

# WINDLESHAM SCHOOL TRUST LIMITED

England & Wales · Charity number 269264

## Details

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**Status** Registered

**Legal form** Charitable company

**Company number** [01172432](#)

**Registered** 1974-03-16

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

## Contact

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**Address** Windlesham School  
190 Dyke Road  
Brighton  
BN1 5AA

**Phone** 01273553645

**Email** [info@windleshamschool.co.uk](mailto:info@windleshamschool.co.uk)

**Website** [www.windleshamschool.co.uk](http://www.windleshamschool.co.uk)

## Activities

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**Objects:** TO PROMOTE AND PROVIDE FOR THE ADVANCEMENT OF EDUCATION AND IN CONNECTION THEREWITH TO CONDUCT, CARRY ON, ACQUIRE AND DEVELOP IN THE UNITED KINGDOM ANY BOARDING OR DAY SCHOOL OR SCHOOLS FOR THE EDUCATION OF CHILDREN OF EITHER SEX OR BOTH SEXES UP TO THE AGE OF THIRTEEN YEARS OR SUCH OTHER AGE AS THE COUNCIL OF MANAGEMENT SHALL DECIDE.

**Activities:** To promote and provide for the advancement of education for boys and girls at Windlesham School.

## Classification

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- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training
- **Who:** Children/young People

## Geography

- **Area of benefit:** CATCHMENT AREA OF THE SCHOOL
- Brighton And Hove

## Finances

Period end	Income	Expenditure	Assets	Employees
2024-08-31	£1,913,044	£2,053,864	£2,082,479	46
2023-08-31	£1,982,014	£1,982,653	£2,223,299	47
2022-08-31	£1,678,383	£1,713,039	£2,223,938	47
2021-08-31	£1,420,673	£1,431,769	£2,258,594	42
2020-08-31	£1,210,869	£1,252,333	£2,269,690	44

## Trustees

Name	Role	Appointed
Adrian Underwood		2026-05-14
Christine Mannion Watson		2014-05-16
Emma Dobson		2026-05-14
Jack Cornish		2020-12-03
Kathryn Duckenfield		2021-10-14
Leah Hamblett		2026-05-14

**WINDLESHAM SCHOOL TRUST LIMITED**

England & Wales - Charity number 269264

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# Accounts

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**REGISTERED COMPANY NUMBER: 01172432 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 269264**

**REPORT OF THE TRUSTEES AND**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST AUGUST 2024**

**FOR**

**WINDLESHAM SCHOOL TRUST LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

Chariot House Limited  
Chartered Accountants and Statutory Auditor  
44 Grand Parade  
Brighton  
BN2 9QA

**WINDLESHAM SCHOOL TRUST LIMITED**

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**FOR THE YEAR ENDED 31ST AUGUST 2024**

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## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2024**

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The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st August 2024. The trustees have adopted the provisions of 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).

#### **OBJECTIVES AND ACTIVITIES**

##### **Objectives and aims**

The school's objects are to promote and provide for the advancement of education and in connection therewith to conduct, carry on, acquire and develop in the United Kingdom any boarding or day school or schools for the education of children of either sex or both sexes up to the age of eleven years or such other age as the council of management shall decide.

The Governors achieve the school's objectives by providing a rewarding all-round education for every pupil via a strong foundation of key literacy and numeracy and, as children progress, a healthy balance between academic rigour and other artistic, musical, sporting, intellectual and outdoor pursuits. Importantly, the School aims for pupils to be good people: sociable, kind, respectful and able to demonstrate a charitable spirit; to give children a sense of belonging, community and respect for others. The School's broad and balanced curriculum, experienced staff and small classes are designed to promote an education tailored to individual needs, encouraging children to develop their particular talents and abilities. The School's aim is to lay strong foundations for each child's future, helping them to develop confidence, a sense of self and their potential. We also endeavour to instil in them a love of learning, a love of exploration, and to encourage in them great effort and enthusiasm. High academic standards and achievement are encouraged and celebrated. Within our school, children are encouraged to respect people from different faiths, cultural and racial backgrounds and who hold different beliefs. Parents support the School by embracing the ethos of the school, working alongside us to help our children become valuable and rounded members of society ready for their transition to Secondary school.

## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2024**

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#### **OBJECTIVES AND ACTIVITIES**

##### **Key Performance Indicators**

The key financial performance indicators reviewed by the School's Governors include the Annual Budget and forecast and actual performance against Budget. Where possible comparisons may be made with other Independent Schools by reference to published data including such indicators as teacher/staff pupil number ratios and cost per pupil. Parent and staff surveys and other qualitative measures such as meeting with these key stakeholders are normally employed to monitor performance.

##### **Significant activities**

We continue to provide a rich and varied curriculum. This is the third year we have included Drama as a curriculum subject as well as Beach School. We continue to promote experiential learning as a key part of our provision and look to develop our Forest School area. School trips for each year group included:

Nursery: Blackberry Farm, Woods Mill and the Booth Museum.

Reception visited Stanmer Park, Dyke Park and the Booth Museum.

Year 1 went to Drusilla's, Dyke Park, The Weald and Downland Museum.

Year 2 attended Brooklands Transport Museum, Brighton Museum and Art Gallery and Coding Workshop.

Year 3 enjoyed a day at Lewes Railway Land, Brooklands Transport Museum and the Brighton Museum.

Year 4 went to Arundel Wetlands Centre, Michelham Priory and a Tudor Workshop.

Year 5 were fascinated by their visits to Chichester Theatre, Herstmonceux Science Observatory, National Film Theatre and Yellowave.

And Year 6 attended a trip to the London show WICKED and to enjoy a tour of Brighton's graffiti alleys, Brighton Amex Stadium tour, Tennis in Eastbourne and British Film Institute.

In addition, so far this year each year group from years 1 to 6 has enjoyed two days at the beach as part of our new the Beach School initiative.

The Music department continues to offer individual lessons for lead guitar, trumpet, bass guitar, voice, saxophone, Violin/viola; Flute; Cornet; Oboe and Piano.

Our wonderfully supportive parents have continued their commitment to improving the school. This year, the WONDER team, a collaborative team involving parents and staff, have supported the refurbishment of the outdoor areas and planting schemes in order to create a colourful, sensory environment.

Pupils in the upper school are awarded posts of responsibility including Head Pupils, and various prefect roles. Windlesham operates a House system where Bodiam, Lewes and Arundel (named after local castles) compete in sporting, academic and general performance challenges. This is very popular with the pupils and helps them mix and make friends across different year groups and forms. Cross age mixing is further encouraged by allowing periods during lunch when all children from years 1 to 6 are permitted onto the playground together under close supervision. We also have buddy systems that work across all year groups through Nursery to Year 6 children. This practice of mixing year groups is a very important element in the creation of a family feel to the school.

We continue to offer a range of sports for children and have enjoyed competing in various tournaments and swimming galas. Our clubs' provision is regularly under review and now includes roller skating, skateboarding, Fizz pop Science, Young Engineers, basketball, puzzle club, beat boxing, film and animation club and a host of other unique experiences.

## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2024**

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#### **OBJECTIVES AND ACTIVITIES**

##### **Public benefit**

The Governing Body has complied with the duty in Section 17 (5) of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement under the Act.

Part of the School's ethos is to provide an affordable private education and fees are kept low relative to other comparable establishments in order to make the School accessible to a wider range of families. Additional support, in the form of bursaries, is provided to assist families for whom the fees are not within reach. All bursary awards are means-tested and annually reviewed and awarded to ensure that this funding reaches the neediest families. The number of bursary awards this year was 45. The Governors are aware that many parents make a considerable sacrifice in order to fund their own children's education and want to ensure that the majority of income is invested directly into that provision.

Additional Public benefits are provided in the following ways:

- a) Training and educational events for staff and parents are made available to people from other institutions.
- b) We set up a Teaching Apprenticeship in partnership with the University of Brighton.
- c) We offer some swimming pool sessions to maintained schools every week.
- d) We occasionally offer events on site which are open to members of the wider public.
- f) A close relationship continues with the local Church, The Church of Good Shepherd, with Christmas services held there, plus the loan of school furniture and equipment when needed by the Church.
- g) Charity Work. This year we have supported the following charities through a variety of events:

Macmillan Coffee Morning £587

Cancer Research £516

Peacehaven Church £470

Ruth Strauss £100

St Barnabas Chestnut Tree Hospice £250

Touchbase Trauma Recovery £212

Red Nose Day £410

Parable Dance Charity £535

#### **STRATEGIC REPORT**

##### **Financial review**

The results for the year are set out in the attached Statement of Financial Activities

The majority of the school's income for the year was generated from pupil fees paid by parents. The School's policy is to ensure that its income after deduction of operating expenditure is invested in the school to ensure the highest standards in the education and facilities provided to pupils.

Total funds decreased by £140,820 for the year (2023 decreased by £639).

##### **Investment policy and objectives**

The School's Memorandum and Articles of Association permit funds to be invested in such manner as the Governors see fit providing that such powers of investment are only exercised for the purpose of attaining the objects and in a manner that is legally charitable.

##### **Reserves policy**

The Governors are conscious of the need to have 'free reserves', i.e. those not represented by Fixed Assets, and these have been built up over recent years to a level exceeding the equivalent of two months turnover in order to provide a cushion against contingencies whilst maintaining an adequate level of working capital.

## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2024**

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#### **STRATEGIC REPORT**

##### **Future plans**

Our facilities letting programme significantly continues to expand. We now let some part/s of the school every school holiday and most weekends. We are delighted to be able to use our new hall for regular events including film screenings, information evenings and fairs. We continue to seek new opportunities for events at school.

Academically, we have accrued a comprehensive collection of data from assessments and refined processes for interpreting this data. We are now able to track individual pupils and groups of girls, boys, English as an Additional Language pupils, Pupils with SEN needs, pupils with Child in Need plans etc. With each group, we can compare their progress to the rest of the school and plan accordingly for targeted additional support.

We had our first second year of pupils growing produce, which was very successful. Our wonderful chef, Rob, was happy to be involved and to be called whenever produce was ready to be harvested. This will continue to be something which our pupils are heavily invested in.

We increased the amount of involvement of pupils in their school life by formalising the process for them expressing their pupil voices. They now complete an academic and a pastoral survey every term which is then shared as a staff and followed up by form tutors. This process will continue to be developed in the future to ensure that more specific information is collected.

There has been a further investment of time and money in developing children's enjoyment of the playground. We have guidance on behaviour and a range of toys for children to engage in different types of play. We have also improved the quality of play with an adventure play area for Upper School children to enjoy.

The EDI governor ensured progress towards achieving a culture of equality, diversity and inclusion. As well as increasing training for all staff, we have a working party which is actively looking for ways to involve parents and promote diversity.

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing document**

The school's governing documents are its Memorandum and Articles of Association dated 18 March 1974, and amended on 16 March 2012.

The company is limited by guarantee and does not have any share capital. In the event of the company being wound up and unable to meet its debts, each member is liable to contribute up to a maximum of £1.

##### **Governor Training**

The current Governors and Senior Leadership Team of the School elect the Governors to serve on the Council of Management to determine the general policy of the School.

The Board holds induction sessions for Governors who have joined the Board. All new Governors are provided with an induction pack containing statutory and non-statutory information. Sections of the pack are used to support the induction session. Potential Governors are invited as observers to Governors meetings. They are required to spend time with the Chair and Head Teacher to ascertain the nature of the Charity and the responsibilities of a Governor. Training is provided to update Governors on relevant company and charity developments.

## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2024**

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#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Organisational structure**

Governors retire and are eligible for election by rotation after three years. The Governors are elected at the School's AGM, one third of the Governors retire at each AGM but are eligible for re-election. Governors are recruited to fill any vacancy as it arises in accordance with the requirements of the Articles of Association of the company. This is either by advertising and search or by individual selection where there is a need for a Trustee with a particular area of expertise.

The subcommittees and their representatives are as follows:-

Health and Safety; Safeguarding: Graham Rowlands-Hempel

Finance: Jessica Ridler-Baer

Curriculum: Christine Mannion-Watson

Liz Brown and Jack Cornish

Equality, Diversity and Inclusion: Kathryn Duckenfield

Staffing: Graham Rowlands-Hempel

Risk Management: Graham Rowlands-Hempel

The day to day management of the school is delegated to the Headteacher, the Deputy Headteacher, the Assistant Headteacher, the SENCO and the Bursar.

##### **Key management remuneration**

Through the Board of Governors, the School is responsible for setting the pay and remuneration of the School's key management personnel, the level of which is reviewed annually. In coming to its recommendations the Governors may seek advice from external independent experts and will arrive at their decisions after taking into account the purpose aims and values of the School, the strategic plan and the ability to pay, individual competencies and performance, remuneration levels at similar charities, and retention. These factors are not exclusive and any decision will inevitably include an element of discretion initially on the part of the Governors and ultimately on that of the School.

##### **Fundraising**

The school benefits from an enthusiastic group of parents who voluntarily fundraise for the School as "Friends of Windlesham". This dual-purpose body organises fun activities for fund raising with pupils, parents and carers and staff involvement such as Fayres and other social events including movie nights, bingo and quizzes. In fund raising neither the School nor the Friends of Windlesham employ any professional fund raisers. The School only approaches parents and carers of past and current pupils, plus past pupils themselves for donations. There were no complaints about any of this activity during the year.

##### **Risk management**

The Governors have examined the major strategic, business and organisational risks which the school faces and confirm that systems are in place to mitigate those risks. In particular the Governors have set up a sub committee headed by G Rowlands-Hempel to maintain and improve the School's risk management strategy. Key elements of the School's risk controls include strategic planning, emergency planning, budgeting and management accounting; established organisational structure and levels of authority; formal written policies; and vetting procedures for the safeguarding of pupils.

#### **REFERENCE AND ADMINISTRATIVE DETAILS**

##### **Registered Company number**

01172432 (England and Wales)

##### **Registered Charity number**

269264

**WINDLESHAM SCHOOL TRUST LIMITED**

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31ST AUGUST 2024**

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**Registered office**

190 Dyke Road  
Brighton  
East Sussex  
BN1 5AA

**Trustees**

N D Baxter (resigned 31/12/2023)  
Mrs C A Mannion Watson  
G Rowlands-Hempel  
J Cornish  
Ms K Duckenfield  
Ms E Brown  
D Berman (resigned 30/1/2025)  
Miss J Ridler-Baer (appointed 23/4/2024)  
Ms E Middleton (appointed 14/10/2024)

**Company Secretary**

G Rowlands-Hempel

**Senior Statutory Auditor**

Shona Wardrop C.A.

**Auditors**

Chariot House Limited  
Chartered Accountants and Statutory Auditor  
44 Grand Parade  
Brighton  
BN2 9QA

**Headteacher**

D Leggett (from August 2023 to June 2024)  
K Croucher (Acting from June 2024)

**Head of Finance and Operations**

S Roberts

**Bankers**

Bankers  
HSBC  
125 Church Road,  
Hove,  
BN3 2AN

Lloyds Bank PLC  
25 Gresham St  
London  
EC2V 7HN

## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2024**

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#### **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The trustees (who are also the directors of Windlesham School Trust Limited 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).

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, Chariot House Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 31<sup>st</sup> May 2025 and signed on the board's behalf by:

G Rowlands-Hempel - Trustee

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
WINDLESHAM SCHOOL TRUST LIMITED**

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**Opinion**

We have audited the financial statements of Windlesham School Trust Limited (the 'charitable company') for the year ended 31st August 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st 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; 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.

**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  
WINDLESHAM SCHOOL TRUST LIMITED**

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**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.

**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  
WINDLESHAM SCHOOL TRUST LIMITED**

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**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 gained an understanding of the legal and regulatory framework applicable to the charitable company and the industry in which it operates, and considered the risk of acts by the charitable company that were contrary to applicable laws and regulations, including fraud. We identified that the following laws and regulations are central to the charitable company:

- Companies Act 2006
- Charities Act 2011
- Charities SORP 2019
- Health & safety regulations

We did not find any instances of non-compliance or breaches of the legislation framework applicable to the charitable company.

We designed audit procedures to respond to the risk, recognising that 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.

We identified that the following areas were of high risk:

- Completeness of income. We performed various audit tests to ensure that income was not materially understated in the financial statements.
- Management override of controls. We performed various audit tests to ensure there was no material management override of controls

We focussed on laws and regulations which could give rise to a material misstatement in the financial statements, including, but not limited to, the Companies Act 2006, UK tax legislation, Charities Act 2011 and Charities SORP 2019. Our tests included agreeing the financial statement disclosures to underlying supporting documentation, enquiries with management and enquiries of legal counsel when considered necessary. There are inherent limitations in the audit procedures described above and, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. We did not identify any key audit matters relating to irregularities, including fraud. As in all our audits, we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of management bias by the directors that represented a risk of material misstatement due to fraud.

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

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
WINDLESHAM SCHOOL TRUST LIMITED**

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**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.

