Governor with a financial/accounting background
- A Governor with experience of Human Resource (HR) matters
- A Governor with senior managerial or business expertise
- At least one Governor with experience of working within the Church of England

All nominations for the Board are approved by the Board, following which such persons shall also be appointed as Trustees (Governors); appointments take effect from the date the Board confirms its approval in writing.

Board Members Appointed during the period 01 September 2021 to 31 August 2022

Two board members, Nicola Cowling and Susan Lockwood, were appointed this financial year.

Directors' Induction and Training

All Governors have received information regarding their responsibilities as Trustees of the Charity.

All new Board Members receive Induction training and information regarding their role as a director of a charitable company and a governor of an independent school.

During the period 01 September 2021 to 31 August 2022 all Governors have received updates regarding Safeguarding Children and Keeping Children Safe in Education (KCSIE) including subjects linked to possible cyber threats such as sexting and Preventing Radicalisation (The Prevent Duty).

Risk Management

The Governors have a duty to identify and review the risks to which the School is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. Comprehensive considerations of risk are delegated to the Head and Senior Leadership staff of the School. Risks are identified, assessed and controls established throughout the year. Risk is managed under the headings of finance, health and safety, environment, student welfare, employment and school trips and events.

The main risks the Governors and the Head have identified are:

- **Reputation.** The School's success is built on its reputation for the education and well-being of its pupils. This risk is managed through a combination of robust policies covering safeguarding, KCSIE and staff recruitment, and strong pastoral support for both pupils and staff. Health and safety issues are actively identified and dealt with in a timely manner.
- **Financial sustainability.** Reliance on pupil fee income and its impact on the School's ability to pay invoices as they fall due. This risk is managed by marketing activity and cash flow management systems including access to an adequate short-term credit facility. There is a risk associated with the investment of surpluses and designated funds. This risk has been mitigated by the trustees instructing Hawksmoor Investment Management Limited to advise them in connection with all the company's investment and any potential risk arising from the invested funds.

**Report of the Trustees
for the Year Ended 31 August 2022**

STRUCTURE, GOVERNANCE AND MANAGEMENT

- Boarding. A slow decline in full and weekly boarding numbers coupled with a trend for 'flexi-boarding' has the potential to impact on the resources of the School. This led to a review of the continuance of this provision and the decision that the boarding house will close in July 2024.
- IT (Information Technology) and Data Security. Failure to provide adequate systems protection to key business systems and resources. This risk is managed through a password protected IT network system for ensuring security. All reasonable security measures have been upgraded (including firewalls and email filters) to offer greater protection against external threats such as hacking and viruses. In common with other organisations the IT systems are at risk to external threats and a possible breach of data (often through the inadvertent introduction of Trojan programmes). Forms of breach are constantly being developed by criminals and cyber ransom is the latest trend in this area. Security of data depends upon a combination of physical security to protect data from being hacked as well as reliance upon good practice by the users with access to sensitive data. All staff are regularly reminded about the importance of respecting the integrity data stored on our systems, passwords are required to be changed every 90 days and there are policies in place for the length of passwords.
- Data Protection. The Data Protection Lead (Privacy Officer) has had extensive training and is conversant with the General Data Protection Regulation (GDPR) legislation and the requirements it places on the School. Governors and staff have received some initial training; further training is provided on an ongoing basis.
- Curriculum. A strong academic provision requires the most able teachers to deliver a varied curriculum which inspires the minds of pupils to learn. This risk is managed through a combination of employing a strong academic team, offering competitive salaries and allowances for additional responsibilities, leadership positions and specialist subject leaders.
- Safeguarding. Exeter Cathedral School recognises its moral and statutory responsibility to safeguard and promote the welfare of all pupils. We endeavour to provide a safe and welcoming environment where children are respected and valued. We are alert to the signs of abuse and neglect and follow procedures to ensure that children receive effective support, protection and justice. Child protection forms part of the school's safeguarding responsibilities.
The School supports all staff, volunteers and governors who work with children in providing them with appropriate training to carry out their individual responsibilities for child protection effectively. New staff are made aware of the School's arrangements for safeguarding and child protection and their own responsibilities with regard to safeguarding the welfare of pupils at the School.
- COVID-19. The School has at all times followed the guidance issued by the Department for Education (DFE), Public Health England (PHE) and its associations ((Independent Association of Prep Schools (IAPS), Independent Schools' Bursars Association (ISBA), Boarding Schools Association (BSA)). However, the risk from C-19 was much reduced compared to the previous two years and had little impact upon the school's operations during this academic year. Some operational changes introduced to mitigate C19 risks have been maintained, such as their benefit to the flow of the School day.

Through the risk management processes established within the School, the Governors are satisfied that any major risks identified are adequately mitigated. The Governors recognise that systems and processes can only provide reasonable but not absolute assurance that any major risks can be adequately managed.

Organisational Structure

The Governors, who are also directors of the company and charity trustees, are responsible for the overall management and control of Exeter Cathedral School and meet as a full board three times a year. All Governors give their time freely and with the exception of expenses being paid; no remuneration was paid during the year. No Governor or person connected with a Governor received any benefit from means tested bursaries or scholarships awarded to pupils. The Director of Finance & Operations (DFO) of Exeter Cathedral School also holds the post of Clerk to the Governors and Company Secretary and is responsible for co-ordinating the work of the Governors and their committees. The Governors delegate authority for the day to day running of the School to the Head, supported by senior staff.

**Report of the Trustees
for the Year Ended 31 August 2022**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Key Management Personnel

The Headmaster undertakes the key leadership role overseeing educational, pastoral and administrative functions of the School with the support of the School's Senior Leadership Team (SLT); which consists of the Senior Deputy Head, Deputy Head Pupils (also the Designated Safeguarding Lead (DSL)), the Head of Pre-Prep, the Director of Finance & Operations (DFO), the Communications and Admissions Manager.

Headmaster (HM)	James Featherstone
Senior Deputy Head	Andrew Bartlett
Deputy Head (Pupils) and DSL	Sarah Reddington
Head of Pre-Prep	Elizabeth Bowles
Director of Finance & Operations	Steven Webber
Admissions & Marketing Manager	Katharine Pearce (Resigned 1 June 2022)

The day-to-day administration of the School is undertaken within the policies and procedures approved by the Governors. The Head oversees the recruitment of all educational staff, whilst under delegated authority the DFO oversees the recruitment of administrative and non-teaching support staff. The Head, the DFO and the DSL are invited to attend Governors' meetings. Other members of the management team are invited to identified Committee meetings.

Memberships

The School is a member of IAPS (the Independent Association of Preparatory Schools), the CSA (Choir Schools' Association), the BSA (Boarding Schools' Association), the AGBIS (Association of Governing Bodies of Independent Schools) and of ISBA (the Independent Schools' Bursars Association). Membership of these organisations provides many opportunities for the Head and the SLT to share expertise, knowledge and experience across the independent school sector.

FINANCIAL REVIEW

Principal Funding Sources

The primary source of income is generated through the payment of fees. Income is expended in the furtherance of the School's aims and objectives. All net incoming resources are either deployed for educational purposes or invested for future development projects to enhance the fabric of the School.

Financial Assistance Schemes

Bursary awards 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 ill health rendering a parent temporarily unable to work or redundancy. In assessing means for support several factors are considered including family income, investments and savings and property ownership. Other circumstances such as dependant relatives and the number of siblings are also taken into consideration. Exeter Cathedral School does not have a large endowment from which to provide bursary support and in making such awards it always needs to be mindful of the balance between fee-paying parents, many of whom make considerable sacrifices to fund their child's education, and those who might benefit from bursary assistance.

Where more than one child in a family attends the School, a sibling discount of 10% is offered for the second and any subsequent child.

As part of our recruitment and retention package for attracting high calibre staff, the School offers a discount scheme to staff members who choose to educate their children at the School.

Reserves Review

The Governors regularly review the finances, budgets and spend against budget; they are satisfied that they hold sufficient liquid reserves to cover the company's current liabilities.

The Governors consider it is necessary to maintain a balance between preserving a positive balance sheet with sufficient reserves to operate for several months and maintaining the infrastructure of the School in sound order to continue to attract new pupils. In an increasingly competitive marketplace the Governors are aware of the importance of maintaining affordable fee levels.

**Report of the Trustees
for the Year Ended 31 August 2022**

Reserves review continued

The Governors recognise that the level of reserves fluctuates during periods of investment in the School's estate. To that end, the School has drawn upon its reserves to improve its cash flow.

The financial statements have been prepared on a going concern basis. The Trustees have reviewed and considered relevant information, including annual budgets and cash flow forecasts, in reaching this position. They are aware of future risks including the possible decline in pupil numbers and the threat of substantial tax changes under a different government and will be taking appropriate steps to manage these risks.

Investment Policy and Objectives

Investment activities are managed in line with the requirements of the Trustee Act 2000. The Governors have engaged Hawksmoor Investment Management Limited to manage their investment portfolio. The objective of the investment is to provide income which can be re-invested to further the objectives of the company. Investment funds held include grants from the SFIA Educational Trust Limited which are restricted for the support of chorister bursaries.

Pension Liability

The School participates in the Aviva Pensions Trust for Independent Schools (APTIS) for academic and related staff.

The School also operates a defined contribution scheme, operated by the Pensions Trust, in respect of staff not eligible to join the APTIS.

FINANCIAL CONTROLS

The internal financial control of the School's accounting processes are based on a framework of regular management information and administrative procedures including the separation of duties and a system of delegation and accountability. In particular it includes:

- Comprehensive budgeting and monitoring systems with an annual budget and timely financial reports (management accounts) which are reviewed and agreed by the Governors;
- Regular reviews by the Finance and General Purposes Committee of reports and key performance indicators (KPIs) and of major purchase plans or capital investments/works proposals;
- Clearly defined levels of delegated authority and the segregation of duties;
- Identification and management of risks

Going concern

The financial statements have been prepared on a going concern basis. The Trustees have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment. Based on these assessments, given the measures that could be undertaken to mitigate the current adverse conditions, and the current resources available, the Trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

Exeter Cathedral School (Registered number: 08331303)

Report of the Trustees
for the Year Ended 31 August 2022

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

08331303 (England and Wales)

Registered Charity number

1151444

Registered office

The Chantry
Palace Gate
Exeter
Devon
EX1 1HX

Website

www.exetercathedralschool.co.uk
www.exetercs.org

Trustees

D J Phillips (Chairman)	Director	
R R Biggs	Director	
J M Sugden	Director	
N R Pockett	Director	
Very Revd J Greener	Director	
Canon J Mustard	Director	
Canon J Ellis	Director	
Prof M Totterdell	Director	
C E Beer	Director	
N S Mitchell	Director	
C R A Kislingbury	Director	
S Lockwood	Director	Appointed 02/12/2021
N Cowling	Director	Appointed 02/12/2021

Headmaster

J M Featherstone

Company Secretary

S J A M Webber

Auditors

Haines Watts Accountants (Exeter) Limited
Statutory Auditors
3 Southernhay West
Exeter
Devon
EX1 1JG

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Exeter Cathedral School for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"

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

Report of the Trustees
for the Year Ended 31 August 2022

STATEMENT OF TRUSTEES' RESPONSIBILITIES – continued

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and 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 trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

AUDITORS

The auditors, Haines Watts Accountants (Exeter) Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 23 MARCH 2023 and signed on its behalf by:



.....
D J Phillips - Trustee

**Report of the Independent Auditors to the Members of
Exeter Cathedral School (Registered number: 08331303)**

Opinion

We have audited the financial statements of Exeter Cathedral School (the 'charitable company') for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Statement of Financial Position, the 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors 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 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.

**Report of the Independent Auditors to the Members of
Exeter Cathedral School (Registered number: 08331303)**

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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

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

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

**Report of the Independent Auditors to the Members of
Exeter Cathedral School (Registered number: 08331303)**

Our 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 a Report of the Independent Auditors 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 our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks applicable to the Company and the sector in which it operates. We determined that the following laws and regulations were most significant: The Companies Act 2006, UK GAAP, UK corporate tax law, Charity Commission regulations, GDPR, Occupational Health and Safety regulations, Safeguarding and Independent Schools Inspectorate.
- We obtained an understanding of how the Company are complying with those legal and regulatory frameworks and made enquiries to the management of known or suspected instances of fraud and non-compliance with laws and regulations. We corroborated our enquiries through our review of board minutes, other relevant meeting minutes and review of correspondence with regulatory bodies.
- We assessed the susceptibility of the Company's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the audit team included:
 - Identifying and assessing the controls management has in place to prevent and detect fraud;
 - Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
 - Challenging assumptions and judgments made by management in its significant accounting estimates and judgments, in particular depreciation, accruals and prepayments;
 - Identifying and testing journal entries, in particular journal entries posted with unusual account combinations; and;
 - Assessing the extent of compliance with the relevant laws and regulations.


There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations are from the events and transactions reflected in the financial statements, the less likely we would become aware of it. 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 collusions.

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 Report of the Independent Auditors.

**Report of the Independent Auditors to the Members of
Exeter Cathedral School (Registered number: 08331303)**

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 auditors' 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.



Benjamin de Cruz (Senior Statutory Auditor)
for and on behalf of Haines Watts Accountants (Exeter) Limited
Statutory Auditors
3 Southernhay West
Exeter
Devon
EX1 1JG

Date: 25/4/23

Exeter Cathedral School

Statement of Financial Activities
for the Year Ended 31 August 2022

	Notes	Unrestricted funds £	Restricted fund £	2022 Total funds £	2021 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	5,749	2,500	8,249	67,639
Charitable activities					
Gross charitable activity income	5	2,834,188	-	2,834,188	2,463,843
Other trading activities	3	11,029	-	11,029	6,488
Investment income	4	<u>4,838</u>	<u>4,983</u>	<u>9,821</u>	<u>9,168</u>
Total		<u>2,855,804</u>	<u>7,483</u>	<u>2,863,287</u>	<u>2,547,138</u>
EXPENDITURE ON					
Raising funds	6	-	-	-	-
Charitable activities					
Gross charitable activity costs	7	<u>2,818,565</u>	<u>13,492</u>	<u>2,832,057</u>	<u>2,479,724</u>
Total		<u>2,818,565</u>	<u>13,492</u>	<u>2,832,057</u>	<u>2,479,724</u>
Net gains/(losses) on investments		<u>(10,471)</u>	<u>(26,040)</u>	<u>(36,511)</u>	<u>50,626</u>
NET INCOME/(EXPENDITURE)		26,768	(32,049)	(5,281)	118,040
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>420,001</u>	<u>328,858</u>	<u>748,859</u>	<u>630,819</u>
TOTAL FUNDS CARRIED FORWARD		<u>446,769</u>	<u>296,809</u>	<u>743,578</u>	<u>748,859</u>

The notes form part of these financial statements

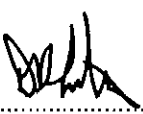
Exeter Cathedral School (Registered number: 08331303)

Statement of Financial Position
31 August 2022

	Notes	2022 £	2021 £
FIXED ASSETS			
Intangible assets	12	950	3,805
Tangible assets	13	651,767	636,145
Investments	14	<u>416,359</u>	<u>449,473</u>
		1,069,076	1,089,423
CURRENT ASSETS			
Stocks	15	12,262	5,186
Debtors	16	546,898	418,597
Cash at bank and in hand		<u>380,778</u>	<u>463,951</u>
		939,938	887,734
CREDITORS			
Amounts falling due within one year	17	<u>(1,145,946)</u>	<u>(1,089,897)</u>
NET CURRENT ASSETS		<u>(206,008)</u>	<u>(202,163)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		863,068	887,260
CREDITORS			
Amounts falling due after more than one year	18	(119,490)	(136,901)
PROVISIONS FOR LIABILITIES	22	-	(1,500)
NET ASSETS		<u>743,578</u>	<u>748,859</u>
FUNDS	24		
Unrestricted funds		446,769	420,001
Restricted funds		<u>296,809</u>	<u>328,858</u>
TOTAL FUNDS		<u>743,578</u>	<u>748,859</u>

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 23 MARCH 2023 and were signed on its behalf by:


.....
D J Phillips - Trustee

The notes form part of these financial statements

Exeter Cathedral School
Statement of Cash Flows
for the Year Ended 31 August 2022

Notes	2022 £	2021 £
Cash flows from operating activities		
Cash generated from operations 1	(5,574)	261,611
Interest paid	-	-
Finance costs paid	<u>(3,281)</u>	<u>(2,587)</u>
Net cash (used in)/provided by operating activities	<u>(8,855)</u>	<u>259,023</u>
Cash flows from Investing activities		
Purchase of tangible fixed assets	(81,071)	(34,328)
Purchase of fixed asset investments	(12,086)	(21,943)
Sale of fixed asset investments	11,451	2,293
Interest received	-	619
Dividends received	<u>7,388</u>	<u>8,548</u>
Net cash used in investing activities	<u>(74,318)</u>	<u>(44,811)</u>
Change in cash and cash equivalents in the reporting period		
	(83,173)	214,212
Cash and cash equivalents at the beginning of the reporting period	<u>463,951</u>	<u>249,739</u>
Cash and cash equivalents at the end of the reporting period	<u><u>380,778</u></u>	<u><u>463,951</u></u>

The notes form part of these financial statements

Exeter Cathedral School

Notes to the Statement of Cash Flows
for the Year Ended 31 August 2022

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022 £	2021 £
Net (expenditure)/Income for the reporting period (as per the Statement of Financial Activities)	(5,281)	118,040
Adjustments for:		
Depreciation charges	65,449	65,041
Losses/(gain) on investments	36,509	(37,231)
Interest received	(1,021)	(619)
Finance costs	2,954	5,397
Dividends received	(8,800)	(8,548)
Amortisation charges	2,855	2,855
Increase in stocks	(7,075)	(1,357)
Increase in debtors	(128,300)	(69,832)
(Decrease)/increase in creditors	37,136	187,864
Net cash (used in)/provided by operations	(5,574)	261,611

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.9.21 £	Cash flow £	At 31.8.22 £
Net cash			
Cash at bank and in hand	<u>463,951</u>	<u>(83,173)</u>	<u>380,778</u>
	<u>463,951</u>	<u>(83,173)</u>	<u>380,778</u>
Debt			
Debts falling due within 1 year	(9,507)	2,400	(7,107)
Debts falling due after 1 year	<u>(40,493)</u>	<u>(2,400)</u>	<u>(42,893)</u>
	<u>(50,000)</u>	-	<u>(50,000)</u>
Total	<u>413,951</u>	<u>(83,174)</u>	<u>330,777</u>

The notes form part of these financial statements

Exeter Cathedral School

Notes to the Financial Statements for the Year Ended 31 August 2022

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

The presentation currency of the financial statements is the Pound Sterling (£).

Incoming resources

Income is recognised on a receivable basis, when the charity has entitlement to the funds, there is certainty of receipt and the amount can be measured with sufficient reliability.

Incoming resources from charitable activities

Fees received are included in the Statement of Financial Activities on a receivable basis. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Voluntary income

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured.

Activities for generating funds

Shop, lettings and sundry event income is recognised in the period it is receivable on the completion of the service.

Investment income

Income from investments is recognised on a receivable basis.

Resources expended

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Costs of generating funds comprise the costs associated with attracting voluntary income and investment management fees.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All resources expended are inclusive of irrecoverable VAT.

Governance costs

Governance costs include costs of the preparation of the statutory accounts, the costs of trustee meetings and the costs of any legal advice to trustees on governance or constitutional matters.

Intangible fixed assets

Capitalised website development costs are being amortised evenly over the website's expected useful life of 5 years.

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2022

1. ACCOUNTING POLICIES - continued

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Short leasehold	- 10% straight line and 4% straight line
Plant and machinery	- 25% straight line
Fixtures and fittings	- 25% reducing balance
Motor vehicles	- 25% reducing balance
Computer equipment	- 33% straight line

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Investment income, gains and losses are allocated to the appropriate fund.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme for some employees. Contributions are recognised in the Statement of Financial Activities in the period in which they become payable in accordance with the rules of the scheme.

Fixed Asset Investments

Fixed asset investments are stated at market value.

Gains and losses between historical cost and market value, whether realised or unrealised, are recognised in the Statement of Financial Activities in the period in which they arise.

Government Grants

During the year the company received and recognised the following government grants:

- £Nil (2021 £15,253) Coronavirus Job Retention Scheme.

Exeter Cathedral School

**Notes to the Financial Statements - continued
for the Year Ended 31 August 2022**

1. ACCOUNTING POLICIES - continued

Going concern

The financial statements have been prepared on a going concern basis. The Trustees have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment. Based on these assessments, given the measures that could be undertaken to mitigate the current adverse conditions, and the current resources available, the Trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

Operating lease commitments

Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight line basis over the lease term.

Financial instruments

Financial instruments are classified and accounted for, according to the substance of contractual arrangement, as financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

2. DONATIONS AND LEGACIES

	Unrestricted funds £	Restricted funds £	Year ended 31.8.22 Total funds £	Year ended 31.8.21 Total funds £
Donations	5,749	2,500	8,249	51,132
Grant Income	-	-	-	16,506
	<u>5,749</u>	<u>2,500</u>	<u>8,249</u>	<u>67,639</u>

3. OTHER TRADING ACTIVITIES

	2022 £	2021 £
Kalendar Hall lettings	11,029	8,444
Sundry events	-	(1,956)
	<u>11,029</u>	<u>6,488</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2022

4. INVESTMENT INCOME

	2022	2021
	£	£
Income from listed investments	8,800	8,549
Deposit account interest	<u>1,021</u>	<u>619</u>
	<u>9,821</u>	<u>9,168</u>

5. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds	Restricted funds	Year ended 31.8.22 Total	Year ended 31.8.21 Total
	£	£	£	£
Gross fees	3,080,860	-	3,080,860	2,683,967
Discounts	(245,247)	-	(245,247)	(225,049)
Bursaries	(111,195)	-	(111,195)	(90,658)
Boarding	73,752	-	73,752	47,495
Breakfast club	3,945	-	3,945	1,568
After school care	27,931	-	27,931	36,707
Registration fees	3,450	-	3,450	7,369
Income from extra activities	<u>691</u>	<u>-</u>	<u>691</u>	<u>2,445</u>
	<u>2,834,187</u>	<u>-</u>	<u>2,834,187</u>	<u>2,463,843</u>

6. RAISING FUNDS

Other trading activities

	2022	2021
	£	£
Opening stock	5,186	3,829
Purchases	7,076	1,357
Closing stock	<u>(12,262)</u>	<u>(5,186)</u>
	<u>-</u>	<u>-</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2022

7. CHARITABLE ACTIVITIES COSTS

	Unrestricted funds £	Restricted funds £	Year ended 31.8.22 Total funds £	Year ended 31.8.21 Total funds £
Educational	2,103,264	2,500	2,105,764	1,752,014
Boarding	-	-	-	3,397
After school care	-	-	-	22,792
Domestic and catering	477,635	-	477,635	419,948
Maintenance	42,204	9,379	41,098	107,637
Administration	176,924	-	151,414	152,915
Governance costs	13,916	-	14,370	14,370
Finance costs	4,622	1,613	2,811	6,651
	<u>2,818,565</u>	<u>13,492</u>	<u>2,832,057</u>	<u>2,479,724</u>

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2022 £	2021 £
Depreciation - owned assets	65,449	65,041
Computer software amortisation	2,855	2,855
Auditors remuneration	5,755	5,482
Auditors remuneration - non-audit services	<u>8,161</u>	<u>8,888</u>

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 August 2022 nor for the year ended 31 August 2021.