Shona Wardrop C.A. (Senior Statutory Auditor)  
for and on behalf of Chariot House Limited  
Chartered Accountants and Statutory Auditor  
44 Grand Parade  
Brighton  
BN2 9QA

Date: 9<sup>th</sup> June 2025

**WINDLESHAM SCHOOL TRUST LIMITED**

**STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31ST AUGUST 2024**

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		2024	2023
		Unrestricted	Unrestricted
		fund	funds
		£	£
<b>INCOME AND ENDOWMENTS FROM</b>	Notes		
Donations and legacies	2	2,059	376
<b>Charitable activities</b>	4		
School Fees Receivable		1,863,273	1,946,747
Sundry Income		-	2,458
Rental Income		44,035	32,175
Investment income	3	<u>3,677</u>	<u>258</u>
<b>Total</b>		<u>1,913,044</u>	<u>1,982,014</u>
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>	5		
School operating costs - Teaching		1,651,836	1,608,405
School operating costs - Premises		231,717	230,086
School operating costs - Support costs of schooling		<u>170,311</u>	<u>144,162</u>
<b>Total</b>		<u>2,053,864</u>	<u>1,982,653</u>
<b>NET INCOME/(EXPENDITURE)</b>		(140,820)	(639)
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward		2,223,299	2,223,938
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>2,082,479</u>	<u>2,223,299</u>

The notes form part of these financial statements

**WINDLESHAM SCHOOL TRUST LIMITED (REGISTERED NUMBER: 01172432)**

**BALANCE SHEET**  
**31ST AUGUST 2024**

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		2024 Unrestricted fund £	2023 Unrestricted funds £
<b>FIXED ASSETS</b>	Notes		
Tangible assets	9	3,228,670	3,245,255
<b>CURRENT ASSETS</b>			
Debtors	10	72,049	58,216
Cash at bank		<u>93,566</u>	<u>273,926</u>
		165,615	332,142
<b>CREDITORS</b>			
Amounts falling due within one year	11	(369,754)	(378,300)
		<u>(369,754)</u>	<u>(378,300)</u>
<b>NET CURRENT ASSETS</b>		<u>(204,139)</u>	<u>(46,158)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		3,024,531	3,199,097
<b>CREDITORS</b>			
Amounts falling due after more than one year	12	(942,052)	(975,798)
		<u>(942,052)</u>	<u>(975,798)</u>
<b>NET ASSETS</b>		<u>2,082,479</u>	<u>2,223,299</u>
<b>FUNDS</b>	16		
Unrestricted funds		<u>2,082,479</u>	<u>2,223,299</u>
<b>TOTAL FUNDS</b>		<u>2,082,479</u>	<u>2,223,299</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 31<sup>st</sup> May 2025 and were signed on its behalf by:

G Rowlands-Hempel - Trustee

The notes form part of these financial statements

**WINDLESHAM SCHOOL TRUST LIMITED**

**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31ST AUGUST 2024**

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	Notes	2024 £	2023 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	<u>(123,194)</u>	<u>6,687</u>
Net cash (used in)/provided by operating activities		<u>(123,194)</u>	<u>6,687</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(60,843)	(41,434)
Interest received		<u>3,677</u>	<u>258</u>
Net cash used in investing activities		<u>(57,166)</u>	<u>(41,176)</u>
<hr/>			
<b>Change in cash and cash equivalents in the reporting period</b>		(180,360)	(34,489)
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>273,926</u>	<u>308,415</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>93,566</u>	<u>273,926</u>

The notes form part of these financial statements

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31ST AUGUST 2024**

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

	2024 £	2023 £
<b>Net expenditure for the reporting period (as per the Statement of Financial Activities)</b>	(140,820)	(639)
<b>Adjustments for:</b>		
Depreciation charges	77,428	74,158
Interest received	(3,677)	(258)
Increase in debtors	(13,833)	(13,189)
Decrease in creditors	<u>(42,292)</u>	<u>(53,385)</u>
<b>Net cash (used in)/provided by operations</b>	<u>(123,194)</u>	<u>6,687</u>

**2. ANALYSIS OF CHANGES IN NET DEBT**

	At 1/9/23 £	Cash flow £	At 31/8/24 £
<b>Net cash</b>			
Cash at bank	<u>273,926</u>	<u>(180,360)</u>	<u>93,566</u>
	<u>273,926</u>	<u>(180,360)</u>	<u>93,566</u>
<b>Debt</b>			
Debts falling due within 1 year	(53,110)	(300)	(53,410)
Debts falling due after 1 year	<u>(923,588)</u>	<u>28,346</u>	<u>(895,242)</u>
	<u>(976,698)</u>	<u>28,046</u>	<u>(948,652)</u>
<b>Total</b>	<u>(702,772)</u>	<u>(152,314)</u>	<u>(855,086)</u>

The notes form part of these financial statements

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**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.

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and on that basis the charity is considered to be a going concern.

The financial statements are prepared in sterling which is the functional currency of the entity, and are rounded to the nearest £1.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Fees receivable and charges for services, less any allowances, scholarships and bursaries granted by the school against those fees are accounted for in the period in which the service is provided. Where fees are received for a future service period, they are included in deferred income.

Investment income is accounted for on an accruals basis.

Donations, legacies and other voluntary income are accounted for as and when entitlement arises, the amount can be reliably measured and the economic benefit is considered probable.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

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

Freehold land is not depreciated.

Freehold buildings with an expected life over 50 years	2% on cost
Fixtures and Fittings	10% on cost
Computer equipment	10% on cost

The School does not capitalise assets costing less than £300.

**Recognition and measurement**

Fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses.

**1. ACCOUNTING POLICIES - continued**

**Taxation**

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK Corporation Tax purposes. Accordingly the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**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.

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

**Hire purchase and leasing commitments**

Rentals payable under operating leases are charged against income on a straight line basis over the period of the lease.

**Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**Judgements and key sources of estimation uncertainty**

In the application of the charity's accounting policies, the charity is required to make judgments, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both the current and future periods.

There are no estimates and assumptions that are considered to have a significant risk of causing a material adjustments to the financial statements in a future period.

**Financial instruments**

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

**Financial Assets**

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

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2024**

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**1. ACCOUNTING POLICIES - continued**

Financial Liabilities

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts due.

**2. DONATIONS AND LEGACIES**

	2024	2023
	£	£
Donations	<u>2,059</u>	<u>376</u>

**3. INVESTMENT INCOME**

	2024	2023
	£	£
Deposit account interest	<u>3,677</u>	<u>258</u>

**4. INCOME FROM CHARITABLE ACTIVITIES**

	Activity	2024	2023
		£	£
Years 1 to 6	School Fees Receivable	1,506,324	1,550,593
Reception & Nursery	School Fees Receivable	237,997	256,892
Bursaries	School Fees Receivable	(155,692)	(113,233)
Staff Discounts	School Fees Receivable	(20,741)	(28,995)
Extras	School Fees Receivable	171,933	149,013
Registration fees	School Fees Receivable	2,340	2,400
Pupil meals	School Fees Receivable	121,112	130,077
Sundry income	Sundry Income	-	2,458
Rental Income	Rental Income	<u>44,035</u>	<u>32,175</u>
		<u>1,907,308</u>	<u>1,981,380</u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2024**

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**5. CHARITABLE ACTIVITIES COSTS**

	Direct Costs £
School operating costs - Teaching	1,651,836
School operating costs - Premises	231,717
School operating costs - Support costs of schooling	<u>170,311</u>
	<u><u>2,053,864</u></u>

**6. NET INCOME/(EXPENDITURE)**

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

	2024 £	2023 £
Depreciation - owned assets	77,428	74,158
Auditor's remuneration - Audit	5,650	5,650
Auditor's remuneration - non Audit	2,350	2,350
Operating Leases	<u>26,900</u>	<u>26,810</u>

**7. TRUSTEES' REMUNERATION AND BENEFITS**

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

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31st August 2024 nor for the year ended 31st August 2023.

**8. STAFF COSTS**

	2024 £	2023 £
Wages and salaries	1,181,231	1,148,202
Social security costs	108,376	101,419
Other pension costs	<u>58,579</u>	<u>54,984</u>
	<u><u>1,348,186</u></u>	<u><u>1,304,605</u></u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2024**

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**8. STAFF COSTS - continued**

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

	2024	2023
Teaching Staff	39	40
Others	<u>7</u>	<u>7</u>
	<u>46</u>	<u>47</u>

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

	2024	2023
£60,001 - £70,000	<u>2</u>	<u>1</u>

The charity considers its key management personnel, being Trustees and Senior Leadership Team, comprises the trustees and the Senior Leadership Team. Total employment benefits to its key management personnel, being gross salary, employers' National Insurance and employers' pension, were £352,448 (2023: £303,038).

**9. TANGIBLE FIXED ASSETS**

	Freehold property £	Fixtures and fittings £	Computer equipment £	Totals £
<b>COST</b>				
At 1st September 2023	3,839,758	46,198	36,575	3,922,531
Additions	<u>35,184</u>	<u>25,659</u>	<u>-</u>	<u>60,843</u>
At 31st August 2024	<u>3,874,942</u>	<u>71,857</u>	<u>36,575</u>	<u>3,983,374</u>
<b>DEPRECIATION</b>				
At 1st September 2023	632,712	20,914	23,650	677,276
Charge for year	<u>66,847</u>	<u>6,634</u>	<u>3,947</u>	<u>77,428</u>
At 31st August 2024	<u>699,559</u>	<u>27,548</u>	<u>27,597</u>	<u>754,704</u>
<b>NET BOOK VALUE</b>				
At 31st August 2024	<u>3,175,383</u>	<u>44,309</u>	<u>8,978</u>	<u>3,228,670</u>
At 31st August 2023	<u>3,207,046</u>	<u>25,284</u>	<u>12,925</u>	<u>3,245,255</u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2024**

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**10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2024	2023
	£	£
Fee Debtors	61,962	50,641
Other debtors	764	-
Prepayments and accrued income	<u>9,323</u>	<u>7,575</u>
	<u>72,049</u>	<u>58,216</u>

**11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2024	2023
	£	£
Bank loans and overdrafts (see note 13)	53,410	53,110
Accruals and deferred income	<u>316,344</u>	<u>325,190</u>
	<u>369,754</u>	<u>378,300</u>

**12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	2024	2023
	£	£
Bank loans (see note 13)	895,242	923,588
Final term deposits	<u>46,810</u>	<u>52,210</u>
	<u>942,052</u>	<u>975,798</u>

**13. LOANS**

An analysis of the maturity of loans is given below:

	2024	2023
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>53,410</u>	<u>53,110</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>53,682</u>	<u>52,832</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	<u>132,091</u>	<u>143,170</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	<u>709,469</u>	<u>727,586</u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2024**

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**14. LEASING AGREEMENTS**

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

	2024	2023
	£	£
Within one year	24,788	26,724
Between one and five years	<u>62,769</u>	<u>68,805</u>
	<u>87,557</u>	<u>95,529</u>

**15. SECURED DEBTS**

The following secured debts are included within creditors:

	2024	2023
	£	£
Bank loans	<u>948,652</u>	<u>976,698</u>

The loans are secured by legal charges over the property, 190 Dyke Road, Brighton, BN1 5AA.

Interest is paid at 2.35% above base rate.

The loan is scheduled to be repaid in 2045.

**16. MOVEMENT IN FUNDS**

	At 1/9/23	Net movement in funds	At 31/8/24
	£	£	£
<b>Unrestricted funds</b>			
General fund	2,223,299	(140,820)	2,082,479
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<u>2,223,299</u>	<u>(140,820)</u>	<u>2,082,479</u>

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General fund	1,913,044	(2,053,864)	(140,820)
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<u>1,913,044</u>	<u>(2,053,864)</u>	<u>(140,820)</u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2024**

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**16. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

	At 1/9/22 £	Net movement in funds £	At 31/8/23 £
<b>Unrestricted funds</b>			
General fund	2,223,938	(639)	2,223,299
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<u>2,223,938</u>	<u>(639)</u>	<u>2,223,299</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,982,014	(1,982,653)	(639)
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<u>1,982,014</u>	<u>(1,982,653)</u>	<u>(639)</u>

**17. RELATED PARTY DISCLOSURES**

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

**18. STATUTORY INFORMATION**

The charity is a company limited by guarantee, registered in England and Wales, and has no share capital.

No one member has overall control of the charity.

Its registered office address and registered number can be found in the 'legal and administrative' information section of the trustees annual report.

**WINDLESHAM SCHOOL TRUST LIMITED**

England & Wales - Charity number 269264

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# Accounts

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**REGISTERED COMPANY NUMBER: 01172432 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 269264**

**REPORT OF THE TRUSTEES AND**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST AUGUST 2023**

**FOR**

**WINDLESHAM SCHOOL TRUST LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

Chariot House Limited  
Chartered Accountants and Statutory Auditor  
44 Grand Parade  
Brighton  
BN2 9QA

**WINDLESHAM SCHOOL TRUST LIMITED**

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**FOR THE YEAR ENDED 31ST AUGUST 2023**

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## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2023**

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The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st August 2023. The trustees have adopted the provisions of 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).

#### **OBJECTIVES AND ACTIVITIES**

##### **Objectives and aims**

The school's objects are to promote and provide for the advancement of education and in connection therewith to conduct, carry on, acquire and develop in the United Kingdom any boarding or day school or schools for the education of children of either sex or both sexes up to the age of thirteen years or such other age as the council of management shall decide.

The Governors achieve its objectives by providing a rewarding all-round education for every pupil via a strong foundation of key literacy and numeracy and, as children progress, a healthy balance between academic rigour and other artistic, musical, sporting, intellectual and outdoor pursuits. Importantly, the School aims for pupils to be good people: sociable, kind, respectful and able to demonstrate a charitable spirit; to give children a sense of belonging, community and respect for others. The School's broad and balanced curriculum, experienced staff and small classes are designed to promote an education tailored to individual needs, encouraging children to develop their particular talents and abilities. The School's aim is to lay strong foundations for each child's future, helping them to develop confidence, a sense of self and their potential. We also endeavour to instil in them a love of learning, a love of exploration, and to encourage in them great effort and enthusiasm. High academic standards and achievement are encouraged and celebrated. Within our school children are encouraged to respect people from different faiths, cultural and racial backgrounds and who hold different beliefs. Parents support the School by embracing the ethos of the school, working alongside us to help our children become valuable and rounded members of society ready for their transition to Secondary school.

## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2023**

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#### **OBJECTIVES AND ACTIVITIES**

##### **Key Performance Indicators**

The key financial performance indicators reviewed by the School's Governors include the Annual Budget and forecast and actual performance against Budget. Where possible comparisons may be made with other Independent Schools by reference to published data including such indicators as teacher/staff pupil number ratios and cost per pupil. Parent and staff surveys and other qualitative measures such as meeting with these key stakeholders are normally employed to monitor performance.

##### **Significant activities**

We continue to provide a rich and varied curriculum. This is the second year we have included Drama as a curriculum subject as well as Beach School. We continue to promote experiential learning as a key part of our provision. School trips for each year group included:

Nursery: Theatre royal, Washbrooks Farm, Woods Mill and the Booth Museum.

Reception visited Wilderness woods, Brighton Dome and the Booth Museum.

Year 1 went to Drusilla's, Friston Forest, The Observatory Science Centre.

Year 2 attended the Brighton Pavilion, the i360, Lewes Castle, castle workshop and coding workshop.

Year 3 enjoyed a day at the Go Ape centre, Brighton Dome Art Exhibition and the Brighton Museum.

Year 4 went to Arundel Castle and Michelham Priory.

Year 5 were fascinated by their visits to the South Downs Planetarium, National Film Theatre and Yellowave.

And Year 6 attended a trip to Parliament, Bedales Music Extravaganza, to the London show WICKED and to enjoy a tour of Brighton's graffiti alleys and Brighton Open Air Theatre.

In addition, so far this year each year group from years 1 to 6 has enjoyed two days at the beach as part of our new Beach School initiative.

The Music department has further expanded to offer individual lessons for lead guitar, trumpet, bass guitar, voice and saxophone. This is in addition to those previously offered: Violin/viola; Flute; Cornet; Oboe and Piano.

Our wonderfully supportive parents have continued their commitment to improving the school. This year, the WONDER team, a collaborative team involving parents and staff, have attended a number of working parties to refurbish the Reception playground and the additional music rooms which serve to provide a specialist space for individual music lessons. The number of pupils taking up an instrument is higher than ever. The Wonder team also installed festoon lighting along the driveway for a more welcoming entrance to the school.

The Wonder team are embarking on a new project of refurbishing a pathways to make it more weather proof.

Pupils in the upper school are awarded posts of responsibility including Head Pupils, and various prefect roles. Windlesham operates a House system where Bodiam, Lewes and Arundel (named after local castles) compete in sporting, academic and general performance challenges. This is very popular with the pupils and helps them mix and make friends across different year groups and forms. Cross age mixing is further encouraged by allowing periods during lunch when all children from years 1 to 6 are permitted onto the playground together under close supervision. We also have buddy systems that work across all year groups through Nursery to Year 6 children. This practice of mixing year groups is a very important element in the creation of a family feel to the school.

We have also increased the range of sports available for children by introducing hockey for years 3 and 4, and the range of play activities available for children in their breaks. Our clubs provision is regularly under review and now includes roller skating, Fizz pop Science, Meccano, basketball, puzzle club, beat boxing, film and animation club and a host of other unique experiences.

## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2023**

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#### **OBJECTIVES AND ACTIVITIES**

We are still seeing a significant shift from the state sector to the independent sector with the attraction of smaller class sizes and specialist teaching at primary level.. Now that we have been back in normal operation for some time, we have accumulated a robust bank of assessment data as part of our normal tracking systems. We are constantly refining how we use that data to inform future planning.

#### **Public benefit**

The Governing Body has complied with the duty in Section 17 (5) of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement under the Act.

Part of the School's ethos is to provide an affordable private education and fees are kept low relative to other comparable establishments in order to make the School accessible to a wider range of families. Additional support, in the form of bursaries, is provided to assist families for whom the fees are not within reach. All bursary awards are means-tested and annually reviewed and awarded to ensure that this funding reaches the neediest families. The number of bursary awards this year was 38. The Governors are aware that many parents make a considerable sacrifice in order to fund their own children's education and want to ensure that the majority of income is invested directly into that provision.

Additional Public benefits are provided in the following ways:

- a) Training and educational events for staff and parents are made available to people from other institutions.
- b) We set up a Teaching Apprenticeship in partnership with the University of Brighton.
- c) We offer some swimming pool sessions to maintained schools every week.
- d) We occasionally offer events on site which are open to members of the wider public.
- f) A close relationship continues with the local Church, The Church of Good Shepherd, with Christmas services held there, plus the loan of school furniture and equipment when needed by the Church.
- g) Charity Work. This year we have supported the following charities through a variety of events:

Macmillan Coffee Morning £580

Children in Need £330.50

Cancer Research £590

Blind Veterans UK £445

Red Cross £765

Royal Pavilion & Museums £416

#### **STRATEGIC REPORT**

##### **Financial review**

The results for the year are set out in the attached Statement of Financial Activities

The majority of the school's income for the year was generated from pupil fees paid by parents. The School's policy is to ensure that its income after deduction of operating expenditure is invested in the school to ensure the highest standards in the education and facilities provided to pupils.

Total funds decreased by £640 for the year (2022 decreased by £34,654).

##### **Investment policy and objectives**

The School's Memorandum and Articles of Association permit funds to be invested in such manner as the Governors see fit providing that such powers of investment are only exercised for the purpose of attaining the objects and in a manner that is legally charitable.

## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2023**

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#### **STRATEGIC REPORT**

##### **Financial review**

##### **Reserves policy**

The Governors are conscious of the need to have 'free reserves', i.e. those not represented by Fixed Assets, and these have been built up over recent years to a level exceeding the equivalent of two months turnover in order to provide a cushion against contingencies whilst maintaining an adequate level of working capital.

##### **Future plans**

Our facilities letting programme has expanded significantly. We now let some part/s of the school every school holiday and most weekends. We are delighted to be able to use our new hall for regular events including film screenings, information evenings and fairs. We continue to seek new opportunities for events at school.

Academically, we have accrued a comprehensive collection of data from assessments and refined processes for interpreting this data. We are now able to track individual pupils and groups of girls, boys, English as an Additional Language pupils, Pupils with SEN needs, pupils with Child in Need plans etc. With each group, we can compare their progress to the rest of the school and plan accordingly for targeted additional support.

We had our first year of pupils growing produce, which was very successful. Our wonderful chef, Rob, was happy to be involved and to be called whenever produce was ready to be harvested. This will continue to be something which our pupils are heavily invested in.

We have significantly increased our pupil's involvement in local sustainability projects. These have included assisting with planting new orchards in Dyke Road Park and the digging out of a new flower beds and a pond at Hollingdean. We have strengthened our links with Booth museum which has led to the year 3 Windlesham pupils being part of a wildlife feature on the 'One Show'.

We dramatically increased the amount of involvement of pupils in their school life by formalising the process for them expressing their pupil voices. They now complete an academic and a pastoral survey every term which is then shared as a staff and followed up by form tutors. This process will continue to be developed in the future to ensure that more specific information is collected.

There has been a significant investment of time and money in developing children's enjoyment of the playground. We have introduced clearer guidance on behaviour and a range of toys for children to engage in different types of play. We have also improved the quality of play by introducing an adventure play area for Upper School children to enjoy.

With the appointment of an EDI governor, we have made progress towards achieving a culture of equality, diversity and inclusion. As well as increasing training for all staff, we have a working party which is actively looking for ways to involve parents and promote diversity.

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing document**

The school's governing documents are its Memorandum and Articles of Association dated 18 March 1974, and amended on 16 March 2012.

The company is limited by guarantee and does not have any share capital. In the event of the company being wound up and unable to meet its debts, each member is liable to contribute up to a maximum of £1.

## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2023**

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#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governor Training**

The current Governors and Senior Leadership Team of the School elect the Governors to serve on the Council of Management to determine the general policy of the School.

The Board holds induction sessions for Governors who have joined the Board. All new Governors are provided with an induction pack containing statutory and non-statutory information. Sections of the pack are used to support the induction session. Potential Governors are invited as observers to Governors meetings. They are required to spend time with the Chair and Head Teacher to ascertain the nature of the Charity and the responsibilities of a Governor. Training is provided to update Governors on relevant company and charity developments.

##### **Organisational structure**

Governors retire and are eligible for election by rotation after three years. The Governors are elected at the School's AGM, one third of the Governors retire at each AGM but are eligible for re-election. Governors are recruited to fill any vacancy as it arises in accordance with the requirements of the Articles of Association of the company. This is either by advertising and search or by individual selection where there is a need for a Trustee with a particular area of expertise.

The subcommittees and their representatives are as follows:-

Health and Safety; Safeguarding: Graham Rowlands-Hempel

Finance: Neil Baxter,

Curriculum: Christine Mannion-Watson

Liz Brown and Jack Cornish

Equality, Diversity and Inclusion: Kathryn Duckenfield

Mental Health: Dave Berman

Staffing: Graham Rowlands-Hempel

Risk Management: Graham Rowlands-Hempel

The day to day management of the school is delegated to the Headteacher, the Deputy Headteacher, the Assistant Headteacher, the SENCO and the Bursar.

##### **Key management remuneration**

Through the Board of Governors, the School is responsible for setting the pay and remuneration of the School's key management personnel, the level of which is reviewed annually. In coming to its recommendations the Governors may seek advice from external independent experts and will arrive at their decisions after taking into account the purpose aims and values of the School, the strategic plan and the ability to pay, individual competencies and performance, remuneration levels at similar charities, and retention. These factors are not exclusive and any decision will inevitably include an element of discretion initially on the part of the Governors and ultimately on that of the School.

##### **Fundraising**

The school benefits from an enthusiastic group of parents who voluntarily fundraise for the School as "Friends of Windlesham". This dual-purpose body organises fun activities for fund raising with pupils, parents and carers and staff involvement such as Fayres and other social events including movie nights, bingo and quizzes. In fund raising neither the School nor the Friends of Windlesham employ any professional fund raisers. The School only approaches parents and carers of past and current pupils, plus past pupils themselves for donations. There were no complaints about any of this activity during the year.

**WINDLESHAM SCHOOL TRUST LIMITED**

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31ST AUGUST 2023**

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**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Risk management**

The Governors have examined the major strategic, business and organisational risks which the school faces and confirm that systems are in place to mitigate those risks. In particular the Governors have set up a sub committee headed by G Rowlands-Hempel to maintain and improve the School's risk management strategy. Key elements of the School's risk controls include strategic planning, emergency planning, budgeting and management accounting; established organisational structure and levels of authority; formal written policies; and vetting procedures for the safeguarding of pupils.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**

01172432 (England and Wales)

**Registered Charity number**

269264

**Registered office**

190 Dyke Road  
Brighton  
East Sussex  
BN1 5AA

**Trustees**

N D Baxter (resigned 31/12/2023)  
Mrs C A Mannion Watson  
G Rowlands-Hempel  
J Cornish  
Ms K Duckenfield  
Ms E Brown  
D Berman (appointed 13/1/2023)

**Company Secretary**

G Rowlands-Hempel

**Senior Statutory Auditor**

Shona Wardrop C.A.

**Auditors**

Chariot House Limited  
Chartered Accountants and Statutory Auditor  
44 Grand Parade  
Brighton  
BN2 9QA

**Headteacher**

J Ingrassia (to August 2023)  
D Leggett (from August 2023)

**Head of Finance and Operations**

S Roberts

## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2023**

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#### **REFERENCE AND ADMINISTRATIVE DETAILS**

##### **Bankers**

Bankers  
HSBC  
125 Church Road,  
Hove,  
BN3 2AN

Lloyds Bank PLC  
25 Gresham St  
London  
EC2V 7HN

#### **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The trustees (who are also the directors of Windlesham School Trust Limited 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).

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, Chariot House Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 21<sup>st</sup> May 2024 and signed on the board's behalf by:

G Rowlands-Hempel - Trustee

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
WINDLESHAM SCHOOL TRUST LIMITED**

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**Opinion**

We have audited the financial statements of Windlesham School Trust Limited (the 'charitable company') for the year ended 31st August 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st 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; 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.

**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  
WINDLESHAM SCHOOL TRUST LIMITED**

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**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.

**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  
WINDLESHAM SCHOOL TRUST LIMITED**

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**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 gained an understanding of the legal and regulatory framework applicable to the charitable company and the industry in which it operates, and considered the risk of acts by the charitable company that were contrary to applicable laws and regulations, including fraud. We identified that the following laws and regulations are central to the charitable company:

- Companies Act 2006
- Charities Act 2011
- Charities SORP 2019
- Health & safety regulations

We did not find any instances of non-compliance or breaches of the legislation framework applicable to the charitable company.

We designed audit procedures to respond to the risk, recognising that 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.

We identified that the following areas were of high risk:

- Completeness of income. We performed various audit tests to ensure that income was not materially understated in the financial statements.
- Management override of controls. We performed various audit tests to ensure there was no material management override of controls

We focussed on laws and regulations which could give rise to a material misstatement in the financial statements, including, but not limited to, the Companies Act 2006, UK tax legislation, Charities Act 2011 and Charities SORP 2019. Our tests included agreeing the financial statement disclosures to underlying supporting documentation, enquiries with management and enquiries of legal counsel when considered necessary. There are inherent limitations in the audit procedures described above and, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. We did not identify any key audit matters relating to irregularities, including fraud. As in all our audits, we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of management bias by the directors that represented a risk of material misstatement due to fraud.

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

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
WINDLESHAM SCHOOL TRUST LIMITED**

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**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.

Shona Wardrop C.A. (Senior Statutory Auditor)  
for and on behalf of Chariot House Limited  
Chartered Accountants and Statutory Auditor  
44 Grand Parade  
Brighton  
BN2 9QA

Date: 22nd May 2024

**WINDLESHAM SCHOOL TRUST LIMITED**

**STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31ST AUGUST 2023**

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		2023	2022
		Unrestricted	Unrestricted
		fund	funds
		£	£
<b>INCOME AND ENDOWMENTS FROM</b>	Notes		
Donations and legacies	2	376	2,776
<b>Charitable activities</b>	4		
School Fees Receivable		1,946,747	1,644,584
Sundry Income		2,458	3,753
Rental Income		32,175	27,260
Investment income	3	<u>258</u>	<u>10</u>
<b>Total</b>		<u>1,982,014</u>	<u>1,678,383</u>
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>	5		
School operating costs - Teaching		1,608,405	1,278,934
School operating costs - Premises		230,086	213,506
School operating costs - Support costs of schooling		<u>144,162</u>	<u>220,599</u>
<b>Total</b>		<u>1,982,653</u>	<u>1,713,039</u>
<b>NET INCOME/(EXPENDITURE)</b>		(639)	(34,656)
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward		2,223,938	2,258,594
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>2,223,299</u>	<u>2,223,938</u>

The notes form part of these financial statements

**WINDLESHAM SCHOOL TRUST LIMITED (REGISTERED NUMBER: 01172432)**

**BALANCE SHEET**  
**31ST AUGUST 2023**

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		2023 Unrestricted fund £	2022 Unrestricted funds £
<b>FIXED ASSETS</b>	Notes		
Tangible assets	9	3,245,255	3,277,979
<b>CURRENT ASSETS</b>			
Debtors	10	58,216	45,027
Cash at bank		<u>273,926</u>	<u>308,415</u>
		332,142	353,442
<b>CREDITORS</b>			
Amounts falling due within one year	11	(378,300)	(390,372)
		<u>(46,158)</u>	<u>(36,930)</u>
<b>NET CURRENT ASSETS</b>			
		<u>(46,158)</u>	<u>(36,930)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		3,199,097	3,241,049
<b>CREDITORS</b>			
Amounts falling due after more than one year	12	(975,798)	(1,017,111)
		<u>(975,798)</u>	<u>(1,017,111)</u>
<b>NET ASSETS</b>		<u>2,223,299</u>	<u>2,223,938</u>
<b>FUNDS</b>	16		
Unrestricted funds		<u>2,223,299</u>	<u>2,223,938</u>
<b>TOTAL FUNDS</b>		<u>2,223,299</u>	<u>2,223,938</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 21<sup>st</sup> May 2024 and were signed on its behalf by:

G Rowlands-Hempel - Trustee

The notes form part of these financial statements

**WINDLESHAM SCHOOL TRUST LIMITED**

**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31ST AUGUST 2023**

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	Notes	2023 £	2022 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	<u>6,687</u>	<u>103,764</u>
Net cash provided by operating activities		<u>6,687</u>	<u>103,764</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(41,434)	(127,240)
Interest received		<u>258</u>	<u>10</u>
Net cash used in investing activities		<u>(41,176)</u>	<u>(127,230)</u>
<b>Change in cash and cash equivalents in the reporting period</b>			
		(34,489)	(23,466)
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>308,415</u>	<u>331,881</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>273,926</u>	<u>308,415</u>

The notes form part of these financial statements

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31ST AUGUST 2023**

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

	2023 £	2022 £
<b>Net expenditure for the reporting period (as per the Statement of Financial Activities)</b>	(639)	(34,656)
<b>Adjustments for:</b>		
Depreciation charges	74,158	72,098
Interest received	(258)	(10)
(Increase)/decrease in debtors	(13,189)	7,569
(Decrease)/increase in creditors	<u>(53,385)</u>	<u>58,763</u>
<b>Net cash provided by operations</b>	<u>6,687</u>	<u>103,764</u>

**2. ANALYSIS OF CHANGES IN NET DEBT**

	At 1/9/22 £	Cash flow £	At 31/8/23 £
<b>Net cash</b>			
Cash at bank	<u>308,415</u>	<u>(34,489)</u>	<u>273,926</u>
	<u>308,415</u>	<u>(34,489)</u>	<u>273,926</u>
<b>Debt</b>			
Debts falling due within 1 year	(31,279)	(21,831)	(53,110)
Debts falling due after 1 year	<u>(961,611)</u>	<u>38,023</u>	<u>(923,588)</u>
	<u>(992,890)</u>	<u>16,192</u>	<u>(976,698)</u>
<b>Total</b>	<u>(684,475)</u>	<u>(18,297)</u>	<u>(702,772)</u>

The notes form part of these financial statements

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**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.

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and on that basis the charity is considered to be a going concern.

The financial statements are prepared in sterling which is the functional currency of the entity, and are rounded to the nearest £1.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Fees receivable and charges for services, less any allowances, scholarships and bursaries granted by the school against those fees are accounted for in the period in which the service is provided. Where fees are received for a future service period, they are included in deferred income.

Investment income is accounted for on an accruals basis.

Donations, legacies and other voluntary income are accounted for as and when entitlement arises, the amount can be reliably measured and the economic benefit is considered probable.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

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

Freehold land is not depreciated.

Freehold buildings with an expected life over 50 years	2% on cost
Fixtures and Fittings	10% on cost
Computer equipment	10% on cost

The School does not capitalise assets costing less than £300.

**Recognition and measurement**

Fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses.

**1. ACCOUNTING POLICIES - continued**

**Taxation**

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK Corporation Tax purposes. Accordingly the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**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.

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

**Hire purchase and leasing commitments**

Rentals payable under operating leases are charged against income on a straight line basis over the period of the lease.

**Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**Judgements and key sources of estimation uncertainty**

In the application of the charity's accounting policies, the charity is required to make judgments, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both the current and future periods.

There are no estimates and assumptions that are considered to have a significant risk of causing a material adjustments to the financial statements in a future period.

**Financial instruments**

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

**Financial Assets**

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

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2023**

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**1. ACCOUNTING POLICIES - continued**

Financial liabilities

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts due.

**2. DONATIONS AND LEGACIES**

	2023	2022
	£	£
Donations	<u>376</u>	<u>2,776</u>

**3. INVESTMENT INCOME**

	2023	2022
	£	£
Deposit account interest	<u>258</u>	<u>10</u>

**4. INCOME FROM CHARITABLE ACTIVITIES**

	Activity	2023	2022
		£	£
Years 1 to 6	School Fees Receivable	1,550,593	1,331,351
Reception & Nursery	School Fees Receivable	256,892	240,477
Bursaries	School Fees Receivable	(113,233)	(131,312)
Staff Discounts	School Fees Receivable	(28,995)	(35,497)
Extras	School Fees Receivable	149,013	117,319
Registration fees	School Fees Receivable	2,400	3,540
Pupil meals	School Fees Receivable	130,077	118,706
Sundry income	Sundry Income	2,458	3,753
Rental Income	Rental Income	<u>32,175</u>	<u>27,260</u>
		<u>1,981,380</u>	<u>1,675,597</u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2023**

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**5. CHARITABLE ACTIVITIES COSTS**

	Direct Costs £
School operating costs - Teaching	1,608,405
School operating costs - Premises	230,086
School operating costs - Support costs of schooling	<u>144,162</u>
	<u><u>1,982,653</u></u>

**6. NET INCOME/(EXPENDITURE)**

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

	2023 £	2022 £
Depreciation - owned assets	74,158	72,098
Other operating leases	7,869	19,972
Auditor's remuneration - Audit	5,650	3,483
Auditor's remuneration - non Audit	<u>2,350</u>	<u>2,350</u>

**7. TRUSTEES' REMUNERATION AND BENEFITS**

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

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31st August 2023 nor for the year ended 31st August 2022.