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2022

9. TRUSTEES' REMUNERATION AND BENEFITS - continued

Trustees' expenses

J M Sugden was paid £292 (2021 - £216) for reimbursement of travel and other expenses on behalf of the company.

10. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	1,566,293	1,400,832
Social security costs	155,198	126,772
Other pension costs	<u>201,009</u>	<u>163,435</u>
	<u>1,922,500</u>	<u>1,691,039</u>

The average monthly number of employees during the year was as follows:

	2022	2021
All departments	<u>62</u>	<u>60</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2022	2021
£60,001 - £70,000	2	2
£80,001 - £90,000	<u>1</u>	<u>1</u>
	<u>3</u>	<u>3</u>

Total employee benefits received by key management personnel during the year was £419,381 (2021: £390,733)

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	42,772	24,867	67,639
Charitable activities			
Gross charitable activity income	2,463,843	-	2,463,843
Other trading activities	6,488	-	6,488
Investment income	<u>4,230</u>	<u>4,938</u>	<u>9,168</u>
Total	<u>2,517,333</u>	<u>29,805</u>	<u>2,547,138</u>
EXPENDITURE ON			
Raising funds	-	-	-

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2022

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued	Unrestricted funds £	Restricted fund £	Total funds £
Charitable activities			
Gross charitable activity costs	<u>2,471,212</u>	<u>8,512</u>	<u>2,479,724</u>
Total	<u>2,471,212</u>	<u>8,512</u>	<u>2,479,724</u>
Net gains on investments	<u>29,982</u>	<u>20,645</u>	<u>50,627</u>
NET INCOME	76,102	41,938	118,040
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>343,899</u>	<u>286,920</u>	<u>630,819</u>
TOTAL FUNDS CARRIED FORWARD	<u>420,001</u>	<u>328,858</u>	<u>748,859</u>
12. INTANGIBLE FIXED ASSETS			Computer software £
COST			
At 1 September 2021 and 31 August 2022			<u>14,274</u>
AMORTISATION			
At 1 September 2021			10,469
Charge for year			<u>2,855</u>
At 31 August 2022			<u>13,324</u>
NET BOOK VALUE			
At 31 August 2022			<u>950</u>
At 31 August 2021			<u>3,805</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2022

13. TANGIBLE FIXED ASSETS

	Short leasehold £	Plant and machinery £	Fixtures and fittings £
COST			
At 1 September 2021	742,320	48,271	175,089
Additions	-	-	43,007
At 31 August 2022	<u>742,320</u>	<u>48,271</u>	<u>218,096</u>
DEPRECIATION			
At 1 September 2021	196,338	24,223	128,347
Charge for year	<u>32,278</u>	<u>8,913</u>	<u>11,899</u>
At 31 August 2022	<u>228,616</u>	<u>33,136</u>	<u>140,246</u>
NET BOOK VALUE			
At 31 August 2022	<u>513,704</u>	<u>15,135</u>	<u>77,850</u>
At 31 August 2021	<u>545,982</u>	<u>24,048</u>	<u>46,742</u>
	Motor vehicles £	Computer equipment £	Totals £
COST			
At 1 September 2021	28,183	84,678	1,078,541
Additions	-	38,064	81,071
At 31 August 2022	<u>28,183</u>	<u>122,742</u>	<u>1,159,612</u>
DEPRECIATION			
At 1 September 2021	14,214	79,274	442,396
Charge for year	<u>3,492</u>	<u>8,867</u>	<u>65,449</u>
At 31 August 2022	<u>17,706</u>	<u>88,141</u>	<u>507,845</u>
NET BOOK VALUE			
At 31 August 2022	<u>10,477</u>	<u>34,601</u>	<u>651,767</u>
At 31 August 2021	<u>13,969</u>	<u>5,404</u>	<u>636,145</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2022

14. FIXED ASSET INVESTMENTS

	Listed investments £
MARKET VALUE	
At 1 September 2021	449,473
Additions	12,085
Disposals	(16,009)
Revaluations	<u>(29,190)</u>
At 31 August 2022	<u>416,359</u>
NET BOOK VALUE	
At 31 August 2022	<u>416,359</u>
At 31 August 2021	<u>449,473</u>

There were no fixed asset investments outside of the UK.

Cost or valuation at 31 August 2022 is represented by:

	Listed investments £
Valuation in 2022	(29,190)
Cost	<u>445,549</u>
	<u>416,359</u>

The revaluation disclosed in the notes of these financial statements does not agree to the realised gain on fixed asset Investments shown on the face of the SoFA because of the nature of the items that form the overall change in value. A reconciliation of these figures is as follows:

Realised gains/(losses) on fixed asset investments per SoFA	(36,511)
Capital introduced	-
Income from listed investments	(8,800)
Investment management fees	2,954
Cash cost of additions	-
Cash proceeds of disposals	-
(Profit)/Loss on disposals	-
Change in investment value arising from cash drawings	<u>13,167</u>
Actual change in value of fixed asset investments	<u>(29,190)</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2022

15. STOCKS	2022	2021
	£	£
Stocks	<u>12,262</u>	<u>5,186</u>

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	2022	2021
	£	£
Trade debtors	478,737	343,765
Other debtors	8,169	6,282
Prepayments	<u>59,992</u>	<u>68,550</u>
	<u>546,898</u>	<u>418,597</u>

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	2022	2021
	£	£
Bank loans and overdrafts (see note 20)	7,108	9,507
Trade creditors	68,356	67,887
Social security and other taxes	39,027	33,678
Other creditors	30,443	28,458
Deferred income	973,365	927,880
Accrued expenses	<u>27,647</u>	<u>22,487</u>
	<u>1,145,946</u>	<u>1,089,897</u>

Deferred income relates to fees and donations received before the service is performed or expenditure incurred. Amounts within one year £973,365 (2021 - £927,880) and amounts over one year £11,217 (2021 - £33,906).

18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	2022	2021
	£	£
Bank loans (see note 20)	42,893	40,493
Other creditors	65,380	62,502
Deposits and deferred income	<u>11,217</u>	<u>33,906</u>
	<u>119,490</u>	<u>136,901</u>

Exeter Cathedral School

**Notes to the Financial Statements - continued
for the Year Ended 31 August 2022**

19. LOANS

An analysis of the maturity of loans is given below:

	2022	2021
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>7,108</u>	<u>9,507</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>9,687</u>	<u>9,747</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	<u>33,206</u>	<u>30,746</u>

20. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2022	2021
	£	£
Within one year	70,347	61,650
Between one and five years	236,941	233,229
In more than five years	<u>684,725</u>	<u>741,425</u>
	<u>992,013</u>	<u>1,036,304</u>

Property commitments amounts to £969,850 (2021: £969,585) of the above total.

21. SECURED DEBTS

The following secured debts are included within creditors:

	2022	2021
	£	£
Bank loans	<u>50,000</u>	<u>50,000</u>

The bank loan is secured by a charge over the investments of the charity.

22. PROVISIONS FOR LIABILITIES

	2022	2021
	£	£
Provisions	<u>-</u>	<u>1,500</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2022

23. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted fund £	2022 Total funds £	2021 Total funds £
Fixed assets	609,753	42,964	652,717	639,950
Investments	206,763	209,596	416,359	449,473
Current assets	895,689	44,249	939,938	887,734
Current liabilities	(1,145,946)	-	(1,145,946)	(1,089,897)
Long term liabilities	(119,490)	-	(119,490)	(136,901)
Provision for liabilities	-	-	-	(1,500)
	<u>446,769</u>	<u>296,809</u>	<u>743,578</u>	<u>748,859</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2022

24. MOVEMENT IN FUNDS

	At 1.9.21 £	Net movement in funds £	between funds £	At 31.8.22 £
Unrestricted funds				
General fund	420,001	26,768	-	446,769
Restricted funds				
Restricted other income	328,858	(32,049)	-	296,809
TOTAL FUNDS	<u>748,859</u>	<u>(5,281)</u>	<u>-</u>	<u>743,578</u>

Net movement in funds included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movements in funds £
Unrestricted funds				
General fund	2,855,804	(2,818,565)	(10,471)	26,768
Restricted funds				
Kalendar Hall donations fund	-	(2,434)	-	(2,434)
Hall House playground fund	-	(3,075)	-	(3,075)
Thomas Franks Kitchen fund	-	(3,870)	-	(3,870)
Hockey fund	2,500	(2,500)	-	-
S.F.I.A Educational Trust fund	4,983	(1,613)	(26,039)	(24,019)
	<u>7,483</u>	<u>(13,492)</u>	<u>(26,039)</u>	<u>(32,049)</u>
TOTAL FUNDS	<u>2,863,287</u>	<u>(2,832,057)</u>	<u>(36,511)</u>	<u>(5,281)</u>

Comparative:

	At 1.9.20 £	Net movement in funds £	between funds £	At 31.8.21 £
Unrestricted funds				
General fund	343,899	76,102	-	420,001
Restricted funds				
Restricted other income	286,920	41,938	-	328,858
TOTAL FUNDS	<u>630,819</u>	<u>118,040</u>	<u>-</u>	<u>748,859</u>

Exeter Cathedral School

**Notes to the Financial Statements - continued
for the Year Ended 31 August 2022**

Net movement in funds included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movements in funds £
Unrestricted funds				
General fund	2,517,333	(2,471,212)	29,982	76,102
Restricted funds				
Minibus donations fund	(2,040)	-	-	(2,040)
Library donations fund	-	-	-	-
Kalendar Hall donations fund	-	(3,245)	-	(3,245)
Hall House playground fund	-	(3,075)	-	(3,075)
Thomas Franks Kitchen fund	26,907	(628)	-	26,279
Hockey equipment fund	-	-	-	-
S.F.I.A Educational Trust fund	<u>4,938</u>	<u>(1,564)</u>	<u>20,645</u>	<u>24,019</u>
	<u>29,805</u>	<u>(8,512)</u>	<u>20,645</u>	<u>41,938</u>
TOTAL FUNDS	<u>2,547,138</u>	<u>(2,479,724)</u>	<u>50,627</u>	<u>118,040</u>

Restricted funds;

The RR legacy is a fund created by a contribution from Ronald Robertson who wished to make a donation to provide annual tuition for one chorister.

The Minibus donations fund accounts for money received by the school from Friends of Exeter Cathedral School for maintenance and hire of the school minibuses. Expenditure incurred in the year for the minibuses is set against these contributions.

The Library donations fund accounts for money received by the school from those who wish to make a donation toward improvements to the school's libraries.

The Hall House playground donations fund accounts for money received by the school from Exeter Cathedral School Armstrong Trust for the installation of a new playground at Hall House.

The Kalendar Hall donations fund accounts for money received for the improvement of Kalendar Hall.

The Thomas Franks Kitchen fund accounts for items donated by the caterers for use within catering.

The Hockey fund represents a one off donation for the purposes of purchasing hockey equipment for the school.

The S.F.I.A Educational Trust fund accounts for money received by the school to provide bursaries for choristers.

Exeter Cathedral School

**Notes to the Financial Statements - continued
for the Year Ended 31 August 2022**

25. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 August 2022.

26. MEMBERS' LIABILITY

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.



EXETER CATHEDRAL SCHOOL

England & Wales - Charity number 1151444

Accounts

REGISTERED COMPANY NUMBER: 08331303 (England and Wales)
REGISTERED CHARITY NUMBER: 1151444

**Report of the Trustees and
Financial Statements for the Year Ended 31 August 2021
for
Exeter Cathedral School**

Haines Watts Accountants (Exeter) Limited
Statutory Auditors
3 Southernhay West
Exeter
Devon
EX1 1JG

Exeter Cathedral School
Contents of the Financial Statements
for the Year Ended 31 August 2021

	Page
Report of the Trustees	1 to 20
Report of the Independent Auditors	21 to 24
Statement of Financial Activities	25
Statement of Financial Position	26
Statement of Cash Flows	27
Notes to the Statement of Cash Flows	28
Notes to the Financial Statements	29 to 42

**Report of the Trustees
for the Year Ended 31 August 2021**

The Trustees (Governors) who are also directors of the charitable company for the purposes of the Companies Act 2006, present their annual report and audited accounts, with the financial statements, for the year ended 31 August 2021.

OBJECTIVES AND ACTIVITIES

Objects

The charitable objects of the company are to promote and provide residential and non-residential schools for the advancement of education and the advancement of religion in accordance with the practices of the Church of England for the benefit of the public and of the choristers of Exeter Cathedral by providing facilities for their education.

The School provides choristers for Exeter Cathedral and their role features in the public life of the city of Exeter; the Cathedral is the main place of celebration/commemoration/gathering for the City and the county of Devon. The choristers play a part in an important public service in the building of the community in the city and making the heritage of which the Cathedral is steward available to more people. The choristers are both the fundamental reason for the School and their most unique feature.

The School's Vision and the Statement of Aims

The Headmaster and the Board have published a revised Vision and a revised Statement of Aims for the School to help shape the future direction and strategic development of the School. These are reproduced below:

Vision

To be the School of choice for families in the Exeter area who want a first-class all-round education for their children aged 2 to 13.

To be recognised locally and nationally as a beacon of musical excellence.

Exeter Cathedral School is an ancient foundation with traditional values and a modern approach. The School seeks to:

- Be a happy and purposeful community where *people* matter.
- Promote the central importance of the development of character.
- Be a place where children can be children, where learning - in all its forms - is taken seriously, and where each and every child is known and valued as an individual.
- Offer a first-rate all-round educational experience where the focus is on developing the whole child. Our job is to work with families to help our pupils acquire the right habits for life.
- Foster a supportive, purposeful, stimulating and gently Christian environment, in which the following provision to pupils is recognised as being paramount and held in high regard:
 - Academic rigour
 - Exceptional pastoral care and pupil wellbeing
 - Bright and modern facilities
 - A broad and exciting range of extra-curricular activities
 - A high-calibre sporting and wellbeing education
 - A world-class musical education
 - An unparalleled musical heritage and history
 - A sense of spirituality, timelessness, and wonder, borne out of our ancient foundations as a 12th century choir school

**Report of the Trustees
for the Year Ended 31 August 2021**

OBJECTIVES AND ACTIVITIES

Our Values, Habits and Skills

The endorsing and upholding of core values; the modelling and promoting of the right habits; and the acquiring and practising of key skills: this is at the heart of our curriculum (both implicit and explicit), our interactions, our decision-making and our expectations.

The following Habits are explicitly promoted and modelled to, and expected of, our pupils and staff:

Pre-Prep Golden Rules

We are kind and helpful
We are gentle
We listen
We look after property
We are honest
We work hard

Prep School Habits

The habit of hard work
The habit of honouring your commitments
The habit of having a go and keeping going
The habit of taking part
The habit of listening
The habit of being honest, modest and kind
The habit of looking after other people
The habit of looking after your surroundings
The habit of looking after yourself

Objectives

The objectives of Exeter Cathedral School are set to reflect its aims and ethos. It is important that the School maintains and enhances its academic success within the security of a nurturing environment.

The main objectives and activities for the School and its pupils are set within the wider context of the community; having consideration to the Charity Commission's public benefit guidance.

The main objectives for the year included:

- to continue to meet our statement of aims
- to continue to uphold and develop our academic standards
- to improve the IT provision within the School for learning and teaching
- to continue to develop the excellent pastoral care we provide for our pupils and staff
- to continue to enhance the physical structure of our School buildings to provide excellent facilities in which our pupils can learn
- to enhance and improve our boarding facilities and wrap around care options
- to provide continuing support of pupils already in receipt of fee assistance
- to make available financial assistance to enable pupils from local community schools to experience the education offered at the School
- to continue with and develop further our involvement in the Outreach Programme for music in Devon which is run as a collaboration between Exeter Cathedral and the Devon County Council Music Service
- to continue to contribute to the life of the local community through our links with the Cathedral and local businesses
- to develop and strengthen links with local schools; providing opportunities to share facilities and expertise
- to continue to support local, national and world charities through our fundraising efforts
- to continue to refine structures and roles so as to enable the School to develop its operations as a high performing organisation.

And, in light of C-19:

- to develop a first-rate remote learning platform to enable the School's academic, pastoral and choral offer to be available to all pupils and families during the time of the School's enforced 'closure'
- to assist where possible those families most affected financially by the C-19 pandemic

**Report of the Trustees
for the Year Ended 31 August 2021**

OBJECTIVES AND ACTIVITIES

Achievement and Performance

Charitable Activities

The School introduced in 2018-19 a funded places scheme, through the Devon Award. The Award is available to two Year 7 joiners from any Devon LEA state primary school. In 2020-21 the School received several applications, and, following assessment of potential contribution to the life of the School (through the Entry Awards process) and assessment of means (bursary application process), a full Devon Award place was offered. As this is a boarding place, the School is subsidising 100% of the boarding fee alongside 100% of the day fee for this pupil.

The School continues to be pleased to support the cathedral's outreach work through free use of its premises for the rehearsals of the Devon County Junior Choir and through provision of choristers to visit Devon primary schools to provide singing opportunities.

Fees and Bursary Provision

The School has been mindful of the impact of C-19 on ECS families. The School was pleased to offer remote provision during the Lent Term, and offered parents/guardians an exceptional and appropriate reduction on tuition fees for the term. During 2020-21, the School discounted its fee income by a total of £315,707 (11.7% of gross fees) including the Devon Award worth £12,963, Scholarships worth £29,161 and means-tested Bursaries worth £90,658.

Plant

Site Development/Refurbishment

The School's programme of refurbishment and site improvement continues. The following have been projects for 2020-21:

- Refurbishment of a pre-prep classroom
- Creation of a new classroom (repurposing an Art store room)
- Creation of a new SLT office space
- Creation of new outdoor play space
- Refurbishment of individual practice rooms in the Music Department
- Ensuring the School is appropriately equipped to meet the control measures for its safe return, including:
 - Designated areas for Bubbles
 - New drop-off/pick-up points
 - Extending the dining room into the gym to allow Bubbles lunches
 - provision of socially-distant arrangements in classrooms
 - configuration of one-way routes
 - markings of two metre spaces in and outside the buildings

Staffing

Appointments

The School's strategy to improve the quality of pupils' achievements and the quality of pupils' personal development, along with the operational capacity and efficiency of the School, has been further assisted by the appointment of some high-calibre teaching and non-teaching staff.

Appointments made for 2020-21 include:

Marketing & Communications Officer, Caretaker & Gardener, Early Years Foundation Stage Teaching Assistant, Key Stage 1 Teacher, Key Stage 2 Teachers, GAP Year Tutors.

**Report of the Trustees
for the Year Ended 31 August 2021**

Staff Training and CPD

The School's AEP - Achieving Excellence Programme - forms the basis of staff CPD and is designed to empower staff to take control of their own professional development whilst facilitating input and direction from the School. AEP is a year-long (Jan to Jan) programme which allows teaching staff and line-managers to identify training needs, complete a professional development review, and set targets (one relating to professional standards - set by the School, one relating to learning and teaching, and one to any chosen area - both set by the member of staff). Observations (of peers and by line-managers) are included, and training and visits are researched and encouraged. A performance review meeting is held, and a performance review statement agreed between the line-manager and the member of staff. The Induction and Training Policy has been refreshed.

The 2020 -21 AEP process was hindered by the ongoing C-19 pandemic. All staff developed significantly their ICT skills as a result of the need to operate remotely and via dual provision: this has continued to grow as a strength of the School's staff and of its pupils, further enabling the School to respond to the one area for suggested focus from the May 2019 ISI inspection.

New Staff Induction

New Staff Induction Day takes place just before September whole staff inset. The day welcomes all new colleagues (teaching and non-teaching) and involved a day of training led by the Senior Deputy Head, the Deputy Head (Pupils) the DFO and the Head. Areas covered included safeguarding, behaviour management, systems and procedures, tour of the school, email/ICT log-ins, fire procedures, vision and values.

Pastoral Care and Wellbeing

The quality of pupils' personal development is excellent: ISI, May 2019

Wellbeing has been a focus again this academic year – with the added impetus of the pandemic - with a number of initiatives rolled out for the benefit of staff and pupils.

Staff

C19 restrictions meant it was not possible to run our optional staff wellbeing social events for much of the year. However, opportunities to meet safely outside were prioritized – welcome drinks, buffet lunch after induction day, online social events and meetings. Weekly online team meetings took place during the Lent term (lockdown), with games and fun items (including 'whose lockdown fridge is this') being added to the agenda to boost staff engagement and morale.

Staff wellbeing and workload continues to be a standing item at weekly SLT meetings and at Pastoral Board.

The School kept in contact with furloughed colleagues to ensure a sense of team and belonging during their period of furlough.

Pupils

Pupil wellbeing continues to be a focus for the School, overseen by the Deputy Head Pupils and facilitated through the Heads of Section and the form tutor system. Alongside form time, assemblies and PSHE lessons in the Pre-Prep and Lower Years, the Upper Years wellbeing programme has continued into its third year:

- Emotional Wellbeing (delivered by form tutors each week, focusing on mental health, resilience, empathy, growth mindset, communities, diversity, relationships etc.)
- Digital Wellbeing (embedded into the IT curriculum, focusing on staying safe online, making good and informed decisions when using the internet, the basics of coding)
- Health and Wellbeing (delivered by our PE department, focusing on physical fitness, sports nutrition, sports leadership).

Since the end of the year, the School has recruited a medically qualified School Nurse to help lead and manage the physical and mental health of the School community.

Exeter Cathedral School (Registered number: 08331303)

**Report of the Trustees
for the Year Ended 31 August 2021**

Pastoral Structure

Sections within the School – Nursery, Pre-Prep, Lower Years, Upper Years – continues to assist the School in ensuring the delivery of first-rate and age-specific pastoral care (and support for pupils, parents/guardians and staff). Heads of Section ensure effective line-management of the School's form teachers/tutors, age-appropriate and tailor-made pastoral care, and are an additional port of call for parents and families.