**8. STAFF COSTS**

	2023 £	2022 £
Wages and salaries	1,148,202	990,005
Social security costs	101,419	83,219
Other pension costs	<u>54,984</u>	<u>68,414</u>
	<u><u>1,304,605</u></u>	<u><u>1,141,638</u></u>

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

	2023	2022
Teaching Staff	40	35
Others	<u>7</u>	<u>6</u>
	<u><u>47</u></u>	<u><u>41</u></u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2023**

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**8. STAFF COSTS - continued**

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

	2023	2022
£60,001 - £70,000	<u>1</u>	<u>1</u>

The charity considers its key management personnel, being Trustees and Senior Leadership Team, comprises the trustees and the Senior Leadership Team. Total employment benefits to its key management personnel, being gross salary, employers' National Insurance and employers' pension, were £303,038 (2022: £273,516).

**9. TANGIBLE FIXED ASSETS**

	Freehold property £	Fixtures and fittings £	Computer equipment £	Totals £
<b>COST</b>				
At 1st September 2022	3,817,006	31,228	32,863	3,881,097
Additions	<u>22,752</u>	<u>14,970</u>	<u>3,712</u>	<u>41,434</u>
At 31st August 2023	<u>3,839,758</u>	<u>46,198</u>	<u>36,575</u>	<u>3,922,531</u>
<b>DEPRECIATION</b>				
At 1st September 2022	566,568	16,967	19,583	603,118
Charge for year	<u>66,144</u>	<u>3,947</u>	<u>4,067</u>	<u>74,158</u>
At 31st August 2023	<u>632,712</u>	<u>20,914</u>	<u>23,650</u>	<u>677,276</u>
<b>NET BOOK VALUE</b>				
At 31st August 2023	<u>3,207,046</u>	<u>25,284</u>	<u>12,925</u>	<u>3,245,255</u>
At 31st August 2022	<u>3,250,438</u>	<u>14,261</u>	<u>13,280</u>	<u>3,277,979</u>

**10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2023	2022
	£	£
Fee Debtors	50,641	37,780
Prepayments and accrued income	<u>7,575</u>	<u>7,247</u>
	<u>58,216</u>	<u>45,027</u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2023**

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**11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2023	2022
	£	£
Bank loans and overdrafts (see note 13)	53,110	31,279
Trade creditors	-	22,039
Accruals and deferred income	<u>325,190</u>	<u>337,054</u>
	<u>378,300</u>	<u>390,372</u>

**12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	2023	2022
	£	£
Bank loans (see note 13)	923,588	961,611
Final term deposits	<u>52,210</u>	<u>55,500</u>
	<u>975,798</u>	<u>1,017,111</u>

**13. LOANS**

An analysis of the maturity of loans is given below:

	2023	2022
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>53,110</u>	<u>31,279</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>52,832</u>	<u>52,832</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	<u>143,170</u>	<u>153,097</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	<u>727,586</u>	<u>755,682</u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2023**

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**14. LEASING AGREEMENTS**

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

	2023	2022
	£	£
Within one year	26,724	16,787
Between one and five years	68,805	44,109
In more than five years	-	1,085
	<u>95,529</u>	<u>61,981</u>

**15. SECURED DEBTS**

The following secured debts are included within creditors:

	2023	2022
	£	£
Bank loans	<u>976,698</u>	<u>992,890</u>

The loans are secured by legal charges over the property.

The loan is scheduled to be repaid in 2045.

**16. MOVEMENT IN FUNDS**

	At 1/9/22	Net movement in funds	At 31/8/23
	£	£	£
<b>Unrestricted funds</b>			
General fund	2,223,938	(639)	2,223,299
	<u>2,223,938</u>	<u>(639)</u>	<u>2,223,299</u>

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General fund	1,982,014	(1,982,653)	(639)
	<u>1,982,014</u>	<u>(1,982,653)</u>	<u>(639)</u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2023**

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**16. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

	At 1/9/21 £	Net movement in funds £	At 31/8/22 £
<b>Unrestricted funds</b>			
General fund	2,258,594	(34,656)	2,223,938
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<u>2,258,594</u>	<u>(34,656)</u>	<u>2,223,938</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,678,383	(1,713,039)	(34,656)
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<u>1,678,383</u>	<u>(1,713,039)</u>	<u>(34,656)</u>

**17. RELATED PARTY DISCLOSURES**

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

**18. STATUTORY INFORMATION**

The charity is a company limited by guarantee, registered in England and Wales, and has no share capital.

No one member has overall control of the charity.

Its registered office address and registered number can be found in the 'legal and administrative' information section of the trustees annual report.

**WINDLESHAM SCHOOL TRUST LIMITED**

England & Wales - Charity number 269264

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# Accounts

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**REGISTERED COMPANY NUMBER: 01172432 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 269264**

**REPORT OF THE TRUSTEES AND**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST AUGUST 2022**

**FOR**

**WINDLESHAM SCHOOL TRUST LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

Chariot House Limited  
Chartered Accountants and Statutory Auditor  
44 Grand Parade  
Brighton  
BN2 9QA

**WINDLESHAM SCHOOL TRUST LIMITED**

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**FOR THE YEAR ENDED 31ST AUGUST 2022**

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## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2022**

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The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st August 2022. The trustees have adopted the provisions of 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).

#### **OBJECTIVES AND ACTIVITIES**

##### **Objectives and aims**

The school's objects are to promote and provide for the advancement of education and in connection therewith to conduct, carry on, acquire and develop in the United Kingdom any boarding or day school or schools for the education of children of either sex or both sexes up to the age of thirteen years or such other age as the council of management shall decide.

The Governors achieve its objectives by providing a rewarding all-round education for every pupil via a strong foundation of key literacy and numeracy and, as children progress, a healthy balance between academic rigour and other artistic, musical, sporting, intellectual and outdoor pursuits. Importantly, the School aims for pupils to be good people: sociable, kind, respectful and able to demonstrate a charitable spirit; to give children a sense of belonging, community and respect for others. The School's broad and balanced curriculum, experienced staff and small classes are designed to promote an education tailored to individual needs, encouraging children to develop their particular talents and abilities. The School's aim is to lay strong foundations for each child's future, helping them to develop confidence, a sense of self and their potential. We also endeavour to instil in them a love of learning, a love of exploration, and to encourage in them great effort and enthusiasm. High academic standards and achievement are encouraged and celebrated. Within our school children are encouraged to respect people from different faiths, cultural and racial backgrounds and who hold different beliefs. Parents support the School by embracing the ethos of the school, working alongside us to help our children become valuable and rounded members of society ready for their transition to Secondary school.

## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2022**

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#### **OBJECTIVES AND ACTIVITIES**

##### **Key Performance Indicators**

The key financial performance indicators reviewed by the School's Governors include the Annual Budget and forecast and actual performance against Budget. Where possible comparisons may be made with other Independent Schools by reference to published data including such indicators as teacher/staff pupil number ratios and cost per pupil. Parent and staff surveys and other qualitative measures such as meeting with these key stakeholders are normally employed to monitor performance.

##### **Significant activities**

We continue to provide a rich and varied curriculum. This year we have added Drama as a curriculum subject as well as Beach School. We continue to promote experiential learning as a key part of our provision. School trips for each year group included:

Nursery: Theatre royal, Washbrooks Farm, Woods Mill and the Booth Museum.

Reception visited Wilderness woods, Brighton Dome and the booth Museum.

Year 1 went to Drusilla's, Friston Forest, The Observatory Science Centre.

Year 2 attended the Brighton Pavilion, the i360, Lewes Castle and a castle workshop.

Year 3 enjoyed a day at the Go Ape centre and the Brighton Museum.

Year 4 went to Arundel Castle and Michelham Priory.

Year 5 were fascinated by their visits to the South Downs Planetarium and the National Film Theatre.

And Year 6 attended a trip to Parliament, Bedales Music Extravaganza, to the London show WICKED and to enjoy a tour of Brighton's graffiti alleys.

In addition, so far this year each year group from years 1 to 6 has enjoyed two days at the beach as part of our new Beach School initiative.

The Music department has further expanded to offer individual lessons for lead guitar, trumpet, bass guitar, voice and saxophone. This is in addition to those previously offered: Violin/viola; Flute; Cornet; Oboe and Piano.

Our wonderfully supportive parents have continued their commitment to improving the school. This year, the WONDER team, a collaborative team involving parents and staff, have attended a number of working parties to refurbish the Reception playground. Plans are now under way to divide the original music room, a standalone building, into 3 practice rooms for Peripatetic music teachers to schedule their lessons. The number of pupils taking up an instrument is higher than ever.

The Wonder team are also in the process of installing festoon lighting along the driveway for a more welcoming entrance to the school.

Pupils in the upper school are awarded posts of responsibility including Head Pupils, and various prefect roles. Windlesham operates a House system where Bodiam, Lewes and Arundel (named after local castles) compete in sporting, academic and general performance challenges. This is very popular with the pupils and helps them mix and make friends across different year groups and forms. Cross age mixing is further encouraged by allowing one period during lunch when all children from years 1 to 6 are permitted onto the playground together under close supervision. We also have buddy systems for Nursery and Year 5, and for Reception and Year 6 children. This practice of mixing year groups is a very important element in the creation of a family feel to the school.

We have also increased the range of sports available for children by introducing hockey for years 3 and 4, and the range of play activities available for children in their breaks. Our clubs provision is regularly under review and now includes roller skating, Fizz pop Science, Meccano, basketball, puzzle club and a host of other unique experiences.

## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2022**

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#### **OBJECTIVES AND ACTIVITIES**

The impact of the pandemic long term has been a relatively good one for the school's pupil numbers. We still see a significant shift from the state sector to the independent. We have reflected at length about the importance of flexibility in workplace arrangements, of accommodating different working arrangements, of allowing as much information as possible to be available remotely. These are all good things for employees. We continue to provide online learning whenever appropriate. Now that we have been back in normal operation for some time, we have accumulated a robust bank of assessment data as part of our normal tracking systems. We are constantly refining how we use that data to inform future planning.

#### **Public benefit**

The Governing Body has complied with the duty in Section 17 (5) of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement under the Act.

Part of the School's ethos is to provide an affordable private education and fees are kept low relative to other comparable establishments in order to make the School accessible to a wider range of families. Additional support, in the form of bursaries, is provided to assist families for whom the fees are not within reach. All bursary awards are means-tested and annually reviewed and awarded to ensure that this funding reaches the neediest families. The number of bursary awards this year was 38. The Governors are aware that many parents make a considerable sacrifice in order to fund their own children's education and want to ensure that the majority of income is invested directly into that provision.

Additional Public benefits are provided in the following ways:

- a) Training and educational events for staff and parents are made available to people from other institutions.
- b) We set up an apprenticeship place for a pupil from Greater Brighton Metropolitan College. She is now undertaking a teaching Assistant apprenticeship. Another is planned for an assistant seeking to qualify as a teacher.
- c) We offer some swimming pool sessions to maintained schools every week.
- d) We occasionally offer events on site which are open to members of the wider public.
- f) A close relationship continues with the local Church, The Church of Good Shepherd, with Christmas and Easter services held there, plus the loan of school furniture and equipment when needed by the Church.
- g) Charity Work This year we have supported the following charities through a variety of events:

Macmillan Coffee Morning	£580
Poppy Appeal	Still waiting for total
Children in Need	£200 and ongoing with sale of tote bags
Christmas Jumper Day	£140
Blind Veterans UK (Christmas services)	£445
Turkish Earthquake	£765

In addition,

- h) The Brighton Open Air Theatre, which is opposite the School, enjoyed its eighth year in 2022 and the School continued its close working links with this community charity. In addition to providing some financial support, staff from the School regularly volunteered at the Theatre during its summer programme. The School also provided use of furniture and space for rehearsals and first aid training.

## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2022**

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#### **STRATEGIC REPORT**

##### **Financial review**

The results for the year are set out in the attached Statement of Financial Activities

The majority of the school's income for the year was generated from pupil fees paid by parents. The School's policy is to ensure that its income after deduction of operating expenditure is invested in the school to ensure the highest standards in the education and facilities provided to pupils.

Total funds decreased by £34,656 for the year (2021 decreased by £11,096).

##### **Investment policy and objectives**

The School's Memorandum and Articles of Association permit funds to be invested in such manner as the Governors see fit providing that such powers of investment are only exercised for the purpose of attaining the objects and in a manner that is legally charitable.

##### **Reserves policy**

The Governors are conscious of the need to have 'free reserves', i.e. those not represented by Fixed Assets, and these have been built up over recent years to a level exceeding the equivalent of two months turnover in order to provide a cushion against contingencies whilst maintaining an adequate level of working capital.

##### **Future plans**

Our facilities letting programme has expanded significantly. We now let some part/s of the school every school holiday and most weekends. We are delighted to be able to use our new hall for regular events including film screenings, information evenings and fairs. We continue to seek new opportunities for events at school.

Academically, we have accrued a comprehensive collection of data from assessments and refined processes for interpreting this data. We are now able to track individual pupils and groups of girls, boys, English as an Additional Language pupils, Pupils with SEN needs, pupils with Child in Need plans etc. With each group, we can compare their progress to the rest of the school and plan accordingly for targeted additional support.

We had our first year of pupils growing produce, which was very successful. Our wonderful chef, Rob, was happy to be involved and to be called whenever produce was ready to be harvested. This will be extended next year.

We dramatically increased the amount of involvement of pupils in their school life by formalising the process for them expressing their pupil voices. They now complete an academic and a pastoral survey every term which is then shared as a staff and followed up by form tutors. This process will continue to be developed in the future to ensure that more specific information is collected.

There has been a significant investment of time and money in developing children's enjoyment of the playground. We have introduced clearer guidance on behaviour and a range of toys for children to engage in different types of play. We aim to further improve the quality of play by introducing an adventure play area for Upper School children to enjoy.

With the appointment of an EDI governor, we have made progress towards achieving a culture of equality, diversity and inclusion. As well as increasing training for all staff, we have a working party which is actively looking for ways to involve parents and promote diversity.

## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2022**

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#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing document**

The school's governing documents are its Memorandum and Articles of Association dated 18 March 1974, and amended on 16 March 2012.

The company is limited by guarantee and does not have any share capital. In the event of the company being wound up and unable to meet its debts, each member is liable to contribute up to a maximum of £1.

##### **Governor Training**

The current Governors and Senior Leadership Team of the School elect the Governors to serve on the Council of Management to determine the general policy of the School.

The Board holds induction sessions for Governors who have joined the Board. All new Governors are provided with an induction pack containing statutory and non-statutory information. Sections of the pack are used to support the induction session. Potential Governors are invited as observers to Governors meetings. They are required to spend time with the Chair and Head Teacher to ascertain the nature of the Charity and the responsibilities of a Governor. Training is provided to update Governors on relevant company and charity developments.

##### **Organisational structure**

Governors retire and are eligible for election by rotation after three years. The Governors are elected at the School's AGM, one third of the Governors retire at each AGM but are eligible for re-election. Governors are recruited to fill any vacancy as it arises in accordance with the requirements of the Articles of Association of the company. This is either by advertising and search or by individual selection where there is a need for a Trustee with a particular area of expertise.

The subcommittees and their representatives are as follows:-

Health and Safety; Safeguarding: Graham Rowlands-Hempel

Finance: Neil Baxter,

Curriculum: Christine Mannion-Watson

Liz Brown and Jack Cornish

Equality, Diversity and Inclusion: Kathryn Duckenfield

Mental Health: Dave Berman

Staffing: Graham Rowlands-Hempel

Risk Management: Graham Rowlands-Hempel

The day to day management of the school is delegated to the Headteacher, the Deputy Headteacher, the Assistant Headteacher, The SENCO and the Bursar.

##### **Key management remuneration**

Through the Board of Governors, the School is responsible for setting the pay and remuneration of the School's key management personnel, the level of which is reviewed annually. In coming to its recommendations the Governors may seek advice from external independent experts and will arrive at their decisions after taking into account the purpose aims and values of the School, the strategic plan and the ability to pay, individual competencies and performance, remuneration levels at similar charities, and retention. These factors are not exclusive and any decision will inevitably include an element of discretion initially on the part of the Governors and ultimately on that of the School.

## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2022**

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#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Fundraising**

The school benefits from an enthusiastic group of parents who voluntarily fundraise for the School as "Friends of Windlesham". This dual-purpose body organises fun activities for fund raising with pupils, parents and carers and staff involvement such as Fayres and other social events including movie nights, bingo and quizzes. In fund raising neither the School nor the Friends of Windlesham employ any professional fund raisers. The School only approaches parents and carers of past and current pupils, plus past pupils themselves for donations. There were no complaints about any of this activity during the year.

##### **Risk management**

The Governors have examined the major strategic, business and organisational risks which the school faces and confirm that systems are in place to mitigate those risks. In particular the Governors have set up a sub committee headed by G Rowlands-Hempel to maintain and improve the School's risk management strategy. Key elements of the School's risk controls include strategic planning, emergency planning, budgeting and management accounting; established organisational structure and levels of authority; formal written policies; and vetting procedures for the safeguarding of pupils.

#### **REFERENCE AND ADMINISTRATIVE DETAILS**

##### **Registered Company number**

01172432 (England and Wales)

##### **Registered Charity number**

269264

##### **Registered office**

190 Dyke Road  
Brighton  
East Sussex  
BN1 5AA

##### **Trustees**

N D Baxter  
Mrs C A Mannion Watson  
G Rowlands-Hempel  
J Cornish  
Ms K Duckenfield (appointed 14/10/2021)  
Ms E Brown (appointed 10/2/2022)

##### **Company Secretary**

G Rowlands-Hempel

##### **Senior Statutory Auditor**

J Thacker FCA DChA

##### **Auditors**

Chariot House Limited  
Chartered Accountants and Statutory Auditor  
44 Grand Parade  
Brighton  
BN2 9QA

**WINDLESHAM SCHOOL TRUST LIMITED**

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31ST AUGUST 2022**

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**REFERENCE AND ADMINISTRATIVE DETAILS**

**Headteacher**

J Ingrassia

**Head of Finance and Operations**

S Roberts

**Bankers**

Bankers

HSBC

125 Church Road,

Hove,

BN3 2AN

Lloyds Bank PLC

25 Gresham St

London

EC2V 7HN

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The trustees (who are also the directors of Windlesham School Trust Limited 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).

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, Chariot House Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

**WINDLESHAM SCHOOL TRUST LIMITED**

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31ST AUGUST 2022**

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Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 27 April 2023 and signed on the board's behalf by:

G Rowlands-Hempel - Trustee

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
WINDLESHAM SCHOOL TRUST LIMITED**

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**Opinion**

We have audited the financial statements of Windlesham School Trust Limited (the 'charitable company') for the year ended 31st August 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st 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; 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.

**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  
WINDLESHAM SCHOOL TRUST LIMITED**

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**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.

**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  
WINDLESHAM SCHOOL TRUST LIMITED**

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**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 gained an understanding of the legal and regulatory framework applicable to the charitable company and the industry in which it operates, and considered the risk of acts by the charitable company that were contrary to applicable laws and regulations, including fraud. We identified that the following laws and regulations are central to the charitable company:

- Companies Act 2006
- Charities Act 2011
- Charities SORP 2019
- Health & safety regulations

We did not find any instances of non-compliance or breaches of the legislation framework applicable to the charitable company.

We designed audit procedures to respond to the risk, recognising that 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.

We identified that the following areas were of high risk:

- Completeness of income. We performed various audit tests to ensure that income was not materially understated in the financial statements.
- Management override of controls. We performed various audit tests to ensure there was no material management override of controls

We focussed on laws and regulations which could give rise to a material misstatement in the financial statements, including, but not limited to, the Companies Act 2006, UK tax legislation, Charities Act 2011 and Charities SORP 2019. Our tests included agreeing the financial statement disclosures to underlying supporting documentation, enquiries with management and enquiries of legal counsel when considered necessary. There are inherent limitations in the audit procedures described above and, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. We did not identify any key audit matters relating to irregularities, including fraud. As in all our audits, we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of management bias by the directors that represented a risk of material misstatement due to fraud.

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

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
WINDLESHAM SCHOOL TRUST LIMITED**

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**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.

J Thacker FCA DChA (Senior Statutory Auditor)  
for and on behalf of Chariot House Limited  
Chartered Accountants and Statutory Auditor  
44 Grand Parade  
Brighton  
BN2 9QA

Date: 9 May 2023

**WINDLESHAM SCHOOL TRUST LIMITED**

**STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31ST AUGUST 2022**

---

		2022	2021
		Unrestricted	Unrestricted
		funds	funds
		£	£
<b>INCOME AND ENDOWMENTS FROM</b>	Notes		
Donations and legacies	2	2,776	1,310
<b>Charitable activities</b>	4		
School Fees Receivable		1,644,584	1,361,413
Sundry Income		3,753	4,773
Rental Income		27,260	13,208
Investment income	3	10	37
Other income		-	39,932
<b>Total</b>		<u>1,678,383</u>	<u>1,420,673</u>
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>	5		
School operating costs - Teaching		1,278,934	1,032,626
School operating costs - Premises		213,506	166,673
School operating costs - Support costs of schooling		<u>220,599</u>	<u>232,470</u>
<b>Total</b>		<u>1,713,039</u>	<u>1,431,769</u>
<b>NET INCOME/(EXPENDITURE)</b>		(34,656)	(11,096)
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward		2,258,594	2,269,690
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>2,223,938</u></u>	<u><u>2,258,594</u></u>

The notes form part of these financial statements

**WINDLESHAM SCHOOL TRUST LIMITED (REGISTERED NUMBER: 01172432)**

**BALANCE SHEET**  
**31ST AUGUST 2022**

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		2022 Unrestricted funds £	2021 Unrestricted funds £
<b>FIXED ASSETS</b>	Notes		
Tangible assets	9	3,277,979	3,222,837
<b>CURRENT ASSETS</b>			
Debtors	10	45,027	52,596
Cash at bank		<u>308,415</u>	<u>331,881</u>
		353,442	384,477
<b>CREDITORS</b>			
Amounts falling due within one year	11	(390,372)	(249,970)
		<u>                    </u>	<u>                    </u>
<b>NET CURRENT ASSETS</b>		<u>(36,930)</u>	<u>134,507</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		3,241,049	3,357,344
<b>CREDITORS</b>			
Amounts falling due after more than one year	12	(1,017,111)	(1,098,750)
		<u>                    </u>	<u>                    </u>
<b>NET ASSETS</b>		<u><u>2,223,938</u></u>	<u><u>2,258,594</u></u>
<b>FUNDS</b>	16		
Unrestricted funds		<u>2,223,938</u>	<u>2,258,594</u>
<b>TOTAL FUNDS</b>		<u><u>2,223,938</u></u>	<u><u>2,258,594</u></u>

The financial statements were approved by the Board of Trustees and authorised for issue on 27 April 2023 and were signed on its behalf by:

G Rowlands-Hempel - Trustee

The notes form part of these financial statements

**WINDLESHAM SCHOOL TRUST LIMITED**

**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31ST AUGUST 2022**

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	Notes	2022 £	2021 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	<u>103,764</u>	<u>347,755</u>
Net cash provided by operating activities		<u>103,764</u>	<u>347,755</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(127,240)	(189,855)
Interest received		<u>10</u>	<u>37</u>
Net cash used in investing activities		<u>(127,230)</u>	<u>(189,818)</u>
<hr/>			
<b>Change in cash and cash equivalents in the reporting period</b>		(23,466)	157,937
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>331,881</u>	<u>173,944</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>308,415</u>	<u>331,881</u>

The notes form part of these financial statements

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31ST AUGUST 2022**

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

	2022 £	2021 £
<b>Net expenditure for the reporting period (as per the Statement of Financial Activities)</b>	(34,656)	(11,096)
<b>Adjustments for:</b>		
Depreciation charges	72,098	45,808
Interest received	(10)	(37)
Decrease in debtors	7,569	5,684
Increase in creditors	<u>58,763</u>	<u>307,396</u>
<b>Net cash provided by operations</b>	<u>103,764</u>	<u>347,755</u>

**2. ANALYSIS OF CHANGES IN NET DEBT**

	At 1/9/21 £	Cash flow £	At 31/8/22 £
<b>Net cash</b>			
Cash at bank	<u>331,881</u>	<u>(23,466)</u>	<u>308,415</u>
	<u>331,881</u>	<u>(23,466)</u>	<u>308,415</u>
<b>Debt</b>			
Debts falling due within 1 year	-	(31,279)	(31,279)
Debts falling due after 1 year	<u>(1,050,000)</u>	<u>88,389</u>	<u>(961,611)</u>
	<u>(1,050,000)</u>	<u>57,110</u>	<u>(992,890)</u>
<b>Total</b>	<u>(718,119)</u>	<u>33,644</u>	<u>(684,475)</u>

The notes form part of these financial statements

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**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.

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and on that basis the charity is considered to be a going concern.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Fees receivable and charges for services, less any allowances, scholarships and bursaries granted by the school against those fees are accounted for in the period in which the service is provided. Where fees are received for a future service period, they are included in deferred income.

Investment income is accounted for on an accruals basis.

Donations, legacies and other voluntary income are accounted for as and when entitlement arises, the amount can be reliably measured and the economic benefit is considered probable.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

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

Freehold land is not depreciated.

Freehold buildings with an expected life over 50 years	2% on cost
Fixtures and Fittings	10% on cost
Computer equipment	10% on cost

The School does not capitalise assets costing less than £300.

**Recognition and measurement**

Fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses.

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2022**

---

**1. ACCOUNTING POLICIES - continued**

**Taxation**

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK Corporation Tax purposes. Accordingly the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**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.

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

**Hire purchase and leasing commitments**

Rentals payable under operating leases are charged against income on a straight line basis over the period of the lease.

**Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**2. DONATIONS AND LEGACIES**

	2022	2021
	£	£
Donations	<u>2,776</u>	<u>1,310</u>

**3. INVESTMENT INCOME**

	2022	2021
	£	£
Deposit account interest	<u>10</u>	<u>37</u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2022**

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**4. INCOME FROM CHARITABLE ACTIVITIES**

		2022	2021
	Activity	£	£
Years 1 to 6	School Fees Receivable	1,331,351	1,241,964
Reception & Nursery	School Fees Receivable	240,477	173,306
Bursaries	School Fees Receivable	(131,312)	(118,322)
Staff Discounts	School Fees Receivable	(35,497)	(49,578)
Extras	School Fees Receivable	117,319	46,882
Registration fees	School Fees Receivable	3,540	3,420
Pupil meals	School Fees Receivable	118,706	63,741
Sundry income	Sundry Income	3,753	4,773
Rental Income	Rental Income	27,260	13,208
		<u>1,675,597</u>	<u>1,379,394</u>

**5. CHARITABLE ACTIVITIES COSTS**

	Direct Costs £
School operating costs - Teaching	1,278,934
School operating costs - Premises	213,506
School operating costs - Support costs of schooling	<u>220,599</u>
	<u>1,713,039</u>

**6. NET INCOME/(EXPENDITURE)**

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

	2022	2021
	£	£
Depreciation - owned assets	72,098	45,808
Other operating leases	19,972	13,536
Auditor's remuneration - Audit	3,483	3,770
Auditor's remuneration - non Audit	<u>2,350</u>	<u>2,650</u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2022**

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**7. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31st August 2022 nor for the year ended 31st August 2021.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31st August 2022 nor for the year ended 31st August 2021.

**8. STAFF COSTS**

	2022	2021
	£	£
Wages and salaries	990,005	960,443
Social security costs	83,219	74,294
Other pension costs	<u>68,414</u>	<u>53,065</u>
	<u>1,141,638</u>	<u>1,087,802</u>

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

	2022	2021
Teaching Staff	35	35
Others	<u>6</u>	<u>7</u>
	<u>41</u>	<u>42</u>

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

	2022	2021
£60,001 - £70,000	<u>1</u>	<u>1</u>

The charity considers its key management personnel comprises the trustees and the Senior Leadership Team. Total employment benefits to its key management personnel were £273,516 (2021: £259,975).

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2022**

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**9. TANGIBLE FIXED ASSETS**

	Freehold property £	Fixtures and fittings £	Computer equipment £	Totals £
<b>COST</b>				
At 1st September 2021	3,695,087	31,228	27,542	3,753,857
Additions	<u>121,919</u>	<u>-</u>	<u>5,321</u>	<u>127,240</u>
At 31st August 2022	<u>3,817,006</u>	<u>31,228</u>	<u>32,863</u>	<u>3,881,097</u>
<b>DEPRECIATION</b>				
At 1st September 2021	500,879	14,254	15,887	531,020
Charge for year	<u>65,689</u>	<u>2,713</u>	<u>3,696</u>	<u>72,098</u>
At 31st August 2022	<u>566,568</u>	<u>16,967</u>	<u>19,583</u>	<u>603,118</u>
<b>NET BOOK VALUE</b>				
At 31st August 2022	<u>3,250,438</u>	<u>14,261</u>	<u>13,280</u>	<u>3,277,979</u>
At 31st August 2021	<u>3,194,208</u>	<u>16,974</u>	<u>11,655</u>	<u>3,222,837</u>

**10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2022 £	2021 £
Fee Debtors	37,780	38,126
Prepayments and accrued income	<u>7,247</u>	<u>14,470</u>
	<u>45,027</u>	<u>52,596</u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2022**

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**11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2022	2021
	£	£
Bank loans and overdrafts (see note 13)	31,279	-
Trade creditors	22,039	21,996
Accruals and deferred income	<u>337,054</u>	<u>227,974</u>
	<u>390,372</u>	<u>249,970</u>

**12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	2022	2021
	£	£
Bank loans (see note 13)	961,611	1,050,000
Final term deposits	<u>55,500</u>	<u>48,750</u>
	<u>1,017,111</u>	<u>1,098,750</u>

**13. LOANS**

An analysis of the maturity of loans is given below:

	2022	2021
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>31,279</u>	<u>-</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>52,832</u>	<u>50,000</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	<u>153,097</u>	<u>189,015</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans payable after more than 5 years by instalments	<u>755,682</u>	<u>810,985</u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2022**

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**14. LEASING AGREEMENTS**

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

	2022	2021
	£	£
Within one year	16,787	16,787
Between one and five years	44,109	44,244
In more than five years	<u>1,085</u>	<u>5,425</u>
	<u>61,981</u>	<u>66,456</u>

**15. SECURED DEBTS**

The following secured debts are included within creditors:

	2022	2021
	£	£
Bank loans	<u>992,890</u>	<u>1,050,000</u>

The loans are secured by legal charges over the property.

The loan is scheduled to be repaid in 2045.

**16. MOVEMENT IN FUNDS**

	At 1/9/21	Net movement in funds	At 31/8/22
	£	£	£
<b>Unrestricted funds</b>			
General fund	2,258,594	(34,656)	2,223,938
	<u>2,258,594</u>	<u>(34,656)</u>	<u>2,223,938</u>

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General fund	1,678,383	(1,713,039)	(34,656)
	<u>1,678,383</u>	<u>(1,713,039)</u>	<u>(34,656)</u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2022**

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**16. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

	At 1/9/20 £	Net movement in funds £	At 31/8/21 £
<b>Unrestricted funds</b>			
General fund	2,269,690	(11,096)	2,258,594
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<u>2,269,690</u>	<u>(11,096)</u>	<u>2,258,594</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,420,673	(1,431,769)	(11,096)
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<u>1,420,673</u>	<u>(1,431,769)</u>	<u>(11,096)</u>

**17. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 31st August 2022.

**18. STATUTORY INFORMATION**

The charity is a company limited by guarantee, registered in England and Wales, and has no share capital.

No one member has overall control of the charity.

Its registered office address and registered number can be found in the 'legal and administrative' information section of the trustees annual report.

**WINDLESHAM SCHOOL TRUST LIMITED**

England & Wales - Charity number 269264

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# Accounts

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REGISTERED COMPANY NUMBER: 01172432 (England and Wales)  
REGISTERED CHARITY NUMBER: 269264

**REPORT OF THE TRUSTEES AND**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST AUGUST 2021**  
**FOR**  
**WINDLESHAM SCHOOL TRUST LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

Chariot House Limited  
Chartered Accountants  
44 Grand Parade  
Brighton  
East Sussex  
BN2 9QA

**WINDLESHAM SCHOOL TRUST LIMITED**

**CONTENTS OF THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31ST AUGUST 2021**

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**WINDLESHAM SCHOOL TRUST LIMITED**

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31ST AUGUST 2021**

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The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st August 2021. The trustees have adopted the provisions of 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).

**OBJECTIVES AND ACTIVITIES**

**Objectives and aims**

The school's objects are to promote and provide for the advancement of education and in connection therewith to conduct, carry on, acquire and develop in the United Kingdom any boarding or day school or schools for the education of children of either sex or both sexes up to the age of thirteen years or such other age as the council of management shall decide.

The Governors achieve its objectives by providing a rewarding all-round education for every pupil via a strong foundation of key literacy and numeracy and, as children progress, a healthy balance between academic rigour and other artistic, musical, sporting, intellectual and outdoor pursuits. Importantly, the School aims for pupils to be good people: sociable, kind, respectful and able to demonstrate a charitable spirit; to give children a sense of belonging, community and respect for others. The School's broad and balanced curriculum, experienced staff and small classes are designed to promote an education tailored to individual needs, encouraging children to develop their particular talents and abilities. The School's aim is to lay strong foundations for each child's future, helping them to develop confidence, a sense of self and potential. We also endeavour to instil in them a love of learning, exploration, encouraging effort and enthusiasm. High academic standards and achievement are encouraged and celebrated. Within our Christian-based school children are encouraged to respect people from different faiths backgrounds and who hold different beliefs. Parents support the School by embracing the ethos of the school, working alongside us to help our children become valuable and rounded members of society ready for their transition to Secondary school.