A Chorister Tutor oversees the wellbeing and workload of the School's Choristers. The Head of Boarding does the same for the School's boarders, along with the Boarding House Matron.

Pastoral Contact Time

The School has continued with the form time and Wellbeing programme introduced in 2017-18: this model is proving successful and has resulted in pastoral contact time being doubled.

Choristers

Choristers see the Chorister Tutor each day and join their form for Form Time each week.

The Chorister Tutor (introduced in September 2016) continues to ensure a close eye on the welfare, pastoral care, communication, workload and logistics pertaining to Choristers.

Weekly meetings continue to take place between the Department of Liturgy and Music and the School. These are attended by the Cathedral's Director of Music, Assistant Director of Music, Precentor, Deputy Head (pupils) and Chorister Tutor. Safeguarding, welfare/wellbeing, logistics and communication are discussed each week.

Academic Life

The quality of pupils' academic and other achievements is excellent' ISI, May 2019

The School has enjoyed another year of notable academic success.

Public Exams

All Year 8 pupils sat Common Entrance papers in School.

13+ Public Exam results in 2021 were extremely positive. They reflect the hard work of teachers and pupils in a disrupted year:

41% of all papers were graded A*-A
75% of all papers were graded A*-B
99% of all papers were graded A*-C
100% of papers were graded A*-D

For the fifth year running, 100% of pupils were successful in achieving the Common Entrance grades required by their chosen senior school.

Scholarship Results

The School equalled its best-ever scholarship results (for 13+ entry to senior schools). 84% of leavers secured a scholarship/exhibition/award to senior school (44% in 2016, 65% in 2017, 73% in 2018, 81% in 2019, 84% in 2020).

Scholarships/exhibitions/awards were offered in Music/Choral/Organ (12), Academic (7), Sport (2), Performing Arts (1), Art (2), Foundation/Head's/All-Rounder (1).

**Report of the Trustees
for the Year Ended 31 August 2021**

Destination Schools

The School has continued its promotion of a range of senior schools and has continued to focus on finding the right school for each child. 95% of 13+ leavers transitioned to an independent school; 5% to a state-maintained school. Although unable to hold our Senior Schools Evening event for Year 6 and 7 parents/pupils, the School has worked – through the Upper Years team and the SLT – to ensure a broad and appropriate range of schools for our leavers.

All pupils achieved their first-choice senior school destination: Blundell's, Exeter School, Lancing College, Marlborough College, Maynard School, Sherborne School, St Peter's School, Downside, Wellington School, Wells Cathedral School.

Academic Data

The School continues to make use of GL Assessment, including Cognitive Ability Test (CAT)4 testing and Progress in English (PiE) and Progress in Maths (PiM). CAT4 scores continue to be obtained through assessments in Year 2, 5, 7, and yearly PiE and PiM data is collected across the School. Data is used to continue to improve the School's tracking of pupil performance, its understanding of pupil ability, its monitoring of staff performance, and to assist with its commitment to an individualised approach to learning. The data is also useful for senior school choices and reference writing.

Senior Enrichment Programme

The Senior Enrichment Programme continues to provide our oldest pupils with dedicated time to undertake enriching non-curricula courses delivered by subject specialists. Pupils in Year 7 and 8 choose to follow either the Creative Arts strand (Music, Drama, Art) or the Sport and Fitness strand (Sport and Performance, Sports Psychology, Personal Fitness) and receive expert tuition in small groups each week during dedicated curriculum time. The impact on the creative and sporting life of the School - as well as on the levels of scholarship success (see above) - is marked.

Curriculum Development

Despite the C19 pandemic putting on hold the major review project called Curriculum Twenty20, our curriculum has been reinvigorated during 2020-21 with the following initiatives:

Spanish was introduced as a 2nd (and optional) modern foreign language into Year 7. This reflects the School's appetite to offer a forward-thinking curriculum and its commitment to enabling our pupils to move to a full range of senior schools at 13+.

Additional Maths and English were offered to those pupils not taking Spanish. This reflects the School's commitment to supporting all its learners to achieve their maximum potential.

Swimming was removed from the timetabled curriculum – an outcome of the curriculum review and the financial imperative brought about by the pandemic. Any future reintroduction of swimming into the curriculum will be done under the umbrella of PE, rather than as a stand-alone subject.

Pre-Prep classes have been taught separately for core curriculum subjects in the morning, with classes within a year-group coming together in the afternoons for their creative and topic-based curriculum subjects. This prioritises small-group learning opportunities for Maths and English and allows for greater collaboration and creativity opportunities in groups of c25 in the afternoons.

Remote Provision: ECS:Learning2021

On the first day of the Lent term a national lockdown was announced. The School immediately launched ECS:Learning2021.

ECS:Learning2021 was based on the 2019-20 programme ECS:Learning@Home. Having listened to feedback from staff parents/guardians and pupils, we improved the programme and the curriculum offer it presented. Maintaining academic progress and pastoral wellness were the underpinning goals, achieved through live sessions for all subjects for all year-groups, (including music, drama, art, PE) as well as live form times, live assemblies, live clubs and societies, live 'play space' and competitions and challenges.

In addition, days were set aside for our 'Wellbeing Wednesday' initiative – off-timetable opportunities to engage in mindful and energizing activities, including a wellbeing disco, world book day, Body, Mind & Soul day.

**Report of the Trustees
for the Year Ended 31 August 2021**

Weekly parent training seminars were offered, and feedback loops were encouraged.

The 8 underpinning principals of ECS:learnIng2021 were that it should be:

Meaningful: a bespoke ECS curriculum which is full of purpose, clarity and direction.

Manageable: our provision is streamlined across the year-groups and throughout the day, allowing families uncomplicated access to the full curriculum.

Balanced: time away from screens; time to explore; time to create.

Flexible: the whole curriculum is offered – access all areas or dip in and out: you are the expert in your child.

Rigorous: a full curriculum delivered by experienced ECS staff; our excellent standards of academic achievement and personalized progress remain at the core of our provision.

Interactive: face-to-face engagement with teachers; instant messaging; high-quality feedback.

Enriching: a broad, purposeful and stimulating provision offering development beyond the virtual classroom.

Creative: Music, Art, Design, story-telling and imagination remain integral parts of our curriculum.

The Interactive nature of our programme was key: the table below shows pupil engagement with sessions offered beyond the core curriculum:

Number of Live Sessions (Reception – Year 8)

Form Tutor Sessions	810
Games, PE, FMS	161
Art, Music and Drama	140
Lunchtime Clubs*	77
Talk Space / PSHE	140
Assemblies	28
Boarders Meetings	7
Chorister Rehearsals & Socials	49
Total live sessions	3,105

Microsoft Industry Leader for Remote Education:

The School was delighted to receive public acclaim from Microsoft for its remote learning programme. Having heard the story of a 12th century choir school using 21st century technology to continue to offer a first-rate education to its pupils, the tech giant met with the Head. Following this they commissioned a Blog for inclusion in their Industry Leader Series, promoting the School as a Microsoft Industry Leader for Remote Education.

Parents Evening and Seminars

Following on from successful remote events during 2019-20, the School offered a number of online seminars and meetings for parents/guardians. This included parents' evenings, with personalised channels set up for each family so that they could call in, according to the schedule, and speak live with their child's subject teachers. Other events (numeracy evenings, phonics evenings, revision seminars, exam preparation) were either held in person or via a hybrid model.

TES Prep School of the Year

The School was delighted to be shortlisted by the Times Educational Supplement for its annual Prep School of the Year award. This is a national award recognising the very best in independent education, and the School was proud to make the final shortlist of 8 from schools across the UK.

Exeter Cathedral School (Registered number: 08331303)

**Report of the Trustees
for the Year Ended 31 August 2021**

Extra-curricular and Enrichment

Learning beyond the classroom is a valued part of the ECS education, and the School recognises the central importance of the learning opportunities provided by extra-curricular activities.

Music and The Arts play an important part, as does our extensive Sports programme, and we offer a wide choice of clubs each term. It matters to us that pupils have the chance to explore new territories and develop new skills, and that their talents and interests can be nurtured and enthused by specialist staff.

Our extra-curricula programme was curtailed as a result of the C-19 pandemic and the ensuing restrictions. Nonetheless, we were pleased to offer a broad range of clubs in the Michaelmas and Trinity terms (in Bubbles), and some online clubs during the Lent term lockdown:

In-Person Clubs available to pupils in 2020-21 have included:

Prep, Multi-Sports, Football, Dance, Junior Drama and Poetry, Craft, Cricket, Lego, Drama, Art, Ukulele, Music, Board Games, Tennis, Welly Club, Chess, Current Affairs, Chill Out, Junior Football, Book Club, Maths Scholarship Club, Recorder, Construction, Spanish Culture, Senior Tennis, Yoga.

Remote Clubs offered during lockdown included:

ECS Pupil Learning Council, Lower Years Debating, Lower Years Quiz, Photography, Ukulele, Yoga and Mindfulness.

Opportunities for trips were significantly impacted by the pandemic and local and national restrictions. The School is looking forward to relaunching trips and educational visits in 2021-22.

Leavers' Programme

Following an innovative and disrupted programme offered as a result of the 2020 summer lockdown, the School put together a reinvigorated leavers programme – called ECS Futures – combining the best of the traditional in-person model and the remote offering of Trinity 2020. A series of themed weeks was offered – Business and Enterprise, Community and Service, Adventure and Camp, Transition and Valedictory – with pupils taking part in a range of enriching and creative activities and challenges. Throughout the programme 'spotlight sessions' led by school staff were offered to pupils: Curiosity, Inspiration, Creativity, Adventure Futures. The traditional Leavers Revue was recorded rather than performed live, a Yearbook was produced by the pupils and staff, and a new initiative was introduced: Valedictory Feast.

ECS Live Lecture Series

In addition, as part of ECS Futures, the 'Live Lecture' series – a lockdown innovation from 2019-20 – was offered to pupils to broaden horizons, enrich and inspire:

Emma Haddleton: Understanding how our brains work
Gary Milne: Sticking At It – Life as a Golf Professional
Roland Williams: Mini Adventures
Madeleine Shaw: Opera in the Spotlight
Oliver Ridley: Finding Your Voice – a Debating Masterclass
Richard Biggs: Are Some Infinities Bigger Than Others?
Chris Ingram: The Moon Landings – How Did We Do It?
Ben Peyton-Jones: PSHE Spotlight
Ben Huggins: Here Comes Architecture
William Kennaugh: ECS and Beyond
Kai Hortsmann: Sporting Life – Captaining Exeter Chiefs

**Report of the Trustees
for the Year Ended 31 August 2021**

Recruitment and Retention

In September 2020 the School enjoyed – for the second consecutive year – an increase in pupil roll from the same time the previous year. Prior to September 2019, the most recent like-for-like increase in pupil roll was in 2014. For the first time in collective memory, 3-form entry was introduced (in Year 4) to accommodate a swell in pupil numbers.

11+ Entry Awards

The School continues to offer an Awards scheme for pupils joining the School into Year 7. Awards (which take the form of fee remission) are offered for those able to make a significant contribution to the School in the following areas: Music, Academic, Visual/Performing Arts, Sport.

3 Awards were offered for entry in September 2021: Head's Award, 2 x Sports Award. All 3 were accepted.

The School has also continued to offer the Devon Award: a fully-funded (100%) place at the School throughout Years 7 and 8 for (up to 2) children joining the School into Year 7 from a Devon LEA state primary school, and who are able to contribute significantly in the above categories. These awards are means-tested. The School is pleased to have offered a Devon Award for September 2021: this is a fully-funded boarding place and tuition.

Specialist Senior Awards - Alongside the eternal awards offered above, the School continues to offer an Awards scheme for existing Year 6 pupils moving to Year 7. Awards (fee remission) are offered for the same criteria as the 11+ Entry Awards. 6 Awards were offered for September 2020.

Choristerships

Voice Trials were able to take place at the School (as a selective entrance test). 8 choristerships were offered for September 2021: 5 boys, 3 girls.

Sport and Wellbeing

The School prides itself on its sport and physical wellbeing provision. Despite being a city-centre school with no on-site sports facilities, we are able to offer first-rate provision thanks to excellent relationships with the city's internationally-recognised sports facilities and superb leadership of the department.

Ethos

The Director of Sport is Mrs Emma Ross (a former Hockey International), and our sporting philosophy is 'sport for all': the focus is on participation, development and enjoyment whilst still catering for our elite athletes. We provide an outstanding Sport and Wellbeing education, and we want to nurture a passion in all of our pupils so that when they leave at the end of Year 8 they do so with a love for a healthy and active lifestyle.

Provision

Our major team sports are hockey, cross-country, netball, cricket and athletics (girls); rugby, cross-country, hockey, cricket and athletics (boys), and we offer a range of sporting clubs and activities (both recreational and competitive) after school.

In 2020-21, Fundamental Movement Skills was introduced as a curriculum lesson across all year-groups. Lessons and coaching offered to our pupils includes: Reception and Year 1: a PE lesson each week delivered by a specialist member of the sports department, a FMS lesson each week; Year 2: a PE lesson and a Games afternoon each week, a FMS lesson each week; Years 3 to 5: a PE lesson, a FMS lesson, and two Games afternoons each week; Years 6 to 8: two Games afternoons, and our Health and Wellbeing Programme each week.

The School is proud to be continuing with its Girls' Cricket programme.

Although the pandemic significantly impacted our ability to run fixtures, training sessions in rugby and cricket (boys) and hockey and cricket (girls) continued and some competitive cricket returned in the Trinity term. Our ECS:Learning2021 remote provision offered live and pre-recorded sessions for the Lent term in hockey (boys) and netball (girls). Following the rejigged Games programme during the pandemic, the Sports Department will be taking forward its learnings (mainly a reworked model of training and fixtures) into 2020-21.

**Report of the Trustees
for the Year Ended 31 August 2021**

Health and Wellbeing Programme

Our Health and Wellbeing Programme includes modules in Sports Nutrition, Sports Leadership and Health-related Fitness.

Senior Enrichment Programme

Our Year 7 and 8 pupils can also follow the Sports strand of our Senior Enrichment Programme: dedicated curriculum time to focus on Sport and Performance, Sports Psychology, Personal Fitness, Swimming and, where appropriate, scholarship preparation.

Facilities

We are proud of our long-standing association with some of the region's top sporting clubs and venues. We train and play at the world-class Exeter University Sports Hub, including the Astro turf pitches and the Indoor Sports Hall; Exeter Cricket Club and County Ground; Exeter Athletics Arena; and Victoria Park Tennis Club. All of these first-rate venues are a few moments away in one of our minibuses, allowing our pupils and staff to make the most of the best sporting facilities in the city.

Sporting Success 2020-21

ECS pupils earned representative honours at county level in

- Tennis
- Swimming
- Hockey
- Cricket
- Sailing

The School hosted 5 Bubble Sports Days (1 at the Exeter County Cricket Ground, 4 at the Exeter Arena) in order to give all pupils the chance to participate and for their parents/guardians to come and support (socially-distanced).

Music, Drama and the Arts

Music is central to the life of ECS.

Founded as a choir school in the 12th century, and as one of today's 42 Cathedral Schools in the UK, ECS has music and music-making at its heart: it is in the walls and in the blood. To this day we are known for the breadth of musical opportunity that we provide, and for being a school which promotes 'music for all' whilst all the while providing high-calibre training and opportunities for our most gifted elite musicians. Music at ECS is elite but not elitist.

The hub for our music-making is Kalendar Hall, a studio space, classroom and practice rooms for rehearsals, ensembles, productions and performances. We are also proud to make use of the Cathedral Nave as a regular (and spectacular) performance space for our large-scale recitals and concerts, as well as tapping into the city's leading professional performance venues for our major productions and performances. Our annual Prep School House Music Competition takes place in our neighbouring local church; and more intimate recitals, soloists' evenings, chamber concerts and our Performers' Platform Series take place in the Headmaster's family drawing room, the Chapter House, Kalendar Hall and the Cathedral Quire.

Some of our most gifted pupil musicians are Choristers but by no means all: we are proud that music scholarships and awards to some of the country's leading senior/public schools are won by Choristers and Non-Choristers alike.

Children across the School are encouraged to create, to pretend, to imagine, and to have the confidence to act out and perform. Our Nursery and Pre-Prep children all take part in one of our Nativity Plays, and opportunities for storytelling, role-playing and imaginative play feature heavily in our Early Years Foundation Scheme and Key Stage 1 curriculum.

In the Prep School, all pupils receive Drama tuition through our English & Drama Curriculum, and Drama and Poetry Clubs are on offer after-school to those whose appetites have been whetted. In addition, our weekly Senior Enrichment Programme allows our oldest pupils to delve into an extended Drama course: those with scholarship aspirations receive specialist tuition to help them prepare for Drama or Performing Arts Scholarships to their senior school of choice.

**Report of the Trustees
for the Year Ended 31 August 2021**

Ensembles and Performances

The pandemic and its restrictions brought significant challenges to the School's music department, as Bubbles and social distancing made bringing pupils together the play/sing very difficult. However, with requisite safety measures in place, we were proud to be able to offer the following:

Music ensembles:

Year 3-4 Choir, Year 5-6 Choir, Year 7-8 Choir, Year 3-4 Bubble Band, Year 5-6 Bubble Band, Year 7-8 Bubble Band, Year 7 String Quartet, Vox Choir, Probationer Theory, Year 5 Theory, Year 6 Theory, Year 7 Theory, Grade 5 Theory.

Music & Drama Performance Opportunities in 2020-21:

The School was obliged to cancel its showcase Charity Concert at the end of the Lent term, and to respond to C19 restrictions vis-a-vis audiences' capacity and arrangements. Our usual in-person performances – Performers' Platforms, year-group plays, Poetry By Heart, Soloist Recitals, full-scale concerts, including the showcase Charity Concert – were all impacted. Nonetheless, through some creative thinking, recording/live-streaming, and some reimagining, performance opportunities in 2020-21 included:

- Class concerts
- Bubble Concerts
- Cathedral Services
- Pre-Prep Nativities
- Virtual Concert 'Bubbled-Up: The Show Must Go On'
- The Lion, the Witch and the Wardrobe: outdoor production
- Poetry by Heart internal rounds
- Choir Performances at Bubble Speech Days
- The Tempest: in-house performance
- Choir Performance at Valedictory Speech Day (recorded and published)
- Here Comes the Sun: Year 7-8 project to welcome the School back in the Trinity term

Class Music Lessons

Class music lessons are delivered to every pupil across the School, from Reception to Year 8, by one of the School's music specialists. Each pupil in the School from Reception to Year 8 receives weekly Class Music lessons.

Instrumental Tuition

Instrumental lessons are very popular among the pupils: in 2020-21 over 200 music lessons have taken place each week during normal time. During lockdown many of these continued with our (self-employed) Visiting Music Teachers offering lessons via (eg) Zoom.

The School benefits from the expertise and experience of a number of Visiting Music Teachers, and offers pupils 1-2-1 tuition in the following instruments:

Violin, Viola, Cello, Clarinet, Saxophone, Flute, Oboe, Bassoon, Percussion, Brass, Guitar, Voice, Recorder, Harp, Piano.

Musical Honours

The School is proud to have a number of pupils playing/singing in local, county and national ensembles.

ABRSM/Trinity Examination results

During the 2020-21 year, 68 Associated Board exams took place. 100% pass rate, with 71% being graded Merit or Distinction.

15 Grade 5 Theory exams were sat. 95% pass rate, with 60% being graded Merit or Distinction.

**Report of the Trustees
for the Year Ended 31 August 2021**

Choristers

There are 36 Choristers, 18 boys and 18 girls who receive a 25% bursary from the Dean and Chapter of Exeter Cathedral. In addition, there are 4 supernumerary choristers who receive a similar bursary from the School. The Choristers continue to play a significant role in the life of the School, the Cathedral, and the wider community. They sing the daily sung services in the Cathedral as well as Eucharist on a Sunday morning (in total, 7 services). Duties are split routinely and fall to either Girls or Boys.

The Cathedral's activities were greatly impacted by the pandemic, and the Cathedral and the School worked closely together to facilitate chorister rehearsals and services safely and within the varying guidance of CofE and DfE. For the Michaelmas term the Choristers sang as separate Bubbles and with a distance of 1 metre between each Chorister, and a distance of 2 metres between adults and choristers. The Nave was used instead of the Quire, and the Song Schools were taken out of action due to space and ventilation concerns (the Chapter House/the Cathedral's education room and the Nave were used for rehearsals).

BBC news featured the School's Choristers in their story about the Cathedral reopening its music department after the longest period of choral silence since the English Civil War.

The Prince of Wales and the Duchess of Cornwall visited the Cathedral in the summer of 2021 and were presented with gifts by the Choristers.

During the lockdown in the Lent term, remote Chorister provision was offered through ECS:Learning2021 and through online rehearsals arranged by the Cathedral.

Weekly welfare meetings continued between the School and the Cathedral to discuss Chorister wellbeing, safeguarding, logistics and communication. Attending the meetings are the Chorister Tutor, the Deputy Head (pupils), the Cathedral Director of Music, the Assistant Director of Music, the Canon Precentor, the Chief Chaperone.

Pupil Voice and Pupil Leadership

The School continues to value and promote Pupil Voice. School Council representatives were elected to each form/class, including Year 2 pupils (ensuring that pupil voice in the Pre-Prep is heard. The DFO and the chef manager are present at the pupil-led Food Committee, and Boarding Council continues to meet. A new Pupil Leadership post – Head of Pupil Voice – was held jointly by two Year 8 pupils. Pupil Librarians continue to support the work of the Library.

Two Heads of School were chosen by the Head following applications from pupils and consultation with all Prep staff. Two Deputy Heads of School were also appointed following the same process, along with a team of prefects. For the second year in a row, prefects were appointed on a termly basis, allowing all those who wished to experience a leadership opportunity to be in post throughout the year. The usual fortnightly Pupil Leadership Team meetings were impacted by the pandemic, with pupils being supported in their work and mission by the Deputy Head (pupils), Head of Upper Years and Head.

In addition, pupil panels played a part in many staff appointments.

The School was not featured on the Everyone's Invited website but continues to be rigorous and committed in its approach to making ECS a listening school and a talking school. Great lengths are gone to to ensure pupils know how they can make their voice heard if they think something is wrong, and our school culture of kindness, awareness, acceptance and tolerance ('we are a place where people matter') underpins our expectations and our interactions. During the year, the School made plans to make its Pupil Voice provision more visible and impactful still, and to raise awareness of diversity and of its value in our School: a new post of Head of Pupil Voice & Diversity has been created and an appointment made for September 2021.

Spiritual Life

The School has its origins in Christian worship. The School is situated in the lee of the Cathedral, and to this day the Cathedral continues to play a central role in the lives of the pupils and staff at ECS. We seek to foster a gently-Christian environment in which the values of love, tolerance, acceptance, gentleness and compassion are endorsed and modelled through our daily interactions and in our decision-making.