## WINDLESHAM SCHOOL TRUST LIMITED

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2021

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#### **OBJECTIVES AND ACTIVITIES**

##### **Key Performance Indicators**

The key financial performance indicators reviewed by the School's Governors include Annual Budget and forecast and actual performance against Budget. Where possible comparisons may be made with other Independent Schools by reference to published data including such indicators as teacher/staff pupil number ratios and cost per pupil. Parent and staff surveys and other qualitative measures such as meeting with these key stakeholders are normally employed to monitor performance. The ability for Trustees to meet with parents and staff for feedback on the school's performance has been limited during this year due to Covid restrictions.

##### **Significant activities**

Visits to Drusillas, Go Ape and the Earthship at Stanmer were made before the lockdown in the autumn. Overall our pupils enjoyed a reduced number of trips in this academic year with none permitted in the spring term. Among those completed during the summer term were a trip to the i360 for year 2 as part of their study of Brighton and Hove. Year 5 visited Petworth House and the Brighton Mosque, locally to the school. Year 6 went to Newhaven Fort and Year 4 to Arundel Wetlands Centre. Even our early years children from Nursery and Reception managed trips to Washbrooks Farm and Wilderness Woods respectively. Every year group enjoyed a WOW day, to launch the start of their new topics. The notable ones were the Year 3 Iron Age and the Year 4 Tudor days. Finally, with children unable to participate on the popular residential trips, years 4-6 were able to have a camping out adventure at School sleeping under canvas overnight in the school grounds.

The Music department has further expanded to offer individual lessons for lead guitar, trumpet, bass guitar, voice and saxophone. This is in addition to those previously offered: Violin/viola; Flute; Cornet; Oboe and Piano.

Our wonderfully supportive parents have continued their commitment to improving the school. This year, the WONDER team, a collaborative team involving parents and staff, have attended a number of working parties to create an outdoor classroom, a sensory path and a set of growing planters for the children to grow vegetables which they will later enjoy with their meals.

Pupils in the upper school are awarded posts of responsibility including Head Pupils, and various prefect roles. Windlesham operates a House system where Bodiam, Lewes and Arundel (named after local castles) compete in sporting, academic and general performance challenges. This is very popular with the pupils and helps them mix and make friends across different year groups and forms. Cross age mixing is further encouraged by allowing one period during lunch when all children from years 1 to 6 are permitted onto the playground together under close supervision. We also have buddy systems for Nursery and Year 5, and for Reception and Year 6 children. This practice of mixing year groups is a very important element in the creation of a family feel to the school.

##### **Covid 19:**

##### **Immediate Impact**

The impact of the pandemic is slowly reducing. The number of risk-reducing measures in place has returned almost to pre-pandemic levels and, as levels of comfort among the staff and parents improve, we return the initiatives which we have previously enjoyed, such as buddies and cross age carousels.

## **OBJECTIVES AND ACTIVITIES**

### **Covid 19:**

#### **Long Term adjustments**

The impact of the pandemic long term has been a relatively good one for the school's pupil numbers. We still see a significant shift from the state sector to the independent. We have reflected at length about the importance of flexibility in workplace arrangements, of accommodating different working arrangements, of allowing as much information as possible to be available remotely. These are all good things for employees. We have, whenever a child has been absent, provided online learning, which was never previously possible. Importantly, we have returned to all the testing processes which are part of our normal tracking systems and allow us to create an accurate picture of every child's progress. We are now in the throes of tracking how every minority group is progressing relative to the average of every cohort.

#### **Public benefit**

The Governing Body has complied with the duty in Section 17 (5) of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement under the Act.

Part of the School's ethos is to provide an affordable private education and fees are kept low relative to other comparable establishments to make the School accessible to a wider range of families. Additional support, in the form of bursaries, is provided to assist families for whom the fees are not within reach. All bursary awards are means-tested and annually reviewed and awarded to ensure that this funding reaches the neediest families. The number of bursary awards this year was 21. The Governors are aware that many parents make a considerable sacrifice in order to fund their own children's education and want to ensure that the majority of income is invested directly into that provision.

Additional Public benefits are provided in the following ways:

- a) Training and educational events for staff and parents are made available to people from other institutions when Covid restrictions allow.
- b) We set up an apprenticeship place for a pupil from Greater Brighton Metropolitan College.
- c) We were able to offer some swimming to state-funded schools but had a reduced number of children in classes due to the Covid restrictions on pool loads.
- d) The number of events on site was severely restricted due to Covid and we could not offer them to parents or the wider public.
- f) A close relationship continues with the local Church, The Church of Good Shepherd, with Christmas and Easter services held there, plus the loan of school furniture and equipment when needed by the Church.
- g) This year the School's Charity Representatives chose to support the Motor Neurone Disease Association raising a total of £2451 through a range of events and initiatives.

In addition,

- h) The Brighton Open Air Theatre, which is opposite the School, enjoyed its seventh year in 2021 and the School continued its close working links with this community charity. In addition to providing some financial support, staff from the School regularly volunteered at the Theatre during its summer programme. The School also provided use of furniture and space for rehearsals and first aid training.

## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2021**

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#### **STRATEGIC REPORT**

##### **Financial review**

The results for the year are set out in the attached Statement of Financial Activities

The majority of the school's income for the year was generated from pupil fees paid by parents. The School's policy is to ensure that its income after deduction of operating expenditure is invested in the school to ensure the highest standards in the education and facilities provided to pupils.

Total funds decreased by £11,096 for the year (2020 decreased by £41,464).

##### **Investment policy and objectives**

The School's Memorandum and Articles of Association permit funds to be invested in such manner as the Governors see fit providing that such powers of investment are only exercised for the purpose of attaining the objects and in a manner that is legally charitable.

##### **Reserves policy**

The Governors are conscious of the need to have 'free reserves', i.e. those not represented by Fixed Assets, and these have been built up over recent years to a level exceeding the equivalent of two months turnover in order to provide a cushion against contingencies whilst maintaining an adequate level of working capital.

##### **Future plans**

The new building was completed and opened in November 2020. Plans to open it more widely to the public were on hold in 2020-21 due to Covid restrictions but the plan is to offer it more widely as a facility in the near future.

The Director of Studies has also greatly assisted in raising standards by implementing a schedule for regular book and planning scrutiny and lesson observations. Our immediate goal is to continue to formalise assessment procedures in all subjects, not just the core ones, and to collate all assessment information in a single database which will provide a very comprehensive picture of each child's progress and evidence of the value added year on year.

An important aspect of our educational ambition is to raise awareness about environmental issues through the introduction of a new subject in the curriculum titled Environment Studies. This will be a part of our curriculum from Year 1 to 6 from September 2022. This year we have appointed a Wildlife and Sustainability Coordinator. She has been key in developing a bird wildlife garden and organizing a growing programme which will involve all children in growing produce to pass to the kitchen.

The Windlesham Learning Toolkit has been launched. This toolkit promotes specific learning attitudes which we would like children to begin to display, and which will assist them greatly in future years. These include resilience, independence, creativity, cooperation and reflection. So far, based on anecdotal reports alone, this initiative has proved very successful. Teachers have noted a change of attitude, particularly in children's endeavours to be independent.

We have appointed new governors to the committee with closer oversight over diversity and inclusion and the Early Years. Our Head of EDI has begun to provide training to staff and to help coordinators review the priorities in their subject with a view to encouraging greater focus on promoting and celebrating diversity in our community.

Future plans for broadening of our extra-curricular programme have continued and this year include a magazine club and robotics club. With improved facilities we are able to offer a wider range of experiences for children to enjoy. In the first term of the year we added a pony riding team, and a scuba diving club.

## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2021**

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#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing document**

The school's governing documents are its Memorandum and Articles of Association dated 18 March 1974, and amended on 16 March 2012.

The company is limited by guarantee and does not have any share capital. In the event of the company being wound up and unable to meet its debts, each member is liable to contribute up to a maximum of £1.

##### **Governor Training**

The current Governors and Senior Leadership Team of the School elect the Governors to serve on the Council of Management to determine the general policy of the School.

The Board holds induction sessions for Governors who have joined the Board. All new Governors are provided with an induction pack containing statutory and non-statutory information. Sections of the pack are used to support the induction session. Potential Governors are invited as observers to Governors meetings. They are required to spend time with the Chair and Head Teacher to ascertain the nature of the Charity and the responsibilities of a Governor. Training is provided to update Governors on relevant company and charity developments.

##### **Organisational structure**

Governors retire and are eligible for election by rotation after three years. The Governors are elected at the School's AGM, one third of the Governors retire at each AGM but are eligible for re-election. Governors are recruited to fill any vacancy as it arises in accordance with the requirements of the Articles of Association of the company. This is either by advertising and search or by individual selection where there is a need for a Trustee with a particular area of expertise.

The subcommittees and their representatives are as follows:-

Health and Safety; Safeguarding: Graham Rowlands-Hempel

Finance: Neil Baxter,

Curriculum: Christine Mannion-Watson, Liz Brown and Jack Cornish

Staffing: Graham Rowlands-Hempel

Risk Management: Graham Rowlands-Hempel

The day to day management of the school is delegated to the Headteacher, Director of Teaching and Learning, Deputy Headteacher and the Head of Finance and Operations.

##### **Key management remuneration**

Through the Board of Governors, the School is responsible for setting the pay and remuneration of the School's key management personnel, the level of which is reviewed annually. In coming to its recommendations the Governors may seek advice from external independent experts and will arrive at their decisions after taking into account the purpose aims and values of the School, the strategic plan and the ability to pay, individual competencies and performance, remuneration levels at similar charities, and retention. These factors are not exclusive and any decision will inevitably include an element of discretion initially on the part of the Governors and ultimately on that of the School.

##### **Fundraising**

The school benefits from an enthusiastic group of parents who voluntarily fundraise for the School as "Friends of Windlesham". This dual-purpose body organises fun activities for fund raising with pupils, parents and carers and staff involvement such as Fayres and other social events including movie nights, bingo and quizzes. In fund raising neither the School nor the Friends of Windlesham employ any professional fund raisers. The School only approaches parents and carers of past and current pupils, plus past pupils themselves for donations. There were no complaints about any of this activity during the year.

## **WINDLESHAM SCHOOL TRUST LIMITED**

### **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2021**

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#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Risk management**

The Governors have examined the major strategic, business and organisational risks which the school faces and confirm that systems are in place to mitigate those risks. In particular the Governors have set up a sub committee headed by G Rowlands-Hempel to maintain and improve the School's risk management strategy. Key elements of the School's risk controls include strategic planning, emergency planning, budgeting and management accounting; established organisational structure and levels of authority; formal written policies; and vetting procedures for the safeguarding of pupils.

#### **REFERENCE AND ADMINISTRATIVE DETAILS**

##### **Registered Company number**

01172432 (England and Wales)

##### **Registered Charity number**

269264

##### **Registered office**

190 Dyke Road  
Brighton  
East Sussex  
BN1 5AA

##### **Trustees**

N D Baxter  
Mrs C A Mannion Watson  
G Rowlands-Hempel  
H Martin (resigned 9/7/2021)  
J Cornish (appointed 3/12/2020)  
Ms K Duckenfield (appointed 14/10/2021)

##### **Company Secretary**

G Rowlands-Hempel

##### **Senior Statutory Auditor**

J Thacker FCA DChA

##### **Auditors**

Chariot House Limited  
Chartered Accountants  
44 Grand Parade  
Brighton  
East Sussex  
BN2 9QA

##### **Headteacher**

J Ingrassia

##### **Head of Finance and Operations**

J Waller

**WINDLESHAM SCHOOL TRUST LIMITED**

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31ST AUGUST 2021**

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**REFERENCE AND ADMINISTRATIVE DETAILS**

**Bankers**

Bankers  
HSBC  
125 Church Road,  
Hove,  
BN3 2AN

Lloyds Bank PLC  
25 Gresham St  
London  
EC2V 7HN

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The trustees (who are also the directors of Windlesham School Trust Limited 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).

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, Chariot House Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 18th March 2022 and signed on the board's behalf by:

  
G Howlands-Hempel - Trustee

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
WINDLESHAM SCHOOL TRUST LIMITED**

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**Opinion**

We have audited the financial statements of Windlesham School Trust Limited (the 'charitable company') for the year ended 31st August 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st 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; 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.

**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  
WINDLESHAM SCHOOL TRUST LIMITED**

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**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.

**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 WINDLESHAM SCHOOL TRUST LIMITED**

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### **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.

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

We gained an understanding of the legal and regulatory framework applicable to the charitable company and the industry in which it operates, and considered the risk of acts by the charitable company that were contrary to applicable laws and regulations, including fraud. We identified that the following laws and regulations are central to the charitable company:

- Companies Act 2006
- Charities Act 2011
- Charities SORP 2019
- Health & safety regulations

We did not find any instances of non-compliance or breaches of the legislation framework applicable to the charitable company.

We designed audit procedures to respond to the risk, recognising that 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.

We identified that the following areas were of high risk:

- Completeness of income. We performed various audit tests to ensure that income was not materially understated in the financial statements.
- Management override of controls. We performed various audit tests to ensure there was no material management override of controls

We focussed on laws and regulations which could give rise to a material misstatement in the financial statements, including, but not limited to, the Companies Act 2006, UK tax legislation, Charities Act 2011 and Charities SORP 2019. Our tests included agreeing the financial statement disclosures to underlying supporting documentation, enquiries with management and enquiries of legal counsel when considered necessary. There are inherent limitations in the audit procedures described above and, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. We did not identify any key audit matters relating to irregularities, including fraud. As in all our audits, we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of management bias by the directors that represented a risk of material misstatement due to fraud.

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

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
WINDLESHAM SCHOOL TRUST LIMITED**

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**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.



John Thacker FCA DChA (Senior Statutory Auditor)  
for and on behalf of Chariot House Limited  
Chartered Accountants and Statutory Auditor  
44 Grand Parade  
Brighton  
East Sussex  
BN2 9QA

Date: 21<sup>st</sup> March 2022

**WINDLESHAM SCHOOL TRUST LIMITED**

**STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31ST AUGUST 2021**

		2021 Unrestricted fund £	2020 Unrestricted funds £
<b>INCOME AND ENDOWMENTS FROM</b>	Notes		
Donations and legacies	2	1,310	3,830
<b>Charitable activities</b>	4		
School Fees Receivable		1,374,621	1,204,928
Sundry Income		4,773	668
Investment income	3	37	1,443
Other income		<u>39,932</u>	<u>57,606</u>
<b>Total</b>		1,420,673	1,268,475
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>	5		
School operating costs - Teaching		1,032,626	974,548
School operating costs - Premises		166,673	136,766
School operating costs - Support costs of schooling		232,470	198,625
<b>Total</b>		<u>1,431,769</u>	<u>1,309,939</u>
<b>NET INCOME/(EXPENDITURE)</b>		(11,096)	(41,464)
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>		2,269,690	2,311,154
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>2,258,594</u>	<u>2,269,690</u>

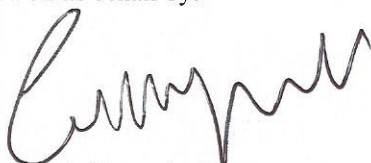
The notes form part of these financial statements

**WINDLESHAM SCHOOL TRUST LIMITED (REGISTERED NUMBER: 01172432)**

**BALANCE SHEET**  
**31ST AUGUST 2021**

	Notes	2021 Unrestricted fund £	2020 Unrestricted funds £
<b>FIXED ASSETS</b>			
Tangible assets	9	3,222,837	3,078,790
<b>CURRENT ASSETS</b>			
Debtors	10	52,596	58,280
Cash at bank		<u>331,881</u>	<u>173,944</u>
		384,477	232,224
<b>CREDITORS</b>			
Amounts falling due within one year	11	(249,970)	(482,074)
<b>NET CURRENT ASSETS</b>		<u>134,507</u>	<u>(249,850)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		3,357,344	2,828,940
<b>CREDITORS</b>			
Amounts falling due after more than one year	12	(1,098,750)	(559,250)
<b>NET ASSETS</b>		<u>2,258,594</u>	<u>2,269,690</u>
<b>FUNDS</b>	16		
Unrestricted funds		<u>2,258,594</u>	<u>2,269,690</u>
<b>TOTAL FUNDS</b>		<u>2,258,594</u>	<u>2,269,690</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 18th March 2022 and were signed on its behalf by:



G Rowlands-Hempel - Trustee

The notes form part of these financial statements

**WINDLESHAM SCHOOL TRUST LIMITED**

**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31ST AUGUST 2021**

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	Notes	2021 £	2020 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	<u>347,755</u>	<u>758,334</u>
Net cash provided by operating activities		<u>347,755</u>	<u>758,334</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(189,855)	(1,277,786)
Sale of tangible fixed assets		-	8,645
Interest received		<u>37</u>	<u>1,443</u>
Net cash used in investing activities		<u>(189,818)</u>	<u>(1,267,698)</u>
		<hr/>	<hr/>
<b>Change in cash and cash equivalents in the reporting period</b>		157,937	(509,364)
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>173,944</u>	<u>683,308</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><u>331,881</u></u>	<u><u>173,944</u></u>

The notes form part of these financial statements

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31ST AUGUST 2021**

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

	2021 £	2020 £
<b>Net expenditure for the reporting period (as per the Statement of Financial Activities)</b>	(11,096)	(41,464)
<b>Adjustments for:</b>		
Depreciation charges	45,808	33,742
Profit on disposal of fixed assets	-	(677)
Interest received	(37)	(1,443)
Decrease/(increase) in debtors	5,684	(19,269)
Increase in creditors	<u>307,396</u>	<u>787,445</u>
<b>Net cash provided by operations</b>	<u><u>347,755</u></u>	<u><u>758,334</u></u>

**2. ANALYSIS OF CHANGES IN NET DEBT**

	At 1/9/20 £	Cash flow £	At 31/8/21 £
<b>Net cash</b>			
Cash at bank	<u>173,944</u>	<u>157,937</u>	<u>331,881</u>
	<u>173,944</u>	<u>157,937</u>	<u>331,881</u>
<b>Debt</b>			
Debts falling due after 1 year	<u>(515,000)</u>	<u>(535,000)</u>	<u>(1,050,000)</u>
	<u>(515,000)</u>	<u>(535,000)</u>	<u>(1,050,000)</u>
<b>Total</b>	<u><u>(341,056)</u></u>	<u><u>(377,063)</u></u>	<u><u>(718,119)</u></u>

The notes form part of these financial statements

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**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31ST AUGUST 2021**

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**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.