**Report of the Trustees
for the Year Ended 31 August 2021**

We welcome children of all faiths and none: whatever one's religious leanings, there is a spirituality to be found in collective stillness; in gathering together in quiet; in being mindful together. We want our pupils to be mindful of, and grateful for, those around them; to be aware of themselves and of their impact on others; and, through Faith or a more general appreciation of spirituality, to have a sense of wonder and awe at the thought that they are part of something greater and more timeless than themselves.

The School's commitment to meeting together for reflection and celebration during the C-19 pandemic meant that we moved to a model of Bubble Assemblies. It was not possible to access the Cathedral buildings for much of the year for anything other than Chorister duties, so we made use of Kalendar Hall and other larger on-site spaces. Heads of Section and Tutors ran assemblies for Bubbles, and the Head ran one Bubble Assembly a week – keeping routine and continuity at the heart of the children's experience.

The School's Chaplain spoke routinely to each Bubble, with prayer and reflection remaining an integral part of the assembly offer to pupils. We were not able to sing in assemblies for much of the year.

A greater focus was placed on Form Times at the start of the day. These extended sessions in small groups allowed children to spend time together 'being' rather than 'doing' and enabled them to relearn the rules of socialising and to practise conversation and listening. It also allowed form tutors the chance to work alongside particular individuals who required some additional support.

The C-19 pandemic and its restrictions meant that the School was not able to gather physically as it would ordinarily for School Eucharists. However, collaboration between the School's Chaplain, its Music Department and the Marketing Team meant that a full pre-recorded Carol Service (with readings, carols, musical and dramatic items) was made available for the whole school community.

Chorister Valediction was able to go ahead with restrictions in place, and our out-going senior choristers were presented with their leavers' books and prayed for.

Charity Fund-raising

The School was pleased to support a number of local and national charities throughout the year. The chosen charity of the Year was Headway Devon, an organisation helping those recovering from head injuries.

Keen to expand its charity fund-raising activities, the School has created the post of Charities Coordinator, and an appointment has been made for September 2021.

Wellbeing, Engagement and Enrichment

The School takes its social and community responsibilities seriously, and this extends to providing opportunities for pupils and parents/guardians to engage in School and community talks and events, as well as fund-raising activities for local and national charities. The School continues to value and promote engagement with and from parents/guardians and the wider community.

In 2020-21, opportunities for face-to-face engagement were limited, but the School nonetheless went to some lengths to offer engagement opportunities to parents/guardians and pupils, including Virtual Parents' Evenings; online Parent Seminars; Curriculum Engagement Evenings; Phonics Evenings; Teams Training; Virtual Coffee Mornings; Wellbeing Wednesdays; The ECS Journey; themed curriculum/dress-up days; Virtual World Book Day; Bubble Sports Days; ECS Blog series; video roundups; social media.

Speech Day & Prize-Giving

The School wanted to ensure that every pupil had a moment of public celebration at the end of a challenging year. Accordingly, Bubble Speech Days were held outside, with every pupil receiving a certificate for a particular area of progress or achievement or approach. The Bubble Choirs performed at these events.

A Valedictory Speech Day was held in the Cathedral for Year 7 and 8. Year 8 parents/guardians were invited, and the Bubble Choir performed. The traditional School prizes – including for citizenship, discipleship, kindness, fortitude, academic progress and achievement, form prizes, prizes for sports and the arts – were awarded.

**Report of the Trustees
for the Year Ended 31 August 2021**

Summary

The challenges presented by the C19 pandemic and its ensuing and changing restrictions have placed pressure – operational, financial, emotional – on all schools, parents/guardians, pupils and staff during 2020-21. The School is proud of its response and of the very clear sense of fellowship and partnership that has been confirmed between the School and the parent body during a year of change and uncertainty. Despite the challenges for the independent sector and the bleakness of the national picture, the School has survived and thrived during 2020-21.

The School has been able to achieve notable success during a challenging year, with encouraging academic results, record-equalling scholarship success, an increase in year-on-year pupil numbers, a promising financial position, and a growing and glowing reputation locally and more widely. This is thanks to a lively and positive pupil cohort, an engaged and supportive parent body, a terrifically-hard-working staff team, a visionary and purposeful executive management team, and the energy and expertise of its Governing Body.

The School hopes that throughout the 2020-21 academic year – with its challenges and changes – it has continued to build a strong, kind, purposeful, loving and resilient community which is ready for the future. Above all else, the School is committed to being a place where people matter, and to working with families to help pupils acquire the right habits for life.

**Report of the Trustees
for the Year Ended 31 August 2021**

ACHIEVEMENT AND PERFORMANCE

FINANCIAL REVIEW

Principal Funding Sources

The primary source of income is generated through the payment of fees. Income is expended in the furtherance of the School's aims and objectives. All net incoming resources are either deployed for educational purposes or invested for future development projects to enhance the fabric of the School.

Financial Assistance Schemes

Bursary awards 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 ill health rendering a parent temporarily unable to work or redundancy. In assessing means for support several factors are considered including family income, investments and savings and property ownership. Other circumstances such as dependant relatives and the number of siblings are also taken into consideration. Exeter Cathedral School does not have a large endowment from which to provide bursary support and in making such awards it always needs to be mindful of the balance between fee-paying parents, many of whom make considerable sacrifices to fund their child's education, and those who might benefit from bursary assistance.

Where more than one child in a family attends the School a sibling discount is offered for the second and any subsequent child.

As part of our recruitment and retention package for attracting high calibre staff the School offers a discount scheme to staff members who choose to educate their children at the School.

FINANCIAL REVIEW

Reserves Review

The Governors regularly review the finances, budgets and spend against budget; they are satisfied that they hold sufficient liquid reserves to cover the company's current liabilities.

In recent years the Governors have invested substantial sums into building the new nursery block and the maintenance and refurbishment of the School buildings to provide high quality teaching spaces for the children attending the School now and in the future.

The Governors consider it is necessary to maintain a balance between preserving a positive balance sheet with sufficient reserves to operate for several months and maintaining the infrastructure of the School in sound order to continue to attract new pupils. In an increasingly competitive marketplace the Governors are aware of the importance of maintaining affordable fee levels.

The Governors recognise that the level of reserves fluctuates during periods of investment in the School's estate. To that end, the School has drawn upon its reserves to improve its cash flow.

Investment Policy and Objectives

Investment activities are managed in line with the requirements of the Trustee Act 2000. The Governors have engaged Hawksmoor Investment Management Limited to manage their investment portfolio. The objective of the investment is to provide income which can be used to further the objectives of the company. Investment funds held include grants from the SFIA Educational Trust Limited which are restricted for the support of chorister bursaries.

**Report of the Trustees
for the Year Ended 31 August 2021**

FINANCIAL CONTROLS

The internal financial control of the School's accounting processes are based on a framework of regular management information and administrative procedures including the separation of duties and a system of delegation and accountability. In particular it includes:

- Comprehensive budgeting and monitoring systems with an annual budget and termly financial reports (management accounts) which are reviewed and agreed by the Governors;
- Regular reviews by the Finance and General Purposes Committee of reports and key performance indicators (KPIs) and of major purchase plans or capital investments/works proposals;
- Clearly defined levels of delegated authority and the segregation of duties;
- Identification and management of risks.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Charitable constitution

The School operates under the terms of the Company's Memorandum and Articles of Association, dated 13 December 2012 and the Statement of Activities and Public Benefit sealed by the Charity Commissioners for England and Wales on 28 March 2013.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Recruitment and Appointment of Board Members

The Governing body understands the need for the Board to have members whose skills and experience are attributed to those required to running a School.

Where possible the Governors consider that the skills and experience of the Board should comprise the following:

- At least one Governor with education experience
- A Governor with a financial/accounting background
- A Governor with experience of Human Resource (HR) matters
- A Governor with senior managerial or business expertise
- At least one Governor with experience of working within the Church of England

All nominations for the Board are approved by the Board, following which such persons shall also be appointed as Trustees (Governors); appointments take effect from the date the Board confirms its approval in writing.

Board Members Appointed during the period 01 September 2020 to 31 August 2021

One board member, Charles Kislingbury, was appointed this financial year.

Directors' Induction and Training

All Governors have received information regarding their responsibilities as Trustees of the Charity.

All new Board Members receive induction training and information regarding their role as a director of a charitable company and a governor of an independent school.

During the period 01 September 2020 to 31 August 2021 all Governors have received updates regarding Safeguarding Children and KCSIE (Keeping Children Safe in Education) including subjects linked to possible cyber threats such as sexting and Preventing Radicalisation (The Prevent Duty).

Risk Management

The Governors have a duty to identify and review the risks to which the School is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. Comprehensive considerations of risk are delegated to the Head and Senior Leadership staff of the School. Risks are identified, assessed and controls established throughout the year. Risk is managed under the headings of finance, health and safety, environment, student welfare, employment and school trips and events.

Report of the Trustees
for the Year Ended 31 August 2021

- **Reputation.** The School's success is built on its reputation for the education and well-being of its pupils. This risk is managed through a combination of robust policies covering safeguarding, KCSIE and staff recruitment, and strong pastoral support for both pupils and staff. Health and safety issues are actively identified and dealt with in a timely manner.
- **Financial sustainability.** Reliance on pupil fee income and its impact on the School's ability to pay invoices as they fall due. This risk is managed by marketing activity and cash flow management systems including access to an adequate short-term credit facility. There is a risk associated with the investment of surpluses and designated funds. This risk has been mitigated by the trustees instructing Hawksmoor Investment Management Limited to advise them in connection with all the company's investment and any potential risk arising from the invested funds.
- **Boarding.** A slow decline in full and weekly boarding numbers coupled with a trend for 'flexi-boarding' has the potential to impact on the resources of the School. This has led to a review of the provision with an emphasis on improvement and diversification.
- **IT (Information Technology) and Data Security.** Failure to provide adequate systems protection to key business systems and resources. This risk is managed through a password protected IT network system for ensuring security. All reasonable security measures have been upgraded (including firewalls and email filters) to offer greater protection against external threats such as hacking and viruses. In common with other organisations the IT systems are at risk to external threats and a possible breach of data (often through the inadvertent introduction of Trojan programmes). Forms of breach are constantly being developed by criminals and cyber ransom is the latest trend in this area. Security of data depends upon a combination of physical security to protect data from being hacked as well as reliance upon good practice by the users with access to sensitive data. All staff are regularly reminded about the importance of respecting the integrity data stored on our systems, passwords are required to be changed every 90 days and there are policies in place for the length of passwords.
- **Data Protection.** The Data Protection Lead (Privacy Officer) has had extensive training and is conversant with the GDPR legislation and the requirements it places on the School. Governors and staff have received some initial training; further training is provided on an ongoing basis.
- **Curriculum.** A strong academic provision requires the most able teachers to deliver a varied curriculum which inspires the minds of pupils to learn. This risk is managed through a combination of employing a strong academic team, offering competitive salaries and allowances for additional responsibilities, leadership positions and specialist subject leaders.
- **Safeguarding.** Exeter Cathedral School recognises its moral and statutory responsibility to safeguard and promote the welfare of all pupils. We endeavour to provide a safe and welcoming environment where children are respected and valued. We are alert to the signs of abuse and neglect and follow procedures to ensure that children receive effective support, protection and justice. Child protection forms part of the school's safeguarding responsibilities.
The School supports all staff, volunteers and governors who work with children in providing them with appropriate training to carry out their individual responsibilities for child protection effectively. New staff are made aware of the School's arrangements for safeguarding and child protection and their own responsibilities with regard to safeguarding the welfare of pupils at the School.
- **COVID-19.** This has continued as a risk during the course of the year. The School's response – financial considerations (expenditure on operations and salaries, furlough, reduced fees), academic and pastoral provision, health and safety (control measures in place for a safe return to site) – have been the key mitigating factors. The School has at all times followed the guidance issued by the Department for Education (DFE), Public Health England (PHE) and its associations (IAPS, ISBA, BSA), and its insurers have been satisfied with its decisions and processes. A member of the Governing Body has been appointed as designated governor i/c C-19 response. A robust and dynamic C-19 Risk Assessment was created, approved by the Board, communicated and updated. On-site provision for Critical Worker children was provided during the 2021 lockdown, and a Remote Learning Programme 'ECS Learning 2021' was created

**Report of the Trustees
for the Year Ended 31 August 2021**

and offered to all. A Safe Return Handbook and policy document was issued for the summer term. Through the risk management processes established within the School, the Governors are satisfied that any major risks identified are adequately mitigated. The Governors recognise that systems and processes can only provide reasonable but not absolute assurance that any major risks can be adequately managed.

Organisational structure

The Governors, who are also directors of the company and charity trustees, are responsible for the overall management and control of Exeter Cathedral School and meet as a full board three times a year. All Governors give their time freely and with the exception of expenses being paid; no remuneration was paid during the year. No Governor or person connected with a Governor received any benefit from means tested bursaries or scholarships awarded to pupils. The Director of Finance & Operations of Exeter Cathedral School also holds the post of Clerk to the Governors and Company Secretary and is responsible for co-ordinating the work of the Governors and their committees. The Governors delegate authority for the day to day running of the School to the Head, supported by senior staff.

Key Management Personnel

The Headmaster undertakes the key leadership role overseeing educational, pastoral and administrative functions of the School with the support of the School's Senior Leadership Team (SLT); which consists of the Senior Deputy Head, Deputy Head Pupils (also the Designated Safeguarding Lead (DSL)), the Head of Pre-Prep, the Director of Finance & Operations (DFO), the Director of Admissions and Marketing.

Headmaster (HM)	James Featherstone
Senior Deputy Head	Andrew Bartlett
Deputy Head (Pupils) and DSL	Sarah Reddington
Head of Pre-Prep	Elizabeth Bowles
Director of Finance & Operations	Steven Webber
Admissions & Marketing Manager	Katherine Pearce

The day-to-day administration of the School is undertaken within the policies and procedures approved by the Governors. The Head oversees the recruitment of all educational staff, whilst under delegated authority the DFO oversees the recruitment of administrative and non-teaching support staff. The Head, the DFO and the D Sg L are invited to attend Governors' meetings.

Related parties

The School is a member of IAPS (the Independent Association of Preparatory Schools), the CSA (Choir Schools' Association), the BSA (Boarding Schools' Association), the AGBIS (Association of Governing Bodies of Independent Schools) and of ISBA (the Independent Schools' Bursars Association). Membership of these organisations provides many opportunities for the Head and the SLT to share expertise, knowledge and experience across the independent school sector.

Report of the Trustees
for the Year Ended 31 August 2021

COVID-19

C-19 has impacted many areas of the School's operation and decision-making during 2020-21. Reference to C-19 is therefore commonplace throughout this report. The report makes reference to C-19 within relevant sections, rather than C-19 being a standalone (and broad-ranging) section in its own right.

Nonetheless, an overview of key dates is below:

September 2020	School opens to all pupils, with multiple control measures in place (including Bubbles)
January 2021	Lent term begins School closes to all pupils (apart from vulnerable and critical worker children) Full Remote Learning package offered 'ECS Learning 2021' to all
April 2021	Trinity term begins School opens to all pupils, with multiple control measure in place Remote provision offered to isolating pupils
July 2021	Bubble Speech Days & Prize-Givings End of Term

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
08331303 (England and Wales)

Registered Charity number
1151444

Registered office

The Chantry
Palace Gate
Exeter
Devon
EX1 1HX

Website

www.exetercathedralschool.co.uk

Trustees

D J Phillips (Chairman)	Director
R R Biggs	Director
J M Sugden	Director
N R Pockett	Director
Very Revd J Greener	Director
Canon J Mustard	Director
Canon J Ellis	Director
Prof M Totterdell	Director
C E Beer	Director
N S Mitchell	Director
C Kisingbury	Director (appointed 30 October 2020)

**Report of the Trustees
for the Year Ended 31 August 2021**

Headmaster

J M Featherstone

Company Secretary

S J A M Webber

Auditors

Haines Watts Accountants (Exeter) Limited
Statutory Auditors
3 Southernhay West
Exeter
Devon
EX1 1JG

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Exeter Cathedral School for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and 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 trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

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

AUDITORS

The auditors, Haines Watts Accountants (Exeter) Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 24/3/2022 and signed on its behalf by:



.....
D J Phillips - Trustee

**Report of the Independent Auditors to the Members of
Exeter Cathedral School (Registered number: 08331303)**

Opinion

We have audited the financial statements of Exeter Cathedral School (the 'charitable company') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Statement of Financial Position, the 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors 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 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.

**Report of the Independent Auditors to the Members of
Exeter Cathedral School (Registered number: 08331303)**

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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

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

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

**Report of the Independent Auditors to the Members of
Exeter Cathedral School (Registered number: 08331303)**

Our 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 a report of the independent auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks applicable to the Company and the sector in which it operates. We determined that the following laws and regulations were most significant: The Companies Act 2006, UK GAAP, UK corporate tax law, Charity Commission regulations, GDPR, Occupational Health and Safety regulations, Safeguarding and Independent Schools Inspectorate.
- We obtained an understanding of how the Company are complying with those legal and regulatory frameworks and made enquiries to the management of known or suspected instances of fraud and non-compliance with laws and regulations. We corroborated our enquiries through our review of board minutes, other relevant meeting minutes and review of correspondence with regulatory bodies.
- We assessed the susceptibility of the Company's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the audit team included:
 - Identifying and assessing the controls management has in place to prevent and detect fraud;
 - Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
 - Challenging assumptions and judgments made by management in its significant accounting estimates and judgments, in particular depreciation, accruals and prepayments;
 - Identifying and testing journal entries, in particular journal entries posted with unusual account combinations; and;
- Assessing the extent of compliance with the relevant laws and regulations.

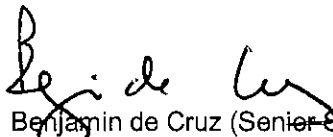
There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations are from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement 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.

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 Report of the Independent Auditors.

**Report of the Independent Auditors to the Members of
Exeter Cathedral School (Registered number: 08331303)**

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 auditors' 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.



Benjamin de Cruz (Senior Statutory Auditor)
for and on behalf of Haines Watts Accountants (Exeter) Limited
Statutory Auditors
3 Southernhay West
Exeter
Devon
EX1 1JG

Date: 9/5/2022

Exeter Cathedral School

Statement of Financial Activities
for the Year Ended 31 August 2021

			2021	2020
	Notes	Unrestricted funds £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM				
Donations and legacies	2	42,772	24,867	67,639
Charitable activities				
Gross charitable activity income	5	2,463,843	-	2,463,843
Other trading activities	3	6,488	-	6,488
Investment income	4	4,230	4,938	9,168
Total		2,517,333	29,805	2,547,138
EXPENDITURE ON				
Raising funds	6	-	-	-
Charitable activities				
Gross charitable activity costs	7	2,471,212	8,512	2,479,724
Total		2,471,212	8,512	2,479,724
Net gains/(losses) on investments		29,982	20,645	50,627
NET INCOME/(EXPENDITURE)		76,102	41,938	118,040
RECONCILIATION OF FUNDS				
Total funds brought forward		343,899	286,920	630,819
TOTAL FUNDS CARRIED FORWARD		420,001	328,858	748,859

The notes form part of these financial statements

Exeter Cathedral School (Registered number: 08331303)

Statement of Financial Position
31 August 2021

		2021	2020
	Notes	£	£
FIXED ASSETS			
Intangible assets	12	3,805	6,660
Tangible assets	13	636,145	666,858
Investments	14	<u>449,473</u>	<u>395,402</u>
		1,089,423	1,068,920
CURRENT ASSETS			
Stocks	15	5,186	3,829
Debtors	16	418,597	348,765
Cash at bank and in hand		<u>463,951</u>	<u>249,739</u>
		887,734	602,333
CREDITORS			
Amounts falling due within one year	17	<u>(1,089,897)</u>	<u>(842,067)</u>
NET CURRENT ASSETS		<u>(202,163)</u>	<u>(239,734)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		887,260	829,186
CREDITORS			
Amounts falling due after more than one year	18	(136,901)	(198,367)
PROVISIONS FOR LIABILITIES	23	(1,500)	-
NET ASSETS		<u>748,859</u>	<u>630,819</u>
FUNDS	24		
Unrestricted funds		420,001	343,899
Restricted funds		<u>328,858</u>	<u>286,920</u>
TOTAL FUNDS		<u>748,859</u>	<u>630,819</u>

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on24/3/2022..... and were signed on its behalf by:



.....
D J Phillips - Trustee

The notes form part of these financial statements

Exeter Cathedral School
Statement of Cash Flows
for the Year Ended 31 August 2021

Notes	2021 £	2020 £
Cash flows from operating activities		
Cash generated from operations 1	261,611	(2,768)
Finance costs paid	<u>(2,587)</u>	<u>(2,813)</u>
Net cash provided by/(used in) operating activities	<u>259,023</u>	<u>(5,581)</u>
Cash flows from investing activities		
Purchase of tangible fixed assets	(34,328)	(22,152)
Purchase of fixed asset investments	(21,943)	(139,006)
Sale of fixed asset investments	2,293	304,619
Investments Revaluation	-	(9,188)
Interest received	619	106
Dividends received	<u>8,548</u>	<u>10,204</u>
Net cash (used in)/provided by investing activities	<u>(44,811)</u>	<u>144,583</u>
Cash flows from financing activities		
New loans in year	<u>-</u>	<u>50,000</u>
Net cash provided by financing activities	<u>-</u>	<u>50,000</u>
Change in cash and cash equivalents in the reporting period		
	214,212	189,002
Cash and cash equivalents at the beginning of the reporting period	<u>249,739</u>	<u>60,737</u>
Cash and cash equivalents at the end of the reporting period	<u>463,951</u>	<u>249,739</u>

The notes form part of these financial statements

Exeter Cathedral School

Notes to the Statement of Cash Flows
for the Year Ended 31 August 2021

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021	2020
	£	£
Net Income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	118,040	(55,250)
Adjustments for:		
Depreciation charges	65,041	66,214
(Gain)/losses on Investments	(37,231)	3,674
Interest received	(619)	(106)
Finance costs	5,397	2,813
Dividends received	(8,548)	(10,204)
Amortisation charges	2,855	2,856
Increase in stocks	(1,357)	(544)
(Increase)/decrease in debtors	(69,832)	7,783
Increase/(decrease) in creditors	<u>187,864</u>	<u>(20,004)</u>
Net cash provided by/(used in) operations	<u>261,611</u>	<u>(2,768)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.9.20	Cash flow	At 31.8.21
	£	£	£
Net cash			
Cash at bank and in hand	<u>249,739</u>	<u>214,212</u>	<u>463,951</u>
	<u>249,739</u>	<u>214,212</u>	<u>463,951</u>
Debt			
Debts falling due within 1 year	-	(9,507)	(9,507)
Debts falling due after 1 year	<u>(50,000)</u>	<u>9,507</u>	<u>(40,493)</u>
	<u>(50,000)</u>	-	<u>(50,000)</u>
Total	<u>199,739</u>	<u>214,212</u>	<u>413,951</u>

The notes form part of these financial statements

Exeter Cathedral School

Notes to the Financial Statements for the Year Ended 31 August 2021

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

The presentation currency of the financial statements is the Pound Sterling (£).

Incoming resources

Income is recognised on a receivable basis, when the charity has entitlement to the funds, there is certainty of receipt and the amount can be measured with sufficient reliability.

Incoming resources from charitable activities

Fees received are included in the Statement of Financial Activities on a receivable basis. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Voluntary income

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured.

Activities for generating funds

Shop, lettings and sundry event income is recognised in the period it is receivable on the completion of the service.

Investment income

Income from investments is recognised on a receivable basis.

Resources expended

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Costs of generating funds comprise the costs associated with attracting voluntary income and investment management fees.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All resources expended are inclusive of irrecoverable VAT.

Governance costs

Governance costs include costs of the preparation of the statutory accounts, the costs of trustee meetings and the costs of any legal advice to trustees on governance or constitutional matters.

Intangible fixed assets

Capitalised website development costs are being amortised evenly over the website's expected useful life of 5 years.

Exeter Cathedral School

Notes to the Financial Statements – continued for the Year Ended 31 August 2021

1. ACCOUNTING POLICIES – continued

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Short leasehold	- 10% straight line and 4% straight line
Plant and machinery	- 25% straight line
Fixtures and fittings	- 25% reducing balance
Motor vehicles	- 25% reducing balance
Computer equipment	- 33% straight line

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Investment income, gains and losses are allocated to the appropriate fund.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme for some employees. Contributions are recognised in the Statement of Financial Activities in the period in which they become payable in accordance with the rules of the scheme.

Fixed Asset Investments

Fixed asset investments are stated at market value.

Gains and losses between historical cost and market value, whether realised or unrealised, are recognised in the Statement of Financial Activities in the period in which they arise.

Government Grants

During the year the company received and recognised the following government grants:

- £15,253 (2020 £88,396) Coronavirus Job Retention Scheme.
- £1,253 (2020 - £Nil) CBILS loan interest

Exeter Cathedral School

Notes to the Financial Statements – continued
for the Year Ended 31 August 2021

1. ACCOUNTING POLICIES – continued

Going concern

The financial statements have been prepared on a going concern basis. The Trustees have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment. In particular, in response to the COVID-19 pandemic, the Trustees have tested their cash flow analysis to take into account the impact on their business of possible scenarios brought on by the impact of COVID-19, alongside the measures that they can take to mitigate the impact. Based on these assessments, given the measures that could be undertaken to mitigate the current adverse conditions, and the current resources available, the Trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

Operating lease commitments

Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight line basis over the lease term.

Financial instruments

Financial instruments are classified and accounted for, according to the substance of contractual arrangement, as financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

2. DONATIONS AND LEGACIES

	Unrestricted funds £	Restricted funds £	Year ended 31.8.21 Total funds £	Year ended 31.8.20 Total funds £
Donations	26,265	24,867	51,132	33,747
Grant income	<u>16,506</u>	<u>-</u>	<u>16,506</u>	<u>-</u>
	<u>42,772</u>	<u>24,867</u>	<u>67,639</u>	<u>33,747</u>

3. OTHER TRADING ACTIVITIES

	2021 £	2020 £
Shop income	-	963
Kalendar Hall lettings	8,444	2,680
Sundry events	<u>(1,956)</u>	<u>350</u>
	<u>6,488</u>	<u>3,993</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2021

4. INVESTMENT INCOME

	2021	2020
	£	£
Income from listed investments	8,549	10,204
Deposit account interest	<u>619</u>	<u>106</u>
	<u>9,168</u>	<u>10,310</u>

5. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds	Restricted funds	Year ended 31.8.21 Total funds	Year ended 31.8.20 Total funds
	£	£	£	£
Gross fees	2,683,967	-	2,683,967	2,463,580
Discounts	(225,049)	-	(225,049)	(204,795)
Bursaries	(90,658)	-	(90,658)	(94,969)
Boarding	47,495	-	47,495	58,096
Lunches	-	-	-	81,446
Breakfast club	1,568	-	1,568	4,932
After school care	36,707	-	36,707	47,874
Registration fees	7,369	-	7,369	6,700
Income from extra activities	<u>2,445</u>	<u>-</u>	<u>2,445</u>	<u>833</u>
	<u>2,463,843</u>	<u>-</u>	<u>2,463,843</u>	<u>2,363,967</u>

6. RAISING FUNDS

Other trading activities

	2021	2020
	£	£
Opening stock	3,829	3,285
Purchases	1,357	544
Closing stock	<u>(5,186)</u>	<u>(3,829)</u>
	<u>-</u>	<u>-</u>

Exeter Cathedral School

Notes to the Financial Statements – continued
for the Year Ended 31 August 2021

7. CHARITABLE ACTIVITIES COSTS

			Year ended 31.8.21	Year ended 31.8.20
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Educational	1,752,014	-	1,752,014	1,513,653
Boarding	3,397	-	3,397	43,728
After school care	22,792	-	22,792	19,592
Domestic and catering	419,948	-	419,948	320,294
Maintenance	100,689	6,948	107,637	180,640
Administration	152,915	-	152,915	369,791
Governance costs	14,370	-	14,370	13,082
Finance costs	5,087	1,564	6,651	2,813
	<u>2,471,212</u>	<u>8,512</u>	<u>2,479,724</u>	<u>2,463,593</u>

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2021 £	2020 £
Depreciation - owned assets	65,041	66,214
Computer software amortisation	2,855	2,856
Auditors remuneration	5,482	5,322
Auditors remuneration - non-audit services	<u>8,888</u>	<u>7,500</u>

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 August 2021 nor for the year ended 31 August 2020.

Trustees' expenses

J M Sugden was paid £216 (2020 - £300) for reimbursement of memberships on behalf of the company.

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2021

10. STAFF COSTS

	2021 £	2020 £
Wages and salaries	1,400,832	1,394,508
Social security costs	126,772	124,390
Other pension costs	163,435	210,247
	<u>1,691,039</u>	<u>1,729,145</u>

The average monthly number of employees during the year was as follows:

	2021	2020
All departments	<u>60</u>	<u>61</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2021	2020
£60,001 - £70,000	<u>1</u>	<u>1</u>

Total employee benefits received by key management personnel during the year was £390,733 (2020: £483,492)

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	33,747	-	33,747
Charitable activities			
Gross charitable activity income	2,363,967	-	2,363,967
Other trading activities	3,993	-	3,993
Investment income	<u>10,310</u>	<u>-</u>	<u>10,310</u>
Total	2,412,017	-	2,412,017
EXPENDITURE ON			
Raising funds	-	-	-
Charitable activities			
Gross charitable activity costs	2,453,067	10,526	2,463,593

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2021

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued	Unrestricted funds £	Restricted fund £	Total funds £
Total	2,453,067	10,526	2,463,593
Net gains/(losses) on investments	<u>205</u>	<u>(3,879)</u>	<u>(3,674)</u>
NET INCOME/(EXPENDITURE)	(40,845)	(14,405)	(55,250)
RECONCILIATION OF FUNDS			
Total funds brought forward	384,744	301,325	686,069
TOTAL FUNDS CARRIED FORWARD	<u>343,899</u>	<u>286,920</u>	<u>630,819</u>
12. INTANGIBLE FIXED ASSETS			Computer software £
COST			
At 1 September 2020 and 31 August 2021			<u>14,274</u>
AMORTISATION			
At 1 September 2020			7,614
Charge for year			<u>2,855</u>
At 31 August 2021			<u>10,469</u>
NET BOOK VALUE			
At 31 August 2021			<u>3,805</u>
At 31 August 2020			<u>6,660</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2021

13. TANGIBLE FIXED ASSETS

	Short leasehold £	Plant and machinery £	Fixtures and fittings £
COST			
At 1 September 2020	742,320	33,103	173,835
Additions	-	15,168	1,254
At 31 August 2021	<u>742,320</u>	<u>48,271</u>	<u>175,089</u>
DEPRECIATION			
At 1 September 2020	164,060	13,619	112,761
Charge for year	<u>32,278</u>	<u>10,604</u>	<u>15,586</u>
At 31 August 2021	<u>196,338</u>	<u>24,223</u>	<u>128,347</u>
NET BOOK VALUE			
At 31 August 2021	<u>545,982</u>	<u>24,048</u>	<u>46,742</u>
At 31 August 2020	<u>578,260</u>	<u>19,484</u>	<u>61,074</u>
	Motor vehicles £	Computer equipment £	Totals £
COST			
At 1 September 2020	16,471	78,484	1,044,213
Additions	<u>11,712</u>	<u>6,194</u>	<u>34,328</u>
At 31 August 2021	<u>28,183</u>	<u>84,678</u>	<u>1,078,541</u>
DEPRECIATION			
At 1 September 2020	13,461	73,454	377,355
Charge for year	<u>753</u>	<u>5,820</u>	<u>65,041</u>
At 31 August 2021	<u>14,214</u>	<u>79,274</u>	<u>442,396</u>
NET BOOK VALUE			
At 31 August 2021	<u>13,969</u>	<u>5,404</u>	<u>636,145</u>
At 31 August 2020	<u>3,010</u>	<u>5,030</u>	<u>666,858</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2021

14. FIXED ASSET INVESTMENTS

	Listed investments £
MARKET VALUE	
At 1 September 2020	395,402
Additions	21,944
Disposals	(8,515)
Revaluations	<u>40,642</u>
At 31 August 2021	<u>449,473</u>
NET BOOK VALUE	
At 31 August 2021	<u>449,473</u>
At 31 August 2020	<u>395,402</u>

There were no fixed asset investments outside of the UK.

Cost or valuation at 31 August 2021 is represented by:

	Listed investments £
Valuation in 2021	<u>449,473</u>

The revaluation disclosed in the notes of these financial statements does not agree to the realised gain on fixed asset investments shown on the face of the SoFA because of the nature of the items that form the overall change in value. A reconciliation of these figures is as follows:

Realised gains/(losses) on fixed asset investments per SoFA	50,626
Capital introduced	-
Income from listed investments	8,548
Investment management fees	(2,811)
Cash cost of additions	-
Cash proceeds of disposals	-
(Profit)/Loss on disposals	-
Change in investment value arising from cash drawings	<u>(15,722)</u>
Actual change in value of fixed asset investments	<u>40,642</u>

15. STOCKS

	2021 £	2020 £
Stocks	<u>5,186</u>	<u>3,829</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2021

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade debtors	343,765	279,626
Other debtors	6,282	33,955
Prepayments	<u>68,550</u>	<u>35,184</u>
	<u>418,597</u>	<u>348,765</u>

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Bank loans and overdrafts (see note 19)	9,507	-
Trade creditors	67,887	37,586
Social security and other taxes	33,678	32,985
Other creditors	28,458	4,425
Deferred income	927,880	747,461
Accrued expenses	<u>22,487</u>	<u>19,610</u>
	<u>1,089,897</u>	<u>842,067</u>

Deferred income relates to fees and donations received before the service is performed or expenditure incurred. Amounts within one year £927,880 (2020 - £765,398) and amounts over one year £96,408 (2020 - £55,935).

18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2021	2020
	£	£
Bank loans (see note 19)	40,493	50,000
Other creditors	62,502	70,445
Accruals and deferred income	<u>33,906</u>	<u>77,922</u>
	<u>136,901</u>	<u>198,367</u>

19. LOANS

An analysis of the maturity of loans is given below:

	2021	2020
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>9,507</u>	<u>-</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>9,747</u>	<u>9,398</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	<u>30,746</u>	<u>28,194</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2021

19. LOANS - continued

	2021 £	2020 £
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	-	12,408

20. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2021 £	2020 £
Within one year	61,650	75,342
Between one and five years	233,229	257,067
In more than five years	741,425	741,425
	<u>1,036,304</u>	<u>1,073,834</u>

Property commitments amounts to £969,585 of the above total.

21. SECURED DEBTS

The following secured debts are included within creditors:

	2021 £	2020 £
Bank loans	<u>50,000</u>	<u>50,000</u>

The bank loan is secured by a charge over the investments of the charity.

22. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted fund £	2021 Total funds £	2020 Total funds £
Fixed assets	587,607	52,343	639,950	673,518
Investments	217,207	232,266	449,473	395,402
Current assets	840,985	46,749	887,734	602,333
Current liabilities	(1,087,397)	(2,500)	(1,089,897)	(842,067)
Long term liabilities	(136,901)	-	(136,901)	(198,367)
Provisions	(1,500)	-	(1,500)	-
	<u>420,001</u>	<u>328,858</u>	<u>748,859</u>	<u>630,819</u>

23. PROVISIONS FOR LIABILITIES

	2021 £	2020 £
Provisions	<u>1,500</u>	<u>-</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2021

24. MOVEMENT IN FUNDS

	At 1.9.20 £	Net movement in funds £	Transfers between funds £	At 31.8.21 £
Unrestricted funds				
General fund	343,899	76,102	-	420,001
Restricted funds				
Restricted other income	286,920	41,938	-	328,858
TOTAL FUNDS	<u>630,819</u>	<u>118,040</u>	<u>-</u>	<u>748,859</u>

Net movement in funds included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movements in funds £
Unrestricted funds				
General fund	2,517,333	(2,471,212)	29,982	76,102
Restricted funds				
Minibus donations fund	(2,040)	-	-	(2,040)
Library donations fund	-	-	-	-
Kalendar Hall donations fund	-	(3,245)	-	(3,245)
Hall House playground fund	-	(3,075)	-	(3,075)
Thomas Franks Kitchen fund	26,907	(628)	-	26,279
Hockey fund	-	-	-	-
S.F.I.A Educational Trust fund	4,938	(1,564)	20,645	24,019
Total Restricted funds	<u>29,805</u>	<u>(8,512)</u>	<u>20,645</u>	<u>41,938</u>
TOTAL FUNDS	<u>2,547,138</u>	<u>(2,479,724)</u>	<u>50,627</u>	<u>118,040</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2021

Comparative:

	At 1.9.19 £	Net movement in funds £	Transfers between funds £	At 31.8.20 £
Unrestricted funds				
General fund	384,744	(40,845)	-	343,899
Restricted funds				
Restricted other income	301,325	(14,405)	-	286,920
TOTAL FUNDS	<u>686,069</u>	<u>(55,250)</u>	<u>-</u>	<u>630,819</u>

Net movement in funds included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movements in funds £
Unrestricted funds				
General fund	2,412,017	(2,453,067)	205	(40,845)
Restricted funds				
RR legacy fund	-	(3,124)	-	(3,124)
Minibus donations fund	-	-	-	-
Library donations fund	-	-	-	-
Kalendar Hall donations fund	-	(4,327)	-	(4,327)
Hall House playground fund	-	(3,075)	-	(3,075)
Investment gain/(loss)	-	-	(3,879)	(3,879)
S.F.I.A Educational Trust fund	-	-	-	-
Total Restricted funds		<u>(10,526)</u>	<u>(3,879)</u>	<u>(14,405)</u>
TOTAL FUNDS	<u>2,412,017</u>	<u>(2,463,593)</u>	<u>(3,674)</u>	<u>(55,250)</u>

Restricted funds;

The RR legacy is a fund created by a contribution from Ronald Robertson who wished to make a donation to provide annual tuition for one chorister.

The Minibus donations fund accounts for money received by the school from Friends of Exeter Cathedral School for maintenance and hire of the school minibuses. Expenditure incurred in the year for the minibuses is set against these contributions.

The Library donations fund accounts for money received by the school from those who wish to make a donation toward improvements to the school's libraries.

The Hall House playground donations fund accounts for money received by the school from Exeter Cathedral School Armstrong Trust for the installation of a new playground at Hall House.

The Kalendar Hall donations fund accounts for money received for the improvement of Kalendar Hall.

Exeter Cathedral School

**Notes to the Financial Statements - continued
for the Year Ended 31 August 2021**

MOVEMENT IN FUNDS (continued)

The Thomas Franks Kitchen fund accounts for items donated by the caterers for use within catering.

The Hockey fund represents a one off donation for the purposes of purchasing hockey equipment for the school.

The S.F.I.A Educational Trust fund accounts for money received by the school to provide bursaries for choristers.

25. RELATED PARTY DISCLOSURES

There are no related party transactions in the year.

26. MEMBERS' LIABILITY

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

EXETER CATHEDRAL SCHOOL

England & Wales - Charity number 1151444

Accounts

REGISTERED COMPANY NUMBER: 08331303 (England and Wales)
REGISTERED CHARITY NUMBER: 1151444

**Report of the Trustees and
Financial Statements for the Year Ended 31 August 2020
for
Exeter Cathedral School**

Haines Watts Exeter LLP, Statutory Auditors
3 Southernhay West
Exeter
Devon
EX1 1JG

Exeter Cathedral School
Contents of the Financial Statements
for the Year Ended 31 August 2020

	Page
Report of the Trustees	1 to 23
Report of the Independent Auditors	24 to 26
Statement of Financial Activities	27
Statement of Financial Position	28
Statement of Cash Flows	29
Notes to the Statement of Cash Flows	30
Notes to the Financial Statements	31 to 42

**Report of the Trustees
for the Year Ended 31 August 2020**

The Trustees (Governors) who are also directors of the charitable company for the purposes of the Companies Act 2006, present their annual report and audited accounts, with the financial statements, for the year ended 31 August 2020.

OBJECTIVES AND ACTIVITIES

The charitable objects of the company are to promote and provide residential and non-residential schools for the advancement of education and the advancement of religion in accordance with the practices of the Church of England for the benefit of the public and of the choristers of Exeter Cathedral by providing facilities for their education.

The School provides choristers for Exeter Cathedral and their role features in the public life of the city of Exeter; the Cathedral is the main place of celebration/commemoration/gathering for the City. The choristers play a part in an important public service in the building of the community in the city and making the heritage of which the Cathedral is steward available to more people. The choristers are both the fundamental reason for the School and their most unique feature.

The School's Vision and the Statement of Aims

The Headmaster and the Board have published a revised Vision and a revised Statement of Aims for the School to help shape the future direction and strategic development of the School. These are reproduced below:

Vision

To be the School of choice for families in the Exeter area who want a first-class all-round education for their children aged 3 to 13.

To be recognised locally and nationally as a beacon of musical excellence.

Exeter Cathedral School is an ancient foundation with traditional values and a modern approach. The School seeks to:

- Be a happy and purposeful community where people matter.
- Promote the central importance of the development of character.
- Be a place where children can be children, where learning - in all its forms - is taken seriously, and where each and every child is known and valued as an individual.
- Offer a first-rate all-round educational experience where the focus is on developing the whole child. Our job is to work with families to help our pupils acquire the right habits for life.
- Foster a supportive, purposeful, stimulating and gently Christian environment, in which the following provision to pupils is recognised as being paramount and held in high regard:
 - Academic rigour
 - Exceptional pastoral care and pupil well-being
 - Bright and modern facilities
 - A broad and exciting range of extra-curricular activities
 - A high-calibre sporting and well-being education
 - A world-class musical education
 - An unparalleled musical heritage and history
 - A sense of spirituality, timelessness, and wonder, borne out of our ancient foundations as a 12th century choir school

**Report of the Trustees
for the Year Ended 31 August 2020**

OBJECTIVES AND ACTIVITIES

Objects

Our Values, Habits and Skills

The endorsing and upholding of core values; the modelling and promoting of the right habits; and the acquiring and practising of key skills: this is at the heart of our curriculum (both implicit and explicit), our interactions, our decision-making and our expectations.

The following Habits are explicitly promoted and modelled to, and expected of, our pupils and staff:

Pre-Prep Golden Rules

We are kind and helpful
We are gentle
We listen
We look after property
We are honest
We work hard

Prep School Habits

The habit of hard work
The habit of honouring your commitments
The habit of having a go and keeping going
The habit of taking part
The habit of listening
The habit of being honest, modest and kind
The habit of looking after other people
The habit of looking after your surroundings
The habit of looking after yourself

Objectives

The objectives of Exeter Cathedral School are set to reflect its aims and ethos. It is important that the School maintains and enhances its academic success within the security of a nurturing environment.

The main objectives and activities for the School and its pupils are set within the wider context of the community, having consideration to the Charity Commission's public benefit guidance.

The main objectives for the year included:

- to continue to meet our statement of aims
- to continue to enhance our academic standards
- to improve the IT provision within the School for learning and teaching
- to continue to develop the excellent pastoral care we provide for our pupils and staff
- to continue to enhance the physical structure of our School buildings to provide excellent facilities in which our pupils can learn
- to enhance and improve our boarding facilities and wrap-around care options
- to provide continuing support of pupils already in receipt of fee assistance
- to make available financial assistance to enable pupils from local community schools to experience the education offered at the School
- to continue with and develop further our involvement in the Outreach Programme for music in Devon which is run as a collaboration between Exeter Cathedral and the Devon County Council Music Service
- to continue to contribute to the life of the local community through our links with the Cathedral and local businesses
- to develop and strengthen links with local schools; providing opportunities to share facilities and expertise
- to continue to support local, national and world charities through our fundraising efforts
- to continue to refine structures and roles so as to enable the School to develop its operations as a high performing organisation

And, in light of COVID-19

- to develop a first-rate remote learning platform to enable the School's academic, pastoral and choral offer to be available to all pupils and families during the time of the School's enforced 'closure'
- " to assist where possible those families most affected financially by the COVID-19 pandemic

**Report of the Trustees
for the Year Ended 31 August 2020**

OBJECTIVES AND ACTIVITIES

Achievement and Performance

1. Charitable Activities

The School introduced in 2018-19 a funded places scheme, through the Devon Award. The Award is available to two Year 7 joiners from any Devon LEA state primary school. In 19-20 the School received one application and, following assessment of potential contribution to the life of the School (through the Entry Awards process) and assessment of means (bursary application process), the School awarded the applicant with 100% fee remission on tuition and boarding fees.

The School continues to be pleased to support the Cathedral's outreach work through free use of its premises for the rehearsals of the Devon County Junior Choir and through provision of choristers to visit Devon primary schools to provide singing opportunities.

Fees and Bursary Provision

The School has been mindful of the impact of COVID-19 on ECS families. The School was pleased to offer remote provision during the Trinity Term, and offered parents/guardians an exceptional and appropriate reduction on tuition fees for the term.