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future, including taking into account any potential impact of the Covid-19 pandemic, and on that basis the charity is considered to be a going concern.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Fees receivable and charges for services, less any allowances, scholarships and bursaries granted by the school against those fees are accounted for in the period in which the service is provided. Where fees are received for a future service period, they are included in deferred income.

Investment income is accounted for on an accruals basis.

Donations, legacies and other voluntary income are accounted for as and when entitlement arises, the amount can be reliably measured and the economic benefit is considered probable.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

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

Freehold land is not depreciated.	
Freehold buildings with an expected life over 50 years	2% on cost
Fixtures and Fittings	10% on cost
Computer equipment	10% on cost
Motor Vehicles	20% on cost

The School does not capitalise assets costing less than £300.

**Recognition and measurement**

Fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses.

**1. ACCOUNTING POLICIES - continued**

**Taxation**

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK Corporation Tax purposes. Accordingly the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**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.

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

**Hire purchase and leasing commitments**

Rentals payable under operating leases are charged against income on a straight line basis over the period of the lease.

**Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**2. DONATIONS AND LEGACIES**

	2021	2020
	£	£
Donations	<u>1,310</u>	<u>3,830</u>

**3. INVESTMENT INCOME**

	2021	2020
	£	£
Deposit account interest	<u>37</u>	<u>1,443</u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2021**

**4. INCOME FROM CHARITABLE ACTIVITIES**

		2021	2020
	Activity	£	£
Years 1 to 6	School Fees Receivable	1,241,964	1,056,280
Reception & Nursery	School Fees Receivable	173,306	211,430
Bursaries	School Fees Receivable	(118,322)	(102,903)
Staff Discounts	School Fees Receivable	(49,578)	(31,033)
Extras	School Fees Receivable	60,090	67,924
Registration fees	School Fees Receivable	3,420	3,230
Pupil meals	School Fees Receivable	63,741	-
Sundry income	Other Income	4,773	668
		<u>1,379,394</u>	<u>1,205,596</u>

**5. CHARITABLE ACTIVITIES COSTS**

	Direct Costs £
School operating costs - Teaching	1,032,626
School operating costs - Premises	166,673
School operating costs - Support costs of schooling	<u>232,470</u>
	<u>1,431,769</u>

**6. NET INCOME/(EXPENDITURE)**

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

	2021	2020
	£	£
Depreciation - owned assets	45,808	33,742
Other operating leases	13,536	6,903
Surplus on disposal of fixed assets	-	(677)
Auditor's remuneration - Audit	3,770	2,950
Auditor's remuneration - non Audit	<u>2,650</u>	<u>2,570</u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2021**

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**7. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31st August 2021 nor for the year ended 31st August 2020.

**Trustees' expenses**

No Governor received reimbursement of expenses in the year (2020: 1 governor £10 for lunch).

**8. STAFF COSTS**

	2021	2020
	£	£
Wages and salaries	960,443	957,864
Social security costs	74,294	68,913
Other pension costs	<u>53,065</u>	<u>49,129</u>
	<u>1,087,802</u>	<u>1,075,906</u>

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

	2021	2020
Teaching Staff	35	37
Others	<u>7</u>	<u>7</u>
	<u>42</u>	<u>44</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>

The charity considers its key management personnel comprises the trustees and the Senior Leadership Team. Total employment benefits to its key management personnel were £259,975 (2020: £253,271).

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31ST AUGUST 2021**

**9. TANGIBLE FIXED ASSETS**

	Freehold property £	Fixtures and fittings £	Computer equipment £	Totals £
<b>COST</b>				
At 1st September 2020	3,533,881	105,844	51,705	3,691,430
Additions	185,760	4,095	-	189,855
Disposals	<u>(24,554)</u>	<u>(78,711)</u>	<u>(24,163)</u>	<u>(127,428)</u>
At 31st August 2021	<u>3,695,087</u>	<u>31,228</u>	<u>27,542</u>	<u>3,753,857</u>
<b>DEPRECIATION</b>				
At 1st September 2020	485,501	89,802	37,337	612,640
Charge for year	39,932	3,163	2,713	45,808
Eliminated on disposal	<u>(24,554)</u>	<u>(78,711)</u>	<u>(24,163)</u>	<u>(127,428)</u>
At 31st August 2021	<u>500,879</u>	<u>14,254</u>	<u>15,887</u>	<u>531,020</u>
<b>NET BOOK VALUE</b>				
At 31st August 2021	<u>3,194,208</u>	<u>16,974</u>	<u>11,655</u>	<u>3,222,837</u>
At 31st August 2020	<u>3,048,380</u>	<u>16,042</u>	<u>14,368</u>	<u>3,078,790</u>

**10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2021 £	2020 £
Fee Debtors	38,126	49,520
Prepayments and accrued income	<u>14,470</u>	<u>8,760</u>
	<u>52,596</u>	<u>58,280</u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2021**

**11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2021	2020
	£	£
Trade creditors	21,996	145,500
Other creditors	-	192,436
Accruals and deferred income	<u>227,974</u>	<u>144,138</u>
	<u>249,970</u>	<u>482,074</u>

**12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	2021	2020
	£	£
Bank loans (see note 13)	1,050,000	515,000
Final term deposits	<u>48,750</u>	<u>44,250</u>
	<u>1,098,750</u>	<u>559,250</u>

**13. LOANS**

An analysis of the maturity of loans is given below:

	2021	2020
	£	£
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>50,000</u>	<u>-</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	<u>189,015</u>	<u>54,621</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	810,985	460,379

**14. LEASING AGREEMENTS**

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

	2021	2020
	£	£
Within one year	16,787	12,447
Between one and five years	44,244	39,330
In more than five years	<u>5,425</u>	<u>-</u>
	<u>66,456</u>	<u>51,777</u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31ST AUGUST 2021**

**15. SECURED DEBTS**

The following secured debts are included within creditors:

	2021 £	2020 £
Bank loans	<u>1,050,000</u>	<u>515,000</u>

The loans are secured by legal charges over the property.

The loan is scheduled to be repaid in 2045.

**16. MOVEMENT IN FUNDS**

	At 1/9/20 £	Net movement in funds £	At 31/8/21 £
<b>Unrestricted funds</b>			
General fund	2,269,690	(11,096)	2,258,594
<b>TOTAL FUNDS</b>	<u>2,269,690</u>	<u>(11,096)</u>	<u>2,258,594</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,420,673	(1,431,769)	(11,096)
<b>TOTAL FUNDS</b>	<u>1,420,673</u>	<u>(1,431,769)</u>	<u>(11,096)</u>

**Comparatives for movement in funds**

	At 1/9/19 £	Net movement in funds £	At 31/8/20 £
<b>Unrestricted funds</b>			
General fund	2,311,154	(41,464)	2,269,690
<b>TOTAL FUNDS</b>	<u>2,311,154</u>	<u>(41,464)</u>	<u>2,269,690</u>

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31ST AUGUST 2021**

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**16. MOVEMENT IN FUNDS - continued**

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,268,475	(1,309,939)	(41,464)
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<u>1,268,475</u>	<u>(1,309,939)</u>	<u>(41,464)</u>

**17. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 31st August 2021.

**18. STATUTORY INFORMATION**

The charity is a company limited by guarantee, registered in England and Wales, and has no share capital.

No one member has overall control of the charity.

Its registered office address and registered number can be found in the 'legal and administrative' information section of the trustees annual report.

**WINDLESHAM SCHOOL TRUST LIMITED**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31ST AUGUST 2021**

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	2021 Unrestricted funds £	2020 Total funds £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Donations	1,310	3,830
<b>Investment income</b>		
Deposit account interest	37	1,443
<b>Charitable activities</b>		
Years 1 to 6	1,241,964	1,056,280
Reception & Nursery	173,306	211,430
Bursaries	(118,322)	(102,903)
Staff Discounts	(49,578)	(31,033)
Extras	60,090	67,924
Registration fees	3,420	3,230
Sundry income	4,773	668
Pupil meals	63,741	-
	<u>1,379,394</u>	<u>1,205,596</u>
<b>Other income</b>		
Furlough grant	<u>39,932</u>	<u>57,606</u>
<b>Total incoming resources</b>	<u>1,420,673</u>	<u>1,268,475</u>
<b>EXPENDITURE</b>		
<b>Charitable activities</b>		
Wages	960,443	957,864
Social security	74,294	68,913
Pensions	53,065	49,129
Rates	13,536	6,903
Water rates	6,851	5,937
Insurance	13,330	13,304
Light and heat	29,487	22,185
Telephone	4,101	2,854
Postage and stationery	13,016	12,227
Advertising	4,772	5,953
Sundries	1,347	119
Carried forward	<u>1,174,242</u>	<u>1,145,388</u>

This page does not form part of the statutory financial statements

**WINDLESHAM SCHOOL TRUST LIMITED**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31ST AUGUST 2021**

	2021 Unrestricted funds £	2020 Total funds £
<b>Charitable activities</b>		
Brought forward	1,174,242	1,145,388
Recruitment costs	-	4,891
Administration	1,016	855
Books	691	1,372
Sports equipment	2,123	3,176
Swimming equipment	2,956	4,914
School Stationery	7,917	7,160
Computers & equipment	4,715	5,822
Transport costs	-	474
Other academic costs	18,986	24,202
Repairs & renewals	24,660	25,243
Cleaning	38,877	34,919
Subscriptions	5,070	4,564
Lunch and catering costs	64,714	-
Legal & professional fees	183	2,930
Staff training	3,579	2,003
Travel & subsistence	1	88
Management information systems	4,766	794
Governors expenses	50	10
Audit fees	6,420	5,520
Accountancy	1,382	1,407
Bad debts	-	(5,828)
Loan charges	23,613	6,970
Freehold property	39,932	28,275
Depreciation fixtures & fittings	2,713	2,713
Depreciation computer equipment	3,163	2,754
Loss on sale of tangible fixed assets	-	(677)
	<u>1,431,769</u>	<u>1,309,939</u>
Total resources expended	<u>1,431,769</u>	<u>1,309,939</u>
<b>Net income</b>	<u>(11,096)</u>	<u>(41,464)</u>

This page does not form part of the statutory financial statements

1917  
 THE  
 ANNUAL REPORT OF THE  
 COMMISSIONER OF THE  
 GENERAL LAND OFFICE  
 OF THE STATE OF CALIFORNIA

Section	Area	Value	Notes
1	100.00	100.00	
2	200.00	200.00	
3	300.00	300.00	
4	400.00	400.00	
5	500.00	500.00	
6	600.00	600.00	
7	700.00	700.00	
8	800.00	800.00	
9	900.00	900.00	
10	1,000.00	1,000.00	
11	1,100.00	1,100.00	
12	1,200.00	1,200.00	
13	1,300.00	1,300.00	
14	1,400.00	1,400.00	
15	1,500.00	1,500.00	
16	1,600.00	1,600.00	
17	1,700.00	1,700.00	
18	1,800.00	1,800.00	
19	1,900.00	1,900.00	
20	2,000.00	2,000.00	
21	2,100.00	2,100.00	
22	2,200.00	2,200.00	
23	2,300.00	2,300.00	
24	2,400.00	2,400.00	
25	2,500.00	2,500.00	
26	2,600.00	2,600.00	
27	2,700.00	2,700.00	
28	2,800.00	2,800.00	
29	2,900.00	2,900.00	
30	3,000.00	3,000.00	
31	3,100.00	3,100.00	
32	3,200.00	3,200.00	
33	3,300.00	3,300.00	
34	3,400.00	3,400.00	
35	3,500.00	3,500.00	
36	3,600.00	3,600.00	
37	3,700.00	3,700.00	
38	3,800.00	3,800.00	
39	3,900.00	3,900.00	
40	4,000.00	4,000.00	
41	4,100.00	4,100.00	
42	4,200.00	4,200.00	
43	4,300.00	4,300.00	
44	4,400.00	4,400.00	
45	4,500.00	4,500.00	
46	4,600.00	4,600.00	
47	4,700.00	4,700.00	
48	4,800.00	4,800.00	
49	4,900.00	4,900.00	
50	5,000.00	5,000.00	

**WINDLESHAM SCHOOL TRUST LIMITED**

England & Wales - Charity number 269264

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# Accounts

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REGISTERED COMPANY NUMBER: 01172432 (England and Wales)  
REGISTERED CHARITY NUMBER: 269264

CONTENTS OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31ST AUGUST 2020

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**REPORT OF THE TRUSTEES AND**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST AUGUST 2020**  
**FOR**  
**WINDLESHAM SCHOOL TRUST LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

Chariot House Limited  
Chartered Accountants  
44 Grand Parade  
Brighton  
East Sussex  
BN2 9QA

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**WINDLESHAM SCHOOL TRUST LIMITED**

**CONTENTS OF THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31ST AUGUST 2020**

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# **WINDLESHAM SCHOOL TRUST LIMITED**

## **REPORT OF THE TRUSTEES** **FOR THE YEAR ENDED 31ST AUGUST 2020**

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The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st August 2020. The trustees have adopted the provisions of 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).

### **OBJECTIVES AND ACTIVITIES**

#### **Objectives and aims**

The school's objects are to promote and provide for the advancement of education and in connection therewith to conduct, carry on, acquire and develop in the United Kingdom any boarding or day school or schools for the education of children of either sex or both sexes up to the age of thirteen years or such other age as the council of management shall decide.

The Governors achieve its objectives by providing a rewarding all-round education for every pupil via a strong foundation of key literacy and numeracy and, as children progress, a healthy balance between academic rigour and other artistic, musical, sporting, intellectual and outdoor pursuits. Importantly, the School aims for pupils to be good people: sociable, kind, respectful and able to demonstrate a charitable spirit; to give children a sense of belonging, community and respect for others. The School's broad and balanced curriculum, experienced staff and small classes are designed to promote an education tailored to individual needs, encouraging children to develop their particular talents and abilities. The School's aim is to lay strong foundations for each child's future, helping them to develop confidence, a sense of self and potential. We also endeavour to instil in them a love of learning, exploration, encouraging effort and enthusiasm. High academic standards and achievement are encouraged and celebrated. Within our Christian-based school children are encouraged to respect people from different faiths backgrounds and who hold different beliefs. Parents support the School by embracing the ethos of the school, working alongside us to help our children become valuable and rounded members of society ready for their transition to Secondary school.

## **OBJECTIVES AND ACTIVITIES**

### **Key Performance Indicators**

The key financial performance indicators reviewed by the School's Governors include Annual Budget and forecast and actual performance against Budget. Comparison is made with other Independent Schools by reference to published data including such indicators as teacher/staff pupil number ratios and cost per pupil. Parent surveys and other qualitative measures such as Trustees meeting with pupils' parents and staff are also employed to monitor performance.

### **Significant activities**

Our pupils enjoyed a reduced number of trips as these were stopped at the end of the first term. Among those completed was a trip to the i360 for year 2 as part of their study of Brighton and Hove. Year 5 visited Petworth House and Year 6 went to Newhaven Fort. Every year group enjoyed a WOW day, to launch the start of their new topics. The notable ones were the Year 3 Iron Age and the Year 4 Tudor days.

The Music department has further expanded to offer individual lessons for trumpet, bass guitar, voice and saxophone. This is in addition to those previously offered: Violin/viola; Flute; Cornet; Oboe and Piano. The School choirs continue to prove popular however opportunities for performance were cut short by the pandemic. We were able to participate in the ISA prep schools' A capella competition, which the children greatly enjoyed. One of our pupils in year 3 also reached the finals of the Young Musician of the year competition. Unfortunately, due to family commitments, he was not able to participate in the finals event itself.

Another significant accolade came from a year 6 pupil, who won the national poetry writing competition. Her entry was exceptional, and was promoted widely in The Argus as well as social media.