In addition, the School set up a hardship fund to support those families most in need as a result of the COVID-19 pandemic; all funds raised were distributed by July 2020.

2. Plant

Site Development/Refurbishment

The School's programme of refurbishment and site improvement continues. The following have been projects for 2019-20:

- refurbishment of 2 senior classrooms (Evans and Chapman buildings)
- refurbishment of individual practice rooms in the Music Department
- rerouting the main pupil access point to the Chantry
- ensuring the School is appropriately equipped to meet the control measures for its safe re-opening, including
- installation of additional plumbed sinks
- instillation of hand-sanitiser stations throughout the site
- provision of socially distant arrangements in classrooms
- configuration of one-way routes (including an amendment to a fire route in the Pre-Prep)
- markings of 2m spaces in and outside the buildings

3. Staffing

Appointments

The School's strategy to improve the quality of pupils' achievements and the quality of pupils' personal development, along with the operational capacity and efficiency of the School, has been further assisted by the appointment of some high-calibre teaching and non-teaching staff.

Appointments made for 2019-20 include:

Acting Director of Music, Director of Finance & Operations (DFO), Chorister Tutor, GAP tutors, Financial Controller, Finance Assistant, Admissions Manager, Boarding House Matron, Nursery Teacher.

In addition, following an open tender competition, the School awarded its catering contract to Thomas Franks Ltd with effect from 1 April 2020.

**Report of the Trustees
for the Year Ended 31 August 2020**

OBJECTIVES AND ACTIVITIES

Staff Training and CPD

The School's AEP - Achieving Excellence Programme - forms the basis of staff CPD and is designed to empower staff to take control of their own professional development whilst facilitating input and direction from the School. AEP is a year-long (Jan to Jan) programme which allows teaching staff and line managers to identify training needs, complete a professional development review, and set targets (one relating to professional standards - set by the School, one relating to learning and teaching, and one to any chosen area - both set by the member of staff). Observations (of peers and by line managers) are included, and training and visits are researched and encouraged. A performance review meeting is held, and a performance review statement agreed between the line manager and the member of staff. The Induction and Training Policy has been refreshed.

The 2019-20 AEP process was hindered by the C-19 pandemic. All staff developed significantly their ICT skills as a result of the need to operate remotely: this is now a strength of the School's staff and of its pupils, and has enabled the School to respond to the one area for suggested focus from the May 2019 ISI inspection.

New Staff Induction

New Staff Induction Day takes place just before the September whole staff inset. The day welcomes all new colleagues (teaching and non-teaching) and involved a day of training led by the Senior Deputy Head, the Deputy Head (Pupils) the DFO and the Head. Areas covered include safeguarding, behaviour management, systems and procedures, tour of the school, email/ICT log-ins, fire procedures, vision and values.

4. Pastoral Care and Wellbeing

'The quality of pupils' personal development is excellent' ISI, May 2019.

Well-being has been a focus again this academic year, with a number of initiatives rolled out to benefit staff and pupils.

Staff

Optional staff well-being social events continued to run during the Michaelmas and Lent terms (Staff Tapas immediately following New Staff Induction Day, Christmas end-of-term lunch, end-of-term drinks and speeches, Friday drinks).

Staff well-being and workload continues to be a standing item at weekly SLT meetings and at the Pastoral Board.

During the Trinity term lockdown, staff worked from home (with some colleagues on-site to support key worker children). Staff wellbeing remained a priority, and weekly staff meetings were introduced (each Thursday) to maintain a strong sense of community, and weekly briefing (each Monday) enabled key messages and plans to be communicated. Staff meetings included fun and social agenda items, including 'through the key-hole' and a staff photo challenge. Staff were invited to contribute to a 'lip dub battle' with the leaving Year 8 pupils.

The School kept in contact with furloughed colleagues to ensure a sense of team and belonging during their period of furlough.

Pupils

Pupil well-being continues to be a focus for the School, overseen by the Deputy Head Pupils and facilitated through the Heads of Section and the form tutor system. Alongside form time, assemblies and PSHE lessons in the Pre-Prep and Lower Years, the Upper Years well-being programme has continued into its second year:

- Emotional Well-being (delivered by form tutors each week, focusing on mental health, resilience, empathy, growth mindset, communities, diversity, relationships, etc.)

**Report of the Trustees
for the Year Ended 31 August 2020**

OBJECTIVES AND ACTIVITIES

- Digital Well-being (embedded into the IT curriculum, focusing on staying safe online, making good and informed decisions when using the internet, the basics of coding);
- Health and Well-being (delivered by our PE department, focusing on physical fitness, sports nutrition, sports leadership).

Pastoral Structure

Sections within the School - Nursery, Pre-Prep, Lower Years, Upper Years - assist the School in ensuring the delivery of first-rate and age-specific pastoral care (and support for pupils, parents/guardians and staff). Heads of Section ensure effective line management of the School's form teachers/tutors, age-appropriate and tailor-made pastoral care, and are an additional port of call for parents and families.

Pastoral Contact Time

The School has continued with the form time and Well-being programme introduced in 2017-18: this model is proving successful and has resulted in pastoral contact time being doubled.

Choristers

Choristers see the Chorister Tutor each day and join their form for Form Time each week.

The Chorister Tutor (introduced in September 2016) continues to ensure a close eye on the welfare, pastoral care, communication, workload and logistics pertaining to Choristers.

Weekly meetings continue to take place between the Department of Liturgy and Music and the School. These are attended by the Cathedral's Director of Music, Assistant Director of Music, Precentor, Deputy Head (Pupils) and Chorister Tutor. Safeguarding, welfare/well-being, logistics and communication are discussed each week.

Re-opening and Recharge Days

The School followed the DfE guidance regarding the phased reopening of schools from 1st June. Some Pre-Prep classes and Year 6 returned to School from 1st June, and Year 8 returned for the final few weeks of term in line with renewed guidance.

The School was mindful of the need to prioritise the well-being and positive mental health of all of its pupils, so ran a series of Recharge Days, giving all year-groups a two-day burst on site to meet up (with appropriate social distancing) with their classmates and teachers. This was warmly received by families.

5. Academic Life

'The quality of pupils' academic and other achievements is excellent' ISI, May 2019

The School has enjoyed another year of notable academic success.

Public exams

All Year 8 pupils sat their Common Entrance papers at home, with guidance and support (and remote invigilation) from the School.

13+ Public Exam results in 2020 equalled the best results on record.

51% of all papers were graded A*-A

79% of all papers were graded A*-B

95% of all papers were graded A*-C

100% of papers were graded A*-D

For the fourth year running, 100% of pupils were successful in achieving the Common Entrance grades required by their chosen senior school.

**Report of the Trustees
for the Year Ended 31 August 2020**

OBJECTIVES AND ACTIVITIES

Scholarship Results

The School enjoyed its best ever scholarship results (for 13+ entry to senior schools) for the fourth year running. 84% of all leavers secured a scholarship/exhibition/award to senior school (44% in 2016, 65% in 2017, 73% in 2018, 81% in 2019).

Scholarships/exhibitions/awards were offered in Music/Choral (9), Academic (8), Sport (3), Drama (5), Art (5), Foundation/Head's/All-Rounder (3).

Destination schools

The School has continued its promotion of a range of senior schools and has continued to focus on finding the right school for each child. 92% of 13+ leavers transitioned to an independent school; 8% to a state-maintained school (1 pupil moving overseas). The School was unable to hold its Senior Schools Evening event for Year 6 and 7 parents/pupils in the Trinity Term.

Nonetheless, the work of the Upper Years team and SLT ensured a broad and appropriate range of schools for our leavers including: Blundell's, Clifton College, Exeter School, George Washington Middle School USA, Marlborough College, Maynard School, Sherborne School, St Peter's School, Stover School, Wellington School.

Academic Data

The School continues to make use of GL Assessment, including CAT4 testing and PiE and PiM. CAT4 scores continue to be obtained through assessments in Years 2, 5 and 7, and yearly PiM and PiE data is collected across the School. The assessment process for these cohorts in 2019-20 was interrupted by the closure of schools towards the end of the Lent term and will be replaced with assessments in 2020-21.

Data is used to continue to improve the School's tracking of pupil performance, its understanding of pupil ability, its monitoring of staff performance, and to assist with its commitment to an individualised approach to learning. The data is also useful for senior school choices and reference writing.

Senior Enrichment Programme

The Senior Enrichment Programme continues to provide our oldest pupils with dedicated time to undertake enriching non-curricula courses delivered by subject specialists. Pupils in Year 7 and 8 choose to follow either the Creative Arts strand (Music, Drama, Art) or the Sport and Fitness strand (Sport and Performance, Sports Psychology, Personal Fitness, Swimming) and receive expert tuition in small groups each week during dedicated curriculum time. The impact on the creative and sporting life of the School - as well as on the levels of scholarship success (see above) - is marked.

Curriculum Twenty20

The School launched Curriculum Twenty20 in September 2019. Having had it confirmed by ISI that the quality of the pupils' academic achievement is 'excellent' (the highest possible grading), the School wished to explore further the intentionality behind its curriculum offer: the subjects offered, the learning journey from 3 to 13, the mode of final assessment (currently Common Entrance). The intention was to launch any changes in September 2020.

Parents, staff and senior schools were invited to take part in a survey to assist the School in reviewing its curriculum offer. The Senior Deputy Head began researching alternative models of public exams at other schools. The Academic Subcommittee received updates from the School and fed into the process.

**Report of the Trustees
for the Year Ended 31 August 2020**

OBJECTIVES AND ACTIVITIES

The COVID-19 pandemic and the need to provide a remote learning platform caused this root-and-branch review to be put on hold, and the project continues into 2020-21. Nonetheless, some phase-1 changes were identified and agreed by the Governing Body for implementation in September 2021:

- i. introduce a second Modern Foreign Language (Spanish) into the curriculum from Year 7;
- ii. bring swimming (hitherto a standalone curriculum item) under the umbrella of the PE curriculum and remodel the provision.

This second outcome of the Curriculum T20 review, combined with the financial imperative brought about by the C-19 pandemic, resulted in the decision to suspend swimming from the timetable for the forthcoming academic year, with any future re-instating of it coming under the umbrella of the PE curriculum in a new model.

Remote Provisions ECS:Learning@Home

The Prime Minister announced on 20 March 2020 that all schools were to close their sites (other than to vulnerable and key worker children) on 23 March. The School set to work building a Virtual Learning Environment to enable pupils to continue to receive first-rate academic and pastoral provision. On the first day of the Trinity term it launched ECS:Learning@Home.

ECS:Learning@Home is a bespoke remote learning programme offered through Microsoft Teams. It allows live lessons to be delivered to classes, with pupils joining their classmates from home and interacting live with their teacher. In addition, and where it was considered more appropriate, it enabled pre-recorded lessons to be accessed by pupils. It also enabled work to be set, completed, submitted and marked.

The School streamlined the timetable across all sections of the School so as to make ECS:Learning@Home practicable and manageable for working families. It also introduced Creativity Hub to ensure that the School's proud history of the creative and performing arts was able to continue during lockdown. Daily Form Times with pastoral tutors ensured a sense of belonging and the continuity of pastoral oversight, and assemblies led by senior staff enabled the celebrating of success (house points, Head's Commendations) to continue and for key issues (current affairs, SMHC matters) to be embedded in the school experience for pupils. Physical Well-being sessions led by the School's sports department replaced PE and Games, and priority was given to keeping children physically and mentally well, engaged and proactive during this first-ever lockdown. Weekly parent training seminars were offered, and feedback loops were encouraged.

The School identified 8 core principles to underpin its remote provision. The ECS:Learning@Home curriculum and programme was designed so as to be:

- **Meaningful:** a bespoke ECS curriculum which is full of purpose, clarity and direction.
- **Manageable:** our provision is streamlined across the year groups and throughout the day, allowing families uncomplicated access to the full curriculum.
- **Balanced:** time away from screens; time to explore; time to create.
- **Flexible:** the whole curriculum is offered - access all areas or dip in and out: you are the expert on your child.
- **Rigorous:** a full curriculum delivered by experienced ECS staff; our excellent standards of academic achievement and personalised progress remain at the core of our provision.
- **Interactive:** face-to-face engagement with teachers; instant messaging; high-quality feedback.
- **Enriching:** a broad, purposeful and stimulating provision offering development beyond the virtual classroom.
- **Creative:** Music, Art, Design, story-telling and imagination remain integral parts of our curriculum.

**Report of the Trustees
for the Year Ended 31 August 2020**

OBJECTIVES AND ACTIVITIES

In addition, the School introduced a bespoke remote programme for its choristers so as to safeguard their musical, pastoral, intellectual and spiritual development during a time when churches, chapels and cathedrals had to shut their doors. Using Microsoft Teams, and delivered through the School's Chorister Tutor, ECS:Choristers@Home supported choristers through their lockdown journey, with the focus being on the five core strands of choristership as identified by the School:

- Singing: maintaining and continuing the joys and rigours of high-level music-making.
- Theory: supporting musical development.
- Musical Appreciation: developing a broader knowledge of styles, genres and performances.
- Camaraderie and Welfare: bringing choristers together; encouraging interaction, socialising and fun.
- Performance Opportunities: celebrating choristers and shining a spotlight on their music-making.

In addition, regular rehearsals took place under the guidance of musician parents, and the ECS Choristers contributed to the Cathedral's broadcast services (social media).

The creation - from concept to delivery - of the School's first-ever Virtual Learning Environment was a significant project for the School and one which required considerable endeavour from all members of the ECS community. The School was pleased that its provision attracted - anecdotally - the attention of other leading schools and - actually - the attention of the Microsoft Advocacy Team.

The result proved to be a central and defining moment in the School's history, with the embracing of 21st-century technology allowing the School to continue its 900-year-old traditions.

Parents/guardians of the School were warm and generous in their feedback of ECS:Learning@Home and ECS:Choristers@Home

- World class remote learning - Just wanted to say what an incredible job you have done setting up such a good remote learning experience for the kids.
- Well done. You are all amazing and we really appreciate all your efforts to maintaining home schooling and schooling for key workers' children.
- Thank you. Keep up the amazing work and well done. You all rock.
- You all rock and are doing an amazing job under such difficult times
- Thank you so much for your help at this busy time.
- Thanks so much - works perfectly!
- We just successfully logged on to a lesson and saw classmates. Actually made me a little emotional.
- So incredible you have all managed to set this up in such a short space of time.
- Thank you, the wonder team, of ECS!
- We just read the manual, all looks wonderful.
- I'm really impressed with the new remote learning facility you are providing.
- I think everything the school is doing is so impressive and we do appreciate it.
- I can only imagine how much effort has gone into getting this off the ground so it's a big thank you from us
- It all seemed quite slick and smooth today - don't make it too good some parents won't ever want to send their children back! thank you for your Herculean efforts re: the new platform. It must have been an incredible job to get it set up. The timetable and breaks work really well for us thanks.
- Thanks for this tour of the system, and also for all the work that has gone into this over the holidays. It is really impressive how quickly you have all got this up and running in challenging circumstances.
- Thank you everyone - so impressed by and grateful for all of your hard work.
- Thank you and well done ECS teachers!
- You all deserve clapping hands too!! Thank you.

**Report of the Trustees
for the Year Ended 31 August 2020**

OBJECTIVES AND ACTIVITIES

Extra-curricular and Enrichment

The School recognises the central importance of the learning opportunities provided by extra-curricular activities and offers a broad and exciting range of clubs and out-of-classroom opportunities to all of our pupils.

Music and The Arts play an important part, as does our extensive Sports programme, and we offer a wide choice of clubs each term. It matters to us that pupils have the chance to explore new territories and develop new skills, and that their talents and interests can be nurtured and developed by specialist staff.

Our extra-curricula programme - as well as trips - was curtailed as a result of the C-19 pandemic during the Trinity term. Nonetheless, the Michaelmas and Lent terms offered a great deal to pupils:

Clubs available to pupils in 19-20 have included:

Squash, Drama, Hockey, Chess, Art, Craft, Coding, Paper Plate Club, Twitchers, Imagination Station, Judo, Bell Ringing, Football, Poetry/Drama, Construction, Swimming, Gardening, Time Travellers, Recorders, Library Club, Maths Club, Flag Club.

Trips offered to pupils in 19-20 (exclusive of sports fixtures, tournaments, Chorister visits and Boarders' trips) have included:

Year 2 Trip to Escot, Year 1 Visit to Cricklepit Mill, Year 6 and 7 Cracking the Code, Year 8 Latin Trip, Year 3 Trip to Tiverton Museum, Year 6 Trip to the Sewage Works, Reception Visit to Touch of the Wild, French Trip to Paris, Nursery Visit to Pennywell Farm, Reception trip to Dinosaur World, Year 7 Trip to Parliament, Badminton Science Day, Year 2 Trip to the Golden Hind, Year 1 Trip to Tiverton Castle, Nursery Trip to Paignton Zoo, Year 4 Trip to The Eden Project, Year 3 Trip to the RAMM,, Year 5 Science Day at Dartmoor Zoo.

Leavers' Programme

The traditional Leavers' Programme following Year 8 public exams was remodelled in light of the C-19 restrictions. A series of themed weeks was offered via ECS:Learning@Home, with pupils taking part in a range of enriching and creative activities and challenges, including a remote version of the Leavers' Showcase.

Week 1: Business & Enterprise Week

Week 2: Community & Service Week

Week 3: Performance Week

Week 4: Transition Week

Week 5: Valedictory Week

For weeks 4 and 5 our leavers were invited back on site in line with updated DfE guidance.

In addition, the School introduced ECS Live Lectures.

ECS Live Lecture Series

As part of the Remote Leavers' Programme offered to Year 8 pupils after their public exams, the School launched the ECS Live Lecture Series - visiting speakers offering inspiration, motivation and insight. The speakers joined the series via the School's VLE: ECS:Learning@Home. The line-up was as follows:

10 June	Ed O'Connor	The Battle of the Teutoberg Forest
12 June	Richard Biggs	Some Infinities are Bigger than Others
16 June/19 June	Andrew Hawkins	Polling and Politics: Community Voice
18 June	The Right Hon Simon Hart MP	My Journey to Politics

**Report of the Trustees
for the Year Ended 31 August 2020**

OBJECTIVES AND ACTIVITIES

19 June	Chris Ingram	The Moon Landings: How Did We Do It? The Science and Engineering Behind Man's Greatest Achievement
22 June	Stephen Withnell	Travelling the Globe with Economics
23 June	Clare Cameron	The Ministry of Defence
24 June	Madeleine Shaw	Opera in the Spotlight
25 June	Christina Macfarlane	Life as an Anchor for CNN
26 June	Chris Bruerton	The King's Singers: Finding Harmony
29 June	Chris Godfrey	A Day in the Life of a Barrister
1 July	Mide Naike	From Pizza to Beatbox
2 July	Lizzie Featherstone	Engineering the Future
3 July	Sophia Pickles	The Best James Bonds are women - I'm speaking from experience

Recruitment and Retention

In September 2020 the School enjoyed - for the second consecutive year - an increase in pupil roll from the same time the previous year. Prior to September 2019, the most recent like-for-like increase in pupil roll was in 2014. The School now has its largest ever Year 3 cohort - for the second consecutive year.

11+ Entry Awards

The School continues to offer an Awards scheme for pupils joining the School into Year 7. Awards (which take the form of fee remission) are offered for those able to make a significant contribution to the School in the following areas: Music, Academic, Visual/Performing Arts, Sport.

3 applications (music, sport, art) were received. 2 Awards were offered (sport, art). Both were accepted.

The School has also continued to offer the Devon Award: a fully funded (tuition, lunch, compulsory trips) place at the School throughout Years 7 and 8 for (up to 2) children joining the School into Year 7 from a Devon LEA state primary school, and who are able to contribute significantly in the above categories. These awards are means-tested. One application was received, and an Award made.

Specialist Senior Awards

Alongside the external awards offered above, the School continues to offer an Awards scheme for existing Year 6 pupils moving to Year 7. Awards (fee remission) are offered for the same criteria as the 11+ Entry Awards. 11 Awards were offered for September 2020.

Choristerships

7 choristerships were offered for September 2020: 4 boys and 3 girls.

6. Sport and Well-being

The School has continued to lead a drive on physical well-being and is proud to offer what it considers to be unrivalled sport and well-being provision across the age range.

Ethos

The Director of Sport is Mrs Emma Ross (a former Hockey International), and our sporting philosophy is 'sport for all': the focus is on participation, development and enjoyment whilst still catering for our elite athletes. We provide an outstanding Sport and Well-being education, and we want to nurture a passion in all of our pupils so that when they leave at the end of Year 8 they do so with a love for a healthy and active lifestyle.

**Report of the Trustees
for the Year Ended 31 August 2020**

OBJECTIVES AND ACTIVITIES

Provision

Our major team sports are hockey, cross-country, netball, cricket and athletics (girls); rugby, cross-country, hockey, cricket and athletics (boys), and we offer a range of sporting clubs and activities (both recreational and competitive) after school. Lessons and coaching offered to our pupils include: Reception and Year 1: a PE lesson and a swimming lesson each week. Year 2: a PE lesson, a swimming lesson, and a Games afternoon each week. Years 3 to 5: a PE lesson, a swimming lesson, and two Games afternoons each week. Years 6 to 8: a swimming lesson, two Games afternoons, and our Health and Wellbeing Programme each week. The School is proud to have introduced girls' cricket this year. In addition, the captain of cricket was, for the first time in the School's 941-year history, female.

Health and Well-being Programme

Our Health and Well-being Programme includes modules in Sports Nutrition, Sports Leadership and Health-related Fitness.

Senior Enrichment Programme

Our Year 7 and 8 pupils can also follow the Sports strand of our Senior Enrichment Programme: dedicated curriculum time to focus on Sport and Performance, Sports Psychology, Personal Fitness, Swimming and, where appropriate, scholarship preparation.

Facilities

We are proud of our long-standing association with some of the region's top sporting clubs and venues. We train and play at the world-class Exeter University Sports Hub, including the astro turf pitches and the Indoor Sports Hall; Exeter Cricket Club and County Ground; Exeter Athletics Arena; and Victoria Park Tennis Club. All of these first-rate venues are a few moments away in one of our minibuses, allowing our pupils and staff to make the most of the best sporting facilities in the city.

Sporting Success 2019-20

In the terms before lockdown the School hosted a number of sports festivals and welcomed a touring rugby side. ECS pupils earned representative honours at county level in

- Judo
- Swimming
- Hockey
- Cricket (at every age group)
- Netball
- Cross-country

National honours were earned by a Year 8 pupil on his continued selection to Team GB's Trampoline Squad: he travelled to Japan to compete in the World Trampolining Championships.

7. Music and the Arts

Music is central to the life of ECS.

Founded as a choir school in the 12th century, and as one of today's 42 Cathedral Schools in the UK, ECS has music and music-making at its heart: it is in the walls and in the blood. To this day we are known for the breadth of musical opportunity that we provide, and for being a school which promotes 'music for all' whilst all the while providing high-calibre training and opportunities for our most gifted elite musicians. Music at ECS is elite but not elitist.

**Report of the Trustees
for the Year Ended 31 August 2020**

OBJECTIVES AND ACTIVITIES

The hub for our music-making is Kalendar Hall, a recently refurbished studio space, classroom and practice rooms for rehearsals, ensembles, productions and performances. We are also proud to make use of the Cathedral Nave as a regular (and spectacular) performance space for our large-scale recitals and concerts, as well as tapping into the city's leading professional performance venues for our major productions and performances. Our annual Prep School House Music Competition takes place in our neighbouring local church; and more intimate recitals, soloists' evenings, chamber concerts and our Performers' Platform Series take place in the Headmaster's family drawing room, the Chapter House, Kalendar Hall and the Cathedral Quire.

Some of our most gifted pupil musicians are Choristers but by no means all: we are proud that music scholarships and awards to some of the country's leading senior/public schools are won by Choristers and Non-Choristers alike.

Children across the School are encouraged to create, to pretend, to imagine, and to have the confidence to act out and perform. Our Nursery and Pre-Prep children all take part in one of our Nativity Plays, and opportunities for story-telling, role-playing and imaginative play feature heavily in our EYFS and Key Stage 1 curriculum.

In the Prep School, all pupils receive Drama tuition through our English & Drama curriculum, and Drama and Poetry clubs are on offer after-school to those whose appetites have been whetted. In addition, our weekly Senior Enrichment Programme allows our oldest pupils to delve into an extended Drama course: those with scholarship aspirations receive specialist tuition to help them prepare for Drama or Performing Arts Scholarships to their senior school of choice.

Music ensembles during the Michaelmas and Lent terms included:

Year 3-4 Choir, Year 5-6 Choir, Year 7-8 Choir, Wind Band, Concert Band, Junior Recorders, Percussion Ensemble, Junior Strings, Guitar Ensemble, Orchestra, Year 3 and 4 Recorders, Senior Strings, Hall House Recorders (Pre-Prep) and Vox Choir.

Music and Drama Performance Opportunities in 2019-20:

The School was obliged to cancel its showcase Charity Concert at the end of the Lent term, and to cancel House Music and the Summer Showstopper Musical: Buggy Malone (scheduled for the Trinity term). Nonetheless, the 2019-20 academic year provided several Music & Drama performance opportunities, including:

- Autumn Concert (Cathedral)
- Carol Service (Cathedral)
- Pre-Prep Nativity Plays
- Prep School Declamations Competition
- Performers' Platforms/Soloists' Concerts, (various)
- Scholars' Recital (Kalendar Hall)
- Daily sung services in the Cathedral
- Orchestral day at Wellington School
- Massed Choirs with Blundell's School (Cathedral)
- Lunchtime Live Week: poetry recitals and open rehearsals
- Recorded Hymns/Anthems for broadcast Cathedral worship
- Hallelujah: specially arranged vocal recording sung by pupils, dedicated and gifted to Farms for City Children
- Virtual Summer Concert: 80 solo performances
- Speech Day video: choristers, soloists, dramatic readings

**Report of the Trustees
for the Year Ended 31 August 2020**

OBJECTIVES AND ACTIVITIES

Class Music Lessons

Class music lessons are delivered to every pupil across the School, from Reception to Year 8. Class music is delivered by one of the School's music specialists: Director of Music or Assistant Director of Music. Each pupil in the School from Reception to Year 8 receives weekly Class Music lessons.

Instrumental Tuition

Instrumental lessons are very popular among the pupils: in 2018-19, in excess of 200 instrumental lessons were taken each week. The School benefits from the expertise and experience of a number of Visiting Music Teachers, and offers pupils 1-to-1 tuition in the following instruments:

Violin, Viola, Cello, Clarinet, Saxophone, Flute, Oboe, Bassoon, Percussion, Brass, Guitar, Voice, Recorder, Harp and Piano.

Musical Honours

The School is proud to have a number of pupils playing/singing in local, county and national ensembles.

ABRSM/Trinity Examination results

Prior to lockdown, 34 Associated Board exams took place. 76% were graded Merit or Distinction.

8. Choristers

The Choristers continue to play a significant role in the life of the School, the Cathedral and the wider community. They sing the daily sung services in the Cathedral as well as Eucharist on a Sunday morning (in total, 7 services). Duties are split routinely and fall to either Girls or Boys.

In the Michaelmas and Lent terms the Girl Choristers and the Boy Choristers continued to thrive under the Direction of the Cathedral Director of Music, the Cathedral Assistant Director of Music and the Cathedral Organ Scholar. Cathedrals and churches across the country were forced to close their doors during the Trinity term. For the first time since the English Civil War, sung services in the Cathedral were paused. The School's programme ECS:Choristers@Home allowed the choral journey of the choristers to continue during this time.

Weekly welfare meetings continued during the first two terms between the School and the Cathedral to discuss Chorister well-being, safeguarding, logistics and communication. Attending the meetings are the Chorister Tutor, the Deputy Head (Pupils), the Cathedral Director of Music, the Cathedral Assistant Director of Music, the Canon Precentor, the Chief Chaperone.

9. Pupil Voice and Pupil Leadership

The School continues to value and promote Pupil Voice. School Council representatives were elected to each form/class, including Year 2 pupils (ensuring that pupil voice in the Pre-Prep is heard). The DFO and the catering manager are present at the pupil-led Food Committee, and Boarding Council continues to meet. A new Pupil Leadership post was created - Head of Pupil Voice - and held jointly by two Year 8 pupils, one with an interest in eco matters, one with an interest in diversity and inclusion. Pupil Librarians continue to support the work of the Library.

Two Heads of School were chosen by the Headmaster following consultation with all Prep staff. Two Deputy Heads of School were also appointed following the same process, along with a team of prefects. For the first time, prefects were appointed on a termly basis, allowing all those who wished to experience a leadership opportunity to be in post throughout the year. Fortnightly Pupil Leadership Team meetings were held during the Michaelmas and Lent terms, chaired by the Head/Deputies. In the Trinity term, newly appointed prefects were awarded their badges remotely in a Prep School assembly, and the new-look Pupil Leadership Team communicated to all parents and families.

In addition, pupil panels played a part in staff appointments during the Michaelmas and Lent terms.

**Report of the Trustees
for the Year Ended 31 August 2020**

OBJECTIVES AND ACTIVITIES

Keeping feedback loops open during the period of remote learning was important: parent and pupil voice allowed the School to implement some changes to the programme, most significantly with the introduction of Chat Space in response to pupils' request for social time online with their friends.

10. Spiritual Life

The School has its origins in Christian worship. The School is situated in the lee of the Cathedral, and to this day the Cathedral continues to play a central role in the lives of the pupils and staff at ECS. We seek to foster a gently Christian environment in which the values of love, tolerance, acceptance, gentleness and compassion are endorsed and modelled through our daily interactions and in our decision-making.

We welcome children of all faiths and none: whatever one's religious leanings, there is a spirituality to be found in collective stillness; in gathering together in quiet; in being mindful together. We want our pupils to be mindful of, and grateful for, those around them; to be aware of themselves and of their impact on others; and, through faith or a more general appreciation of spirituality, to have a sense of wonder and awe at the thought that they are part of something greater and more timeless than themselves.

During the Michaelmas and Lent terms the Prep School met together in the Cathedral Chapter House several times a week for Morning Worship Assemblies and for whole-school Hymn Practice. The Pre-Prep held their Morning Worship sessions in Hall House.

The Prep School met each Monday (whilst the School has been physically open) in the Cathedral Quire for Headmaster's Assembly: an opportunity to sit collegiately, sing together, reflect together, be still together.

In addition to our daily worship, in 2019-20 the School gathered formally for a number of School services, including: start-of-Year Eucharist, Harvest Celebration, Carol Service, Epiphany. The C-19 pandemic meant that the School was not able to gather physically as it would ordinarily for Ash Wednesday, Passiontide, the St Peter's Day Eucharist or the Leavers' Eucharist.

Chorister Valediction was able to go ahead, but under constrained circumstances with no singing and a physically distant congregation made up of family members of the choir. Nonetheless, prayers were said for the out-going senior choristers and they were presented with their leavers' books.

11. Charity Fund-raising

The School was pleased to support a number of local and national charities throughout the year. The chosen charity of the Year was Headway Devon.

12. Well-being, Engagement and Enrichment

The School continues to value and promote engagement with and from parents/guardians and the wider community. It takes its social and community responsibilities seriously, and this extends to providing opportunities for pupils and parents/guardians to engage in School and community talks and events, as well as fund-raising activities for local and national charities.

In 2019-20, well-being, engagement and enrichment events flourished despite the national lockdown, and included: Prep Curriculum Engagement Evening; Learning to Learn, Jeans for Genes Day, The ECS Journey, Big Boarding Sleepover, FECS Barn Dance, Curriculum Engagement Evening: Phonics and Spelling, Year 2 Wow Events, FECS Discos, Children in Need, FECS Christmas Fayre, Parent Wellbeing Seminar: Digital Literacy, Curriculum Twenty20 Parent Seminar, Eco Week, Curriculum Engagement Evening: Literacy, Year 2 Pirate Day, Year 1 Medieval Day, School Council, Eco Council, Food Committee, ECS Unplugged, Year 3 and 4 Creative Writing Workshop, The ECS Journey: Spotlight on Sport, Nursery Jungle Animal Dress Up Day, FECS Movie Nights, FECS Quiz Night, Year 4 Anglo-Saxon Day, Reception Dinosaur Dress Up Day, Curriculum Engagement Evening: Maths, Year 2 Exploring the Chantry, NSPCC 'Speak Out, Stay Safe', World Book Day, food collection for Exeter Food Bank, fund-raising for Headway Devon, donations to Farms For City Children.

**Report of the Trustees
for the Year Ended 31 August 2020**

OBJECTIVES AND ACTIVITIES

Virtual Speech Day & Prize-Giving

The School held a virtual Speech Day on the final day of the academic year. The pre-recorded video featured addresses from the Chair of Governors and the Head, and contributions from a senior chorister, a Year 8 pupil reciting a poem, the Cathedral Director of Music and Choristers, and prizes were awarded. The guest of honour (live) was Sir Michael Morpurgo.

Summary

2019-20 has been a challenging year for all schools. The C-19 pandemic brought with it - and continues to bring - logistical, financial, academic, pastoral, health and safety, operational and emotional challenges, and the School is proud of its response in all of these areas. Despite the bleak national picture and the concerns for the independent sector as a whole, the School has survived and thrived during 2019-20.

Thanks to the hard work of its teaching and non-teaching staff; the vision, strategies and leadership of the executive management team (SLT); the support of its Governing Body; and the fellowship of its pupils' families, the School has been able to achieve notable success during a challenging year, with record academic results, record scholarship success, an increase in year-on-year pupil numbers, an improved financial position, and a growing and glowing reputation locally and more widely.

In all this, and above all else, the School is committed to being a place where people matter, and to working with families to help pupils acquire the right habits for life. The School hopes that in its response to the C-19 pandemic it has shown those characteristics and qualities, and that it has continued to build a strong, supportive, loving and resilient community which is ready for the future.

**Report of the Trustees
for the Year Ended 31 August 2020**

FINANCIAL REVIEW

Principal Funding Sources

The primary source of income is generated through the payment of fees. Income is expended in the furtherance of the School's aims and objectives. All net incoming resources are either deployed for educational purposes or invested for future development projects to enhance the fabric of the School.

Financial Assistance Schemes

Bursary awards 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 ill health rendering a parent temporarily unable to work or redundancy. In assessing means for support several factors are considered including family income, investments and savings and property ownership. Other circumstances such as dependant relatives and the number of siblings are also taken into consideration. Exeter Cathedral School does not have a large endowment from which to provide bursary support and in making such awards it always needs to be mindful of the balance between fee-paying parents, many of whom make considerable sacrifices to fund their child's education, and those who might benefit from bursary assistance.

Where more than one child in a family attends the School a sibling discount of 10% is offered for the second and any subsequent child.

As part of our recruitment and retention package for attracting high-calibre staff the School offers a discount scheme to staff members who choose to educate their children at the School.

The Governors regularly review the finances, budgets and spend against budget; they are satisfied that they hold sufficient liquid reserves to cover the company's current liabilities.

In recent years the Governors have invested substantial sums into building the new nursery block and the maintenance and refurbishment of the School buildings to provide high-quality teaching spaces for the children attending the School now and in the future.

The Governors consider it is necessary to maintain a balance between preserving a positive balance sheet with sufficient reserves to operate for several months and maintaining the infrastructure of the School in sound order to continue to attract new pupils. In an increasingly competitive market place the Governors are aware of the importance of maintaining affordable fee levels.

The Governors recognise that the level of reserves fluctuates during periods of investment in the School's estate. To that end, the School has drawn upon its reserves to improve its cash flow. In addition, it has made arrangements with the School's bankers to provide an overdraft facility for the 2019/2020 financial year, during which it will work towards a budget that returns a small surplus, thereby not requiring a further draw down of reserves.

The school made a deficit of £55,250 in the year, and the cash deficit was £5,581. The Governors consider that, despite the considerable challenges created by the C-19 lockdown which resulted a major loss of income in the Trinity Term, the school has done well in improving upon the substantial deficit for 2018/19 and steps have been put in place to achieve a surplus in 2020/21 if the C-19 circumstances permit.

Investment Policy and Objectives

Investment activities are managed in line with the requirements of the Trustee Act 2000. The Governors have engaged Hawksmoor Investment Management Limited to manage their investment portfolio. The objective of the investment is to provide income which can be used to further the objectives of the company. Investment funds held include grants from the SFIA Educational Trust Limited which are restricted for the support of chorister bursaries.

**Report of the Trustees
for the Year Ended 31 August 2020**

Pension Liability

The School participated in the Teachers' Pension Scheme (England and Wales) (TPS), for academic and related staff, until 31 March 2020 when, following a unanimous vote by teaching staff, the School left the TPS and joined the new, alternative pension scheme operated by Aviva.

The School also operates a defined contribution scheme, operated by The Pensions Trust, in respect of staff not eligible to join the Aviva scheme.

**FINANCIAL REVIEW
FINANCIAL CONTROLS**

The internal financial control of the School's accounting processes are based on a framework of regular management information and administrative procedures including the separation of duties and a system of delegation and accountability. In particular it includes:

- Comprehensive budgeting and monitoring systems with an annual budget and termly financial reports (management accounts) which are reviewed and agreed by the Governors;
- Regular reviews by the Finance and General Purposes Sub-Committee of reports and key performance indicators (KPIs) and of major purchase plans or capital investments/works proposals;
- Clearly defined levels of delegated authority and the segregation of duties;
- Identification and management of risks.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Charitable constitution

The School operates under the terms of the Company's Memorandum and Articles of Association, dated 13 December 2012 and the Statement of Activities and Public Benefit sealed by the Charity Commissioners for England and Wales on 28 March 2013.

Recruitment and Appointment of Board Members

The Governing body understands the need for the Board to have members whose skills and experience are attributed to those required to running a School.

Where possible the Governors consider that the skills and experience of the Board should comprise the following:

- At least one Governor with education experience
- A Governor with a financial/accounting background
- A Governor with experience of Human Resources (HR) matters
- A Governor with senior managerial or business expertise
- At least one Governor with experience of working within the Church of England

All nominations for the Board are approved by the Board, following which such persons shall also be appointed as Trustees (Governors); appointments take effect from the date the Board confirms its approval in writing.

Board Members Appointed during the period 01 September 2019 to 31 August 2020

One board member retired during this financial year. Mr J Searson stepped down from the Board in August 2020.

**Report of the Trustees
for the Year Ended 31 August 2020**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

The Governors, who are also directors of the company and charity trustees, are responsible for the overall management and control of Exeter Cathedral School and meet as a Full Board three times a year. All Governors give their time freely and, with the exception of expenses being paid; no remuneration was paid during the year. No Governor or person connected with a Governor received any benefit from means-tested bursaries or scholarships awarded to pupils. The Director of Finance & Operations of Exeter Cathedral School also holds the post of Clerk to the Governors and Company Secretary and is responsible for coordinating the work of the Governors and their committees. The Governors delegate authority for the day-to-day running of the School to the Head, supported by senior staff.

Key Management Personnel

The Headmaster undertakes the key leadership role overseeing educational, pastoral and administrative functions of the School with the support of the School's Senior Leadership Team (SLT); which consists of the Senior Deputy Head, Deputy Head Pupils (also the Designated Safeguarding Lead (DSL)), Assistant Head Operations and Data, the Head of Pre-Prep, the Director of Finance & Operations (DFO), the Director of Marketing and Communications and the Registrar.

Headmaster (HM)	James Featherstone
Senior Deputy Head	Andrew Bartlett
Deputy Head (Pastoral) and DSL	Sarah Reddington
Assistant Head (Operations and Pupil Data)	Sarah Stallard
Head of Pre-Prep	Elizabeth Bowles
Director of Finance & Operations	Steven Webber (appointed September 2019)
Director of Marketing and Comms	Timothy Hamilton (resigned July 2020)
Registrar	Lucy Lewis (resigned March 2020)
Admissions Manager	Katharine Pearce (appointed April 2020)

The day-to-day administration of the School is undertaken within the policies and procedures approved by the Governors. The Head oversees the recruitment of all educational staff, whilst under delegated authority the DFO oversees the recruitment of administrative and non-teaching support staff. The Head, the DFO and the Designated Safeguarding Lead are invited to attend Governors' meetings.

Directors' Induction and Training

All Governors have received information regarding their responsibilities as Trustees of the Charity. All new Board members receive induction training and information regarding their role as a director of a charitable company and a governor of an independent school.

During the period 1 September 2019 to 31 August 2020 all Governors have received training for GDPR (General Data Protection Regulations) and updates regarding Safeguarding Children and KCSIE (Keeping Children Safe in Education) including subjects linked to possible cyber threats such as sexting and Preventing Radicalisation (The Prevent Duty).

Report of the Trustees
for the Year Ended 31 August 2020

STRUCTURE, GOVERNANCE AND MANAGEMENT

Related parties

The School is a member of IAPS (the Independent Association of Preparatory Schools), the CSA (Choir Schools' Association), the BSA (Boarding Schools' Association), AGBIS (Association of Governing Bodies of Independent Schools) and of ISBA (the Independent Schools' Bursars Association). Membership of these organisations provides many opportunities for the Head and the SLT to share expertise, knowledge and experience across the independent school sector.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk Management

The Governors have a duty to identify and review the risks to which the School is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. Comprehensive considerations of risk are delegated to the Head and Senior Leadership staff of the School. Risks are identified, assessed and controls established throughout the year. Risk is managed under the headings of finance, health and safety, environment, student welfare, employment and school trips and events.

The main risks the Governors and the Head have identified are:

- **Reputation.** The School's success is built on its reputation for the education and well-being of its pupils. This risk is managed through a combination of robust policies covering: safeguarding, KCSIE and staff recruitment, and strong pastoral support for both pupils and staff. Health and safety issues are actively identified and dealt with in a timely manner.
- **Financial sustainability.** Reliance on pupil fee income and its impact on the School's ability to pay invoices as they fall due. This risk is managed by marketing activity and cash flow management systems including access to an adequate short-term credit facility. There is a risk associated with the investment of surpluses and designated funds. This risk has been mitigated by the trustees instructing Hawksmoor Investment Management Limited to advise them in connection with all the company's investment and any potential risk arising from the invested funds. With the unanimous agreement of its teachers, the School withdrew from the Teachers' Pension Scheme (TPS) with effect from 1 April 2020. The creation of the post of Director of Finance & Operations (DFO) from September 2019 - and the appointment of an experienced and appropriately qualified postholder - is a further mitigation.
- **Boarding.** A slow decline in full and weekly boarding numbers coupled with a trend for 'flexi-boarding' has the potential to impact on the resources of the School. This has led to a review of the provision with an emphasis on improvement and diversification including exploring an international boarding option.

Report of the Trustees
for the Year Ended 31 August 2020

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk Management

- **IT and Data Security.** Failure to provide adequate systems protection to key business systems and resources. This risk is managed through a password protected IT network system for ensuring security. All reasonable security measures have been upgraded (including firewalls and email filters) to offer greater protection against external threats such as hacking and viruses. In common with other organisations the IT systems are at risk to external threats and a possible breach of data (often through the inadvertent introduction of Trojan programmes). Forms of breach are constantly being developed by criminals and cyber ransom is the latest trend in this area. Security of data depends upon a combination of physical security to protect data from being hacked as well as reliance upon good practice by the users with access to sensitive data. All staff are regularly reminded about the importance of respecting the integrity of data stored on our systems, passwords are required to be changed every 90 days and there are policies in place for the length of passwords.
- **Data Protection.** The Data Protection Lead (Privacy Officer) has had extensive training and is conversant with the GDPR legislation and the requirements it places on the School. Governors and staff have all received initial training; further training is provided on an ongoing basis.
- **Curriculum.** A strong academic provision requires the most able teachers to deliver a varied curriculum which inspires the minds of pupils to learn. This risk is managed through a combination of employing a strong academic team, offering competitive salaries and allowances for additional responsibilities, leadership positions and specialist subject leaders.
- **Safeguarding.** Exeter Cathedral School recognises its moral and statutory responsibility to safeguard and promote the welfare of all pupils. We endeavour to provide a safe and welcoming environment where children are respected and valued. We are alert to the signs of abuse and neglect and follow procedures to ensure that children receive effective support, protection and justice. Child protection forms part of the School's safeguarding responsibilities.

The School supports all staff, volunteers and governors who work with children in providing them with appropriate training to carry out their individual responsibilities for child protection effectively. New staff are made aware of the School's arrangements for safeguarding and child protection and their own responsibilities with regard to safeguarding the welfare of pupils at the School.

- **COVID-19.** This has emerged as a risk during the course of the year. The School's response - financial considerations (expenditure on operations and salaries, furlough, reduced fees), academic and pastoral provision (through a remote learning platform), health and safety (control measures in place for a safe return to site) - have been the key mitigating factors. The School has at all times followed the guidance issued by the Department for Education (DfE), Public Health England (PHE) and its associations (IAPS, ISBA, BSA), and its insurers have been satisfied with its decisions and processes. A member of the Governing Body has been appointed as designated Governor i/c C-19 response. A robust and dynamic C-19 Risk Assessment was created, approved by the Board, communicated and updated. For the phased return to site from 1 June, a Safe Re-Opening Policy was issued.

Through the risk management processes established within the School, the Governors are satisfied that any major risks identified are adequately mitigated. The Governors recognise that systems and processes can only provide reasonable but not absolute assurance that any major risks can be adequately managed.

**Report of the Trustees
for the Year Ended 31 August 2020**

STRUCTURE, GOVERNANCE AND MANAGEMENT

COVID-19

C-19 has impacted many areas of the School's operation and decision-making during 2019-20. Reference to C-19 is therefore commonplace throughout this report. The report makes reference to C-19 within relevant sections, rather than C-19 being a stand alone (and broad-ranging) section in its own right.

Nonetheless, an overview of key dates is below:

17 March 2020	Prime Minister announces closure of schools from 23 March
23 March 2020	School closes to all pupils (apart from vulnerable and key worker children) Initial remote provision offered. Provision made for key worker families.
25 March 2020	Easter holiday begins. Provision made for key worker families throughout.
26 March - 15 April 2020	School prepares for a sustainable closure and the delivery of a full remote learning programme
16 April 2020	Trinity term begins. Full remote programme launched: ECS:Learning@Home Provision made for key worker families throughout Safe re-opening of site for identified year-groups (Nursery, Reception, Y1, Y6)
1 June 2020	Operating dual provision. Provision made for key worker families throughout.
30 June 2020	Year 8s return to site (Leavers Programme). Provision made for key worker families throughout.
June - July 2020	Recharge Day programme for other year-groups. Provision made for key worker families throughout.
9 July 2020	Virtual Speech Day & Prize-Giving. End of Term

Going concern

The financial statements have been prepared on a going concern basis. The Trustees have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment. In particular, in response to the COVID-19 pandemic, the Trustees have tested their cash flow analysis to take into account the impact on their business of possible scenarios brought on by the impact of COVID-19, alongside the measures that they can take to mitigate the impact. Based on these assessments, given the measures that could be undertaken to mitigate the current adverse conditions, and the current resources available, the Trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

08331303 (England and Wales)

Registered Charity number

1151444

Registered office

The Chantry
Palace Gate
Exeter
Devon
EX1 1HX

**Report of the Trustees
for the Year Ended 31 August 2020**

Trustees

Website

www.exetercathedralschool.co.uk

Trustees

D J Phillips (Chairman)	Director	
R R Biggs	Director	
J M Sugden	Director	
N R Pockett	Director	
J Searson	Director	Resigned - August 2020
Very Revd J Greener	Director	
Canon J Mustard	Director	
Canon J Ellis	Director	
Prof M Totterdell	Director	
C E Beer	Director	
N S Mitchell	Director	

Headmaster

J M Featherstone BA(Hons), PGCE

Company Secretary (Director of Finance & Operations and Clerk to the Governors)

S J A M Webber MA, FCMA, FCIS

Auditors

Haines Watts Exeter LLP, Statutory Auditors
3 Southernhay West
Exeter
Devon
EX1 1JG

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Exeter Cathedral School for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and 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.

**Report of the Trustees
for the Year Ended 31 August 2020**

STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued

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

In so far as the trustees are aware:

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

AUDITORS

The auditors, Haines Watts Exeter LLP, Statutory Auditors, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 19 March 2021 and signed on its behalf by:

D J Phillips - Trustee

Report of the Independent Auditors to the Members of Exeter Cathedral School (Registered number: 08331303)

Opinion

We have audited the financial statements of Exeter Cathedral School (the 'charitable company') for the year ended 31 August 2020 which comprise the Statement of Financial Activities, the Statement of Financial Position, the 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 (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

However, not all future events or conditions can be predicted. The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the company's operations, income, suppliers and wider economy. The trustees' view on the impact of COVID-19 is disclosed within the going concern accounting policy.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors 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.

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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

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

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

Our 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 a Report of the Independent Auditors 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 Report of the Independent Auditors.

**Report of the Independent Auditors to the Members of
Exeter Cathedral School (Registered number: 08331303)**

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 auditors' 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.

Benjamin de Cruz (Senior Statutory Auditor)
for and on behalf of Haines Watts Exeter LLP, Statutory Auditors
3 Southernhay West
Exeter
Devon
EX1 1JG

Date: 21 April 2021

Exeter Cathedral School

Statement of Financial Activities
for the Year Ended 31 August 2020

	Notes	Unrestricted funds £	Restricted fund £	2020 Total funds £	2019 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	33,747	-	33,747	14,508
Charitable activities					
Gross charitable activity income	5	2,363,967	-	2,351,862	2,410,317
Other trading activities	3	3,993	-	3,993	16,632
Investment income	4	10,310	-	10,310	15,110
Total		2,412,017	-	2,412,017	2,456,567
EXPENDITURE ON					
Raising funds	6	-	-	-	4,107
Charitable activities					
Gross charitable activity costs	7	2,453,067	10,526	2,463,593	2,735,463
Total		2,453,067	10,526	2,463,593	2,739,570
Net gains/(losses) on investments		205	(3,879)	(3,674)	(118)
NET INCOME/(EXPENDITURE)		(40,845)	(14,405)	(55,250)	(283,121)
RECONCILIATION OF FUNDS					
Total funds brought forward		384,744	301,325	686,069	969,190
TOTAL FUNDS CARRIED FORWARD		<u>343,899</u>	<u>286,920</u>	<u>630,819</u>	<u>686,069</u>

Statement of Financial Position
31 August 2020

	Notes	2020 £	2019 £
FIXED ASSETS			
Intangible assets	12	6,660	9,516
Tangible assets	13	666,858	710,920
Investments	14	<u>395,402</u>	<u>555,501</u>
		1,068,920	1,275,937
CURRENT ASSETS			
Stocks	15	3,829	3,285
Debtors	16	348,765	340,982
Cash at bank and in hand		<u>249,739</u>	<u>60,737</u>
		602,333	405,004
CREDITORS			
Amounts falling due within one year	17	<u>(842,067)</u>	<u>(859,700)</u>
NET CURRENT ASSETS		<u>(239,734)</u>	<u>(454,696)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		829,186	821,241
CREDITORS			
Amounts falling due after more than one year	18	<u>(198,367)</u>	<u>(135,172)</u>
NET ASSETS		<u>630,819</u>	<u>686,069</u>
FUNDS	22		
Unrestricted funds		343,899	384,744
Restricted funds		<u>286,920</u>	<u>301,325</u>
TOTAL FUNDS		<u>630,819</u>	<u>686,069</u>

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 19 March 2021 and were signed on its behalf by:

D J Phillips - Trustee

Exeter Cathedral School

**Statement of Cash Flows
for the Year Ended 31 August 2020**

Notes	2020 £	2019 £
Cash flows from operating activities		
Cash generated from operations 1	(2,768)	(135,960)
Finance costs paid	<u>(2,813)</u>	<u>(2,185)</u>
Net cash used in operating activities	<u>(5,581)</u>	<u>(138,145)</u>
Cash flows from investing activities		
Purchase of tangible fixed assets	(22,152)	(49,305)
Purchase of fixed asset investments	(139,006)	(171,310)
Sale of tangible fixed assets	-	1,000
Sale of fixed asset investments	304,619	107,464
Investments Revaluation	(9,188)	(15,529)
Interest received	106	123
Dividends received	<u>10,204</u>	<u>14,987</u>
Net cash provided by/(used in) investing activities	<u>144,583</u>	<u>(112,570)</u>
Cash flows from financing activities		
New loans in year	<u>50,000</u>	<u>-</u>
Net cash provided by financing activities	<u>50,000</u>	<u>-</u>
Change in cash and cash equivalents in the reporting period		
	189,002	(250,715)
Cash and cash equivalents at the beginning of the reporting period	<u>60,737</u>	<u>311,452</u>
Cash and cash equivalents at the end of the reporting period	<u><u>249,739</u></u>	<u><u>60,737</u></u>

Exeter Cathedral School

Notes to the Statement of Cash Flows
for the Year Ended 31 August 2020

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2020 £	2019 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(55,250)	(283,121)
Adjustments for:		
Depreciation charges	66,214	69,620
Losses on investments	3,674	118
Loss on disposal of fixed assets	-	427
Interest received	(106)	(123)
Finance costs	2,813	2,185
Dividends received	(10,204)	(14,987)
Amortisation charges	2,856	2,855
(Increase)/decrease in stocks	(544)	2,799
Decrease in debtors	7,783	83,489
(Decrease)/increase in creditors	<u>(20,004)</u>	<u>778</u>
Net cash used in operations	<u><u>(2,768)</u></u>	<u><u>(135,960)</u></u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.9.19 £	Cash flow £	At 31.8.20 £
Net cash			
Cash at bank and in hand	<u>60,737</u>	<u>189,002</u>	<u>249,739</u>
	<u>60,737</u>	<u>189,002</u>	<u>249,739</u>
Debt			
Debts falling due after 1 year	<u>-</u>	<u>(50,000)</u>	<u>(50,000)</u>
	<u>-</u>	<u>(50,000)</u>	<u>(50,000)</u>
Total	<u><u>60,737</u></u>	<u><u>139,002</u></u>	<u><u>199,739</u></u>

Notes to the Financial Statements
for the Year Ended 31 August 2020

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

Incoming resources

Income is recognised on a receivable basis, when the charity has entitlement to the funds, there is certainty of receipt and the amount can be measured with sufficient reliability.

Incoming resources from charitable activities

Fees received are included in the Statement of Financial Activities on a receivable basis. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Voluntary income

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured.

Activities for generating funds

Shop, lettings and sundry event income is recognised in the period it is receivable on the completion of the service.

Investment income

Income from investments is recognised on a receivable basis.

Resources expended

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Costs of generating funds comprise the costs associated with attracting voluntary income and investment management fees.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All resources expended are inclusive of irrecoverable VAT.

Governance costs

Governance costs include costs of the preparation of the statutory accounts, the costs of trustee meetings and the costs of any legal advice to trustees on governance or constitutional matters.

Intangible fixed assets

Capitalised website development costs are being amortised evenly over the website's expected useful life of 5 years.

Notes to the Financial Statements - continued
for the Year Ended 31 August 2020

1. **ACCOUNTING POLICIES - continued**

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Short leasehold	- 10% straight line and 4% straight line
Plant and machinery	- 25% straight line
Fixtures and fittings	- 25% reducing balance
Motor vehicles	- 25% reducing balance
Computer equipment	- 33% straight line

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Investment income, gains and losses are allocated to the appropriate fund.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme for some employees. Contributions are recognised in the Statement of Financial Activities in the period in which they become payable in accordance with the rules of the scheme.

Fixed asset investments

Fixed asset investments are stated at market value.

Gains and losses between historical cost and market value, whether realised or unrealised, are recognised in the Statement of Financial Activities in the period in which they arise.

Going concern

The financial statements have been prepared on a going concern basis. The Trustees have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment. In particular, in response to the COVID-19 pandemic, the Trustees have tested their cash flow analysis to take into account the impact on their business of possible scenarios brought on by the impact of COVID-19, alongside the measures that they can take to mitigate the impact. Based on these assessments, given the measures that could be undertaken to mitigate the current adverse conditions, and the current resources available, the Trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2020

2. DONATIONS AND LEGACIES

	Unrestricted funds £	Restricted funds £	Year ended 31.8.20 Total funds £	Year ended 31.8.19 Total funds £
Donations	<u>33,747</u>	<u>-</u>	<u>33,747</u>	<u>14,509</u>
	<u>33,747</u>	<u>-</u>	<u>33,747</u>	<u>14,509</u>

3. OTHER TRADING ACTIVITIES

	2020 £	2019 £
Shop income	963	2,517
Kalendar Hall lettings	2,680	2,675
Sundry events	<u>350</u>	<u>11,440</u>
	<u>3,993</u>	<u>16,632</u>

4. INVESTMENT INCOME

	2020 £	2019 £
Income from listed investments	10,204	14,987
Deposit account interest	<u>106</u>	<u>123</u>
	<u>10,310</u>	<u>15,110</u>

5. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds £	Restricted funds £	Year ended 31.8.20 Total funds £	Year ended 31.8.19 Total funds £
Gross fees	2,463,580		2,463,580	2,298,319
Discounts	(204,795)	-	(204,795)	(81,528)
Bursaries	(94,969)	-	(94,969)	(76,509)
Boarding	58,096	-	58,096	69,994
Lunches	81,446	-	81,446	128,512
Breakfast club	4,932	-	4,932	7,378
After school care	47,874	-	47,874	52,482
Registration fees	6,700	-	6,700	3,460
Income from extra activities	<u>833</u>	<u>-</u>	<u>833</u>	<u>8,209</u>
	<u>2,363,967</u>	<u>-</u>	<u>2,363,967</u>	<u>2,410,317</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2020

6. RAISING FUNDS

Other trading activities

	2020	2019
	£	£
Opening stock	3,285	6,084
Purchases	544	1,308
Closing stock	<u>(3,829)</u>	<u>(3,285)</u>
	<u>-</u>	<u>4,107</u>

7. CHARITABLE ACTIVITIES COSTS

	Unrestricted funds £	Restricted funds £	Year ended 31.8.20 Total funds £	Year ended 31.8.19 Total funds £
Educational	1,510,578	3,075	1,513,653	1,576,356
Boarding	43,728	-	43,728	49,110
After school care	19,592	-	19,592	21,534
Domestic and catering	325,818	-	325,818	449,996
Maintenance	173,817	7,451	181,268	226,827
Administration	363,639	-	363,639	402,848
Governance costs	13,082	-	13,082	15,612
Finance costs	<u>2,813</u>	<u>-</u>	<u>2,813</u>	<u>2,766</u>
	<u>2,453,067</u>	<u>10,526</u>	<u>2,463,593</u>	<u>2,732,790</u>

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2020	2019
	£	£
Depreciation - owned assets	66,214	69,620
Deficit on disposal of fixed assets	-	427
Computer software amortisation	2,856	2,855
Auditors' remuneration	5,322	7,500
Auditors' remuneration - non-audit services	<u>7,500</u>	<u>8,112</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2020

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 August 2020 nor for the year ended 31 August 2019.

Trustees' expenses

J M Sugden was paid £300 (2019 - £554) and M S Totterdell was paid £372 (2019: £NIL) in the year for reimbursement of travel and subsistence to meetings for the company.

10. STAFF COSTS

	2020 £	2019 £
Wages and salaries	1,394,508	1,492,781
Social security costs	124,390	127,393
Other pension costs	<u>210,247</u>	<u>177,111</u>
	<u>1,729,145</u>	<u>1,797,285</u>

The average monthly number of employees during the year was as follows:

	2020	2019
All departments	<u>61</u>	<u>65</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2020	2019
£60,001 - £70,000	<u>1</u>	<u>1</u>

Total employee benefits received by key management personnel during the year was £483,492 (2019: £427,613).

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	9,879	4,629	14,508
Charitable activities			
Gross charitable activity income	2,410,317	-	2,410,317
Other trading activities	16,632	-	16,632
Investment income	<u>15,110</u>	<u>-</u>	<u>15,110</u>
Total	2,451,938	4,629	2,456,567
EXPENDITURE ON			
Raising funds	4,107	-	4,107

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2020

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued	Unrestricted funds £	Restricted fund £	Total funds £
Charitable activities			
Gross charitable activity costs	2,730,936	48,634	2,739,570
Total	2,730,936	8,634	2,739,570
Net gains/(losses) on investments	9,753	(9,871)	(118)
NET INCOME/(EXPENDITURE)	(269,245)	(13,876)	(283,121)
RECONCILIATION OF FUNDS			
Total funds brought forward	653,989	315,201	969,190
TOTAL FUNDS CARRIED FORWARD	<u>384,744</u>	<u>301,325</u>	<u>686,069</u>
12. INTANGIBLE FIXED ASSETS			Computer software £
COST			
At 1 September 2019 and 31 August 2020			<u>14,274</u>
AMORTISATION			
At 1 September 2019			4,758
Charge for year			<u>2,856</u>
At 31 August 2020			<u>7,614</u>
NET BOOK VALUE			
At 31 August 2020			<u>6,660</u>
At 31 August 2019			<u>9,516</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2020

13. TANGIBLE FIXED ASSETS

	Short leasehold £	Plant and machinery £	Fixtures and fittings £
COST			
At 1 September 2019	742,320	17,400	167,386
Additions	-	15,703	6,449
At 31 August 2020	<u>742,320</u>	<u>33,103</u>	<u>173,835</u>
DEPRECIATION			
At 1 September 2019	131,789	8,473	94,909
Charge for year	32,271	5,146	17,852
At 31 August 2020	<u>164,060</u>	<u>13,619</u>	<u>112,761</u>
NET BOOK VALUE			
At 31 August 2020	<u>578,260</u>	<u>19,484</u>	<u>61,074</u>
At 31 August 2019	<u>610,531</u>	<u>8,927</u>	<u>72,477</u>
	Motor vehicles £	Computer equipment £	Totals £
COST			
At 1 September 2019	16,471	78,484	1,022,061
Additions	-	-	22,152
At 31 August 2020	<u>16,471</u>	<u>78,484</u>	<u>1,044,213</u>
DEPRECIATION			
At 1 September 2019	12,563	63,407	311,141
Charge for year	898	10,047	66,214
At 31 August 2020	<u>13,461</u>	<u>73,454</u>	<u>377,355</u>
NET BOOK VALUE			
At 31 August 2020	<u>3,010</u>	<u>5,030</u>	<u>666,858</u>
At 31 August 2019	<u>3,908</u>	<u>15,077</u>	<u>710,920</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2020

14. FIXED ASSET INVESTMENTS

	Listed investments £
MARKET VALUE	
At 1 September 2019	555,501
Additions	139,006
Disposals	(304,619)
Revaluations	<u>5,514</u>
At 31 August 2020	<u>395,402</u>
NET BOOK VALUE	
At 31 August 2020	<u>395,402</u>
At 31 August 2019	<u>555,501</u>

There were no fixed asset investments outside of the UK.

The revaluation disclosed in the notes of these financial statements does not agree to the realised gain on fixed asset investments shown on the face of the SoFA because of the nature of the items that form the overall change in value. A reconciliation of these figures is as follows:

Realised gains/(losses) on fixed asset investments per SoFA	(3,675)
Capital introduced	-
Income from listed investments	10,204
Investment management fees	(3,044)
Cash cost of additions	(139,008)
Cash proceeds of disposals	304,560
(Profit)/Loss on disposals	59
Change in investment value arising from cash drawings	<u>(163,582)</u>
Actual change in value of fixed asset investments	<u>5,514</u>

15. STOCKS

	2020 £	2019 £
Stocks	<u>3,829</u>	<u>3,285</u>

Exeter Cathedral School

Notes to the Financial Statements - continued
for the Year Ended 31 August 2020

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR		
	2020	2019
	£	£
Trade debtors	279,626	296,613
Other debtors	33,955	2,220
Prepayments	<u>35,184</u>	<u>42,149</u>
	<u>348,765</u>	<u>340,982</u>
 17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR		
	2020	2019
	£	£
Trade creditors	37,586	40,477
Social security and other taxes	32,985	-
Other creditors	4,425	2,770
Accruals and deferred income	747,461	775,405
Accrued expenses	<u>19,610</u>	<u>41,048</u>
	<u>842,067</u>	<u>859,700</u>
 18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR		
	2020	2019
	£	£
Bank loans (see note 19)	50,000	-
Accruals and deferred income	<u>148,367</u>	<u>135,172</u>
	<u>198,367</u>	<u>135,172</u>
 19. LOANS		
An analysis of the maturity of loans is given below:		
	2020	2019
	£	£
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>9,398</u>	<u>-</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	<u>28,194</u>	<u>-</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	12,408	-

Exeter Cathedral School

**Notes to the Financial Statements - continued
for the Year Ended 31 August 2020**

20. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2020 £	2019 £
Within one year	75,342	91,456
Between one and five years	257,067	240,710
In more than five years	<u>741,425</u>	<u>798,450</u>
	<u><u>1,073,834</u></u>	<u><u>1,130,616</u></u>

Property commitments amounts to £1,026,610 of the above total.

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted fund £	2020 Total funds £	2019 Total funds £
Fixed assets	629,707	43,811	673,518	720,436
Investments	186,076	209,326	395,402	555,501
Current assets	568,550	33,783	602,333	405,004
Current liabilities	(842,067)	-	(842,067)	(859,700)
Long term liabilities	<u>(198,367)</u>	<u>-</u>	<u>(198,367)</u>	<u>(135,172)</u>
	<u><u>343,899</u></u>	<u><u>286,920</u></u>	<u><u>630,819</u></u>	<u><u>686,069</u></u>

Exeter Cathedral School

**Notes to the Financial Statements - continued
for the Year Ended 31 August 2020**

22. MOVEMENT IN FUNDS

	At 1.9.20 £	Net movement in funds £	Transfers between funds £	At 31.8.20 £
Unrestricted funds				
General fund	387,744	(62,726)	-	322,018
Restricted funds				
Restricted other income	301,325	(14,405)	-	286,920
TOTAL FUNDS	<u>686,069</u>	<u>(77,131)</u>	<u>-</u>	<u>608,938</u>

Net movement in funds included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movements in funds £
Unrestricted funds				
General fund	2,396,290	(2,459,219)	203	(62,726)
Restricted funds				
RR legacy fund	-	(3,124)	-	(3,124)
Minibus donations fund	-	-	-	-
Library donations fund	-	-	-	-
Kalendar Hall donations fund	-	(4,327)	-	(4,327)
Hall House playground fund	-	(3,075)	-	(3,075)
Investment gain/(loss)	-	-	(3,877)	(3,877)
S.F.I.A Educational Trust fund	-	-	-	-
	<u> </u>	<u>(10,526)</u>	<u>(3,877)</u>	<u>(14,405)</u>
TOTAL FUNDS	<u>2,396,289</u>	<u>(2,469,745)</u>	<u>(3,675)</u>	<u>(77,131)</u>

Restricted funds;

The RR legacy is a fund created by a contribution from Ronald Robertson who wished to make a donation to provide annual tuition for one chorister.

The Minibus donations fund accounts for money received by the school from Friends of Exeter Cathedral School for maintenance and hire of the school minibuses. Expenditure incurred in the year for the minibuses is set against these contributions.

The Library donations fund accounts for money received by the School from those who wish to make a donation toward improvements to the School's libraries.

The Hall House playground donations fund accounts for money received by the School from Exeter Cathedral School Armstrong Trust for the installation of a new playground at Hall House.

The Kalendar Hall donations fund accounts for money received for the improvement of Kalendar Hall.

Exeter Cathedral School

**Notes to the Financial Statements - continued
for the Year Ended 31 August 2020**

22. MOVEMENT IN FUNDS - continued

The S.F.I.A Educational Trust fund accounts for money received by the School to provide bursaries for choristers.

23. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 August 2020.

24. MEMBERS' LIABILITY

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.