Our wonderfully supportive parents have continued their commitment to improving the school. This year, the Friends of Windlesham (FOW), the Parents Association funded the purchase of 4 new interactive Whiteboards for the new building and organised two working parties to enhance outdoor learning and play spaces for Nursery and Reception. They have ongoing plans to create an outdoor reading area on a roof terrace next to the library.

Pupils in the upper school are awarded posts of responsibility including Head Boy and Girl, and various prefect roles. Windlesham operates a House system where Bodiam, Lewes and Arundel (named after local castles) compete in sporting, academic and general performance challenges. This is very popular with the pupils and helps them mix and make friends across different year groups and forms. Cross age mixing is further encouraged by allowing one period during lunch when all children from years 1 to 6 are permitted onto the playground together under close supervision. We also have buddy systems for Nursery and Year 5, and for Reception and Year 6 children. This practice of mixing year groups is a very important element in the creation of a family feel to the school.

**OBJECTIVES AND ACTIVITIES**

**Covid 19:**

**Immediate Impact**

The effect of Covid was immediately felt in January 2019, when we were required to halt the usual broad provision of extra-curricular clubs. By March 23rd, the School went into lockdown and remote learning was introduced. Aside from the immediate implications this had on children's learning, there were many other areas affected.

Our normal sources of income fall broadly into three categories; income from fees, income from extra-curricular provision and income from leasing our facilities. While the first continued, the latter two didn't. In addition, forecast registrations from January to April, usually around 10 pupils, did not happen at all.

School operation was impacted massively. Many staff were furloughed in an attempt to set aside a hardship fund to support struggling families. The remaining staff grappled with the challenges of teaching remotely. Initially this was done by setting hardcopy exercises, but when we realised that lockdown would be significantly longer than anticipated, we developed an online teaching model which became very successful. The school was praised widely in the community and by local media for our efforts and the quality of teaching during this period. Nevertheless, we were aware that home teaching was a struggle for some parents and pupils.

As the first lockdown was lifted, we undertook a major risk assessment to enable the safe return of pupils and staff in the summer of 2020 in line with government expectations. These required limited access to the school, reduced pupil groups, no mixing between groups, social distancing, rigorous cleaning regimes. Adapting our normal operation was an enormous logistical challenge which the staff at Windlesham School undertook without complaint. Despite the limitations of teaching under new guidance, children quickly settled back into their routines and any who had previously displayed anxiety slowly settled.

**Long Term adjustments**

As soon as we had some breathing space, we carried out an evaluation of the success and shortcomings in our provision during lockdown to see what lessons could be learnt. There were a number of technical challenges which needed to be overcome. One to one support and small group interventions did not take place in the first lockdown and this was sorely missed, especially by those parents and children who struggled to engage with online class based learning. Therefore, in anticipation of the next major lockdown in January 2021, we increased the number of devices which could be used in school, increased our bandwidth, we limited the number of staff on furlough and instead planned for a more supportive model of online teaching. We also increased the number of staff who provided teaching on site for Keyworker children.

Long term, there is little doubt that anxiety levels among all stakeholders will take some time to reduce. Rolling out a Covid 19 testing programme for staff has helped as well as ensuring that our communication channels are regularly used.

We also reflected on how our innovation might impact our future operation. We have learnt a great deal about ways that technology might be used to enhance our normal provision, including using technology to support children who are absent, allowing children to engage with homework online, and increasing levels of intervention and support to assist children whose progress did not continue during lockdown (we will be very swift to reinstate assessments when children return to school to ensure that we have a clear indication of the effects of lockdown on learning). Staff training will also continue to be provided in person and online, this will be make for a more sympathetic approach to part time members of staff.

An additional long term focus will be on the mental health of both staff and pupils, on monitoring the health of our community and making sure that tools are available to support those in need. While we have been good at looking after each other in informal ways, we will seek to implement formal strategies to support staff long term.

## **OBJECTIVES AND ACTIVITIES**

### **Public benefit**

The Governing Body has complied with the duty in the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement under the Act.

Part of the School's ethos is to provide an affordable private education and fees are kept low relative to other comparable establishments to make the School accessible to a wider range of families. Additional support, in the form of bursaries, is provided to assist families for whom the fees are not within reach. All bursary awards are means-tested and annually reviewed and awarded to ensure that this funding reaches the neediest families. The number of bursary awards this year was 32. The Governors are aware that many parents make a considerable sacrifice in order to fund their own children's education and want to ensure that the majority of income is invested directly into that provision.

Additional Public benefits are provided in the following ways:

- a) Training and educational events for staff and parents are regularly made available to people from other institutions.
- b) We aim to offer a minimum of two work experience places per year to local students.
- c) A small group of children made several visits to Oaklands Care Home where they thoroughly enjoyed engaging with some of the residents.
- d) Our most popular facility for use by state-funded schools is the swimming pool. We make this facility available to two local junior schools for lessons during the school day plus after school for training squads and swimming galas.
- e) Several of the School events are opened to the wider community around the School including the Christmas Fayre, Harvest Festival activities, and Summer Barbecue.
- f) A close relationship continues with the local Church of St Luke's with Christmas and Easter services held there, plus the loan of school furniture and equipment when needed by the Church.

This year, we were unable to run these events due to restrictions on public gatherings.

g) This year the School's Charity Representatives chose the following charities to support:

- Poppy Appeal £122
- Children in Need £215
- Whoopsadaisy £140
- Off the Fence £405
- Australian Animals affected by bushfires - WWF £287.

In addition,

h) The Brighton Open Air Theatre, which is opposite the School, enjoyed its sixth year in 2020 and the School continued its close working links with this community charity. In addition to providing some financial support, staff from the School regularly volunteered at the Theatre during its summer programme. The School also provided use of furniture and space for rehearsals and first aid training.

## **STRATEGIC REPORT**

### **Financial review**

The results for the year are set out in the attached Statement of Financial Activities

The majority of the school's income for the year was generated from pupil fees paid by parents. The School's policy is to ensure that its income after deduction of operating expenditure is invested in the school to ensure the highest standards in the education and facilities provided to pupils.

Total funds decreased by £41,464 for the year (2019 decreased by £74,150).

## **STRATEGIC REPORT**

### **Financial review**

#### **Investment policy and objectives**

The School's Memorandum and Articles of Association permit funds to be invested in such manner as the Governors see fit providing that such powers of investment are only exercised for the purpose of attaining the objects and in a manner that is legally charitable.

#### **Reserves policy**

The Governors are conscious of the need to have 'free reserves', i.e. those not represented by Fixed Assets, and these have been built up over recent years to a level exceeding the equivalent of two months operating costs in order to provide a cushion against contingencies whilst maintaining an adequate level of working capital.

#### **Future plans**

The redevelopment of the new building was completed in November 2020. Delays were caused by the pandemic and the unprecedented spell of wet weather early in the Autumn of 2019. The building is a wonderful new addition to the school. Owing to the temporary restrictions imposed by the government we have not yet been able to make full use of it. However, plans are in place to let it to external groups so that the local community may also benefit from this facility. Our children will undoubtedly enjoy the large hall for performances, sport, clubs and the new catering facilities. We hope that the same offering will be possible for others in the community.

The appointment of a new Director of Studies in September 2019 has resulted in significant progress in key academic areas. New assessment tools have been introduced which allow for more detailed and accurate information about pupil progress being available. The Director of Studies has introduced new procedures for key subject coordinators to ensure they have a more focused overview of teaching and learning in their particular subject area. All relevant admin and academic information has been moved from the local network to a cloud based facility. This has enabled staff to access necessary files more easily from home.

The Director of Studies has also greatly assisted in raising standards by implementing a schedule for regular book and planning scrutiny and lesson observations. Our immediate goal is to continue to formalise assessment procedures in all subjects, not just the core ones, and to collate all assessment information in a single database which will provide a very comprehensive picture of each child's progress and evidence of the value added year on year.

An important aspect of our educational ambition is to raise awareness about environmental issues through the introduction of a new subject in the curriculum titled Environment Studies. This will be a part of our curriculum from Year 1 to 6 from September 2021. We also aim to improve our environmental credentials through a host of initiatives around the school. Unfortunately, our plans to do this were significantly delayed this year by the pandemic but we are resolved that we will return to this commitment as soon as practicable. Our long term aim is to create a blueprint for schools to use as a Green Transformation Plan.

Similarly, we are waiting for a continuous settled period of school operation when we may be able to introduce a set of learning principles titled The Windlesham Learning Toolkit. This set of principles provides teachers and students with constant reminders about the learning attitudes most valued at Windlesham School, ie the attitudes we believe are most important to display when learning. For example, one of the guiding principles is acceptance that getting it wrong is part of the learning process.

Future plans include a broadening of our extra-curricular programme. With improved facilities we are able to offer a wider range of experiences for children to enjoy. In the first term of the year we added a pony riding team, and a scuba diving club.

We also aim to continue extending the list of instruments available for children to learn and consequently the size of our school orchestra. Unfortunately, due once again to restrictions, we have not been able to moved ahead with our Performance Platform events planned, which offer regular opportunities for instrumental pupils to perform in public.

And finally, the School is eager to establish its position in the Independent Schools landscape in the South East region by participating more actively in competitions, raising its profile at open events, wider social media advertising and greater engagement with the community

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Governing document**

The school's governing documents are its Memorandum and Articles of Association dated 18 March 1974, and amended on 16 March 2012.

The company is limited by guarantee and does not have any share capital. In the event of the company being wound up and unable to meet its debts, each member is liable to contribute up to a maximum of £1.

### **Governor Training**

The current Governors and Senior Leadership Team of the School elect the Governors to serve on the Council of Management to determine the general policy of the School.

The Board holds induction sessions for Governors who have joined the Board. All new Governors are provided with an induction pack containing statutory and non-statutory information. Sections of the pack are used to support the induction session. Potential Governors are invited as observers to Governors meetings. They are required to spend time with the Chair and Head Teacher to ascertain the nature of the Charity and the responsibilities of a Governor. Training is provided to update Governors on relevant company and charity developments.

### **Organisational structure**

Governors retire and are eligible for election by rotation after three years. The Governors are elected at the School's AGM, one third of the Governors retire at each AGM but are eligible for re-election. Governors are recruited to fill any vacancy as it arises in accordance with the requirements of the Articles of Association of the company. This is either by advertising and search or by individual selection where there is a need for a Trustee with a particular area of expertise.

The subcommittees and their representatives are as follows:-

Health and Safety; Safeguarding: Graham Rowlands-Hempel

Finance: Neil Baxter, John Patching

Curriculum: Christine Mannion-Watson

Staffing: Graham Rowlands-Hempel

Risk Management: Graham Rowlands-Hempel

Marketing: Hannah Martin

The day to day management of the school is delegated to the Headteacher, Deputy Headteacher and the Head of Finance and Operations.

### **Key management remuneration**

Through the Board of Governors, the School is responsible for setting the pay and remuneration of the School's key management personnel, the level of which is reviewed annually. In coming to its recommendations the Governors may seek advice from external independent experts and will arrive at their decisions after taking into account the purpose aims and values of the School, the strategic plan and the ability to pay, individual competencies and performance, remuneration levels at similar charities, and retention. These factors are not exclusive and any decision will inevitably include an element of discretion initially on the part of the Governors and ultimately on that of the School.

### **Fundraising**

The school benefits from an enthusiastic group of parents who voluntarily fundraise for the School as "Friends of Windlesham". This dual-purpose body organises fun activities for fund raising with pupils, parents and carers and staff involvement such as Fayres and other social events including movie nights, bingo and quizzes. In fund raising neither the School nor the Friends of Windlesham employ any professional fund raisers. The School only approaches parents and carers of past and current pupils, plus past pupils themselves for donations. There were no complaints about any of this activity during the year.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Risk management**

The Governors have examined the major strategic, business and organisational risks which the school faces and confirm that systems are in place to mitigate those risks. In particular the Governors have set up a sub committee headed by G Rowlands-Hempel to maintain and improve the School's risk management strategy. Key elements of the School's risk controls include strategic planning, emergency planning, budgeting and management accounting; established organisational structure and levels of authority; formal written policies; and vetting procedures for the safeguarding of pupils.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**

01172432 (England and Wales)

**Registered Charity number**

269264

**Registered office**

190 Dyke Road  
Brighton  
East Sussex  
BN1 5AA

**Trustees**

N D Baxter  
Mrs C A Mannion Watson  
J Patching (resigned 1/6/2020)  
G Rowlands-Hempel  
T Pearson-Rujas (resigned 10/9/2019)  
H Martin

**Company Secretary**

G Rowlands-Hempel

**Senior Statutory Auditor**

Chris Tyler FCA DChA

**Auditors**

Chariot House Limited  
Chartered Accountants  
44 Grand Parade  
Brighton  
East Sussex  
BN2 9QA

**Advisers**

W J J Knight  
Dr E J Eadie  
Mrs J D Hart

**Headteacher**

J Ingrassia

**Head of Finance and Operations**

J Waller

**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31ST AUGUST 2020**

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**REFERENCE AND ADMINISTRATIVE DETAILS**

**Bankers**

HSBC  
125 Church Road,  
Hove,  
BN3 2AN

Lloyds Bank PLC  
25 Gresham St  
London  
EC2V 7HN

**Solicitors**

DMH Stallard  
Griffin House  
135 High Street  
Crawley  
West Sussex  
RH10 1DQ

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The trustees (who are also the directors of Windlesham School Trust Limited 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).

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.

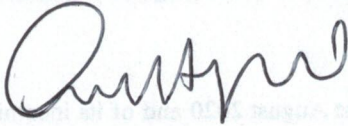
**AUDITORS**

The auditors, Chariot House Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

**WINDLESHAM SCHOOL TRUST LIMITED**

**REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31ST AUGUST 2020**

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 12th March 2021 and signed on the board's behalf by:



G Rowlands-Hempel - Trustee

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
WINDLESHAM SCHOOL TRUST LIMITED**

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**Opinion**

We have audited the financial statements of Windlesham School Trust Limited (the 'charitable company') for the year ended 31st August 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st 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; 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.

**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.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
WINDLESHAM SCHOOL TRUST LIMITED**

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**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.

**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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.

**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.



Chris Tyler FCA DChA (Senior Statutory Auditor)  
for and on behalf of Chariot House Limited  
Chartered Accountants and Statutory Auditor  
44 Grand Parade  
Brighton  
East Sussex  
BN2 9QA

Date: 12<sup>th</sup> March 2021

**WINDLESHAM SCHOOL TRUST LIMITED**

**STATEMENT OF FINANCIAL ACTIVITIES  
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31ST AUGUST 2020**

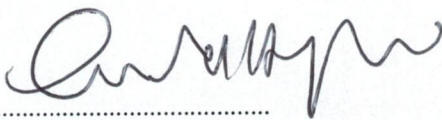
		2020	2019
		Unrestricted fund	Unrestricted funds
	Notes	£	£
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	2	3,830	6,908
<b>Charitable activities</b>			
School Fees Receivable	4	1,204,928	1,353,561
Other Income		668	850
Investment income	3	1,443	2,881
<b>Total</b>		<u>1,210,869</u>	<u>1,364,200</u>
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>			
School operating costs - Teaching	5	916,942	1,073,635
School operating costs - Premises		136,766	147,731
School operating costs - Support costs of schooling		198,625	216,984
<b>Total</b>		<u>1,252,333</u>	<u>1,438,350</u>
<b>NET INCOME/(EXPENDITURE)</b>		<u>(41,464)</u>	<u>(74,150)</u>
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>		2,311,154	2,385,304
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>2,269,690</u>	<u>2,311,154</u>

The notes form part of these financial statements

**BALANCE SHEET**  
**31ST AUGUST 2020**

	Notes	2020 Unrestricted fund £	2019 Unrestricted funds £
<b>FIXED ASSETS</b>			
Tangible assets	9	3,078,790	1,842,714
<b>CURRENT ASSETS</b>			
Debtors	10	58,280	39,011
Cash at bank		<u>173,944</u>	<u>683,308</u>
		232,224	722,319
<b>CREDITORS</b>			
Amounts falling due within one year	11	(482,074)	(212,029)
		<u>(249,850)</u>	<u>510,290</u>
<b>NET CURRENT ASSETS</b>			
		<u>(249,850)</u>	<u>510,290</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>2,828,940</u>	<u>2,353,004</u>
<b>CREDITORS</b>			
Amounts falling due after more than one year	12	(559,250)	(41,850)
		<u>(559,250)</u>	<u>(41,850)</u>
<b>NET ASSETS</b>		<u>2,269,690</u>	<u>2,311,154</u>
<b>FUNDS</b>	15		
Unrestricted funds		<u>2,269,690</u>	<u>2,311,154</u>
<b>TOTAL FUNDS</b>		<u>2,269,690</u>	<u>2,311,154</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 12<sup>th</sup> March 2021 and were signed on its behalf by:



.....  
G Rowlands-Hempel - Trustee

**WINDLESHAM SCHOOL TRUST LIMITED**

**CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31ST AUGUST 2020**

	Notes	2020 £	2019 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	<u>758,334</u>	<u>75,316</u>
Net cash provided by operating activities		<u>758,334</u>	<u>75,316</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(1,277,786)	(285,140)
Sale of tangible fixed assets		8,645	-
Interest received		<u>1,443</u>	<u>2,881</u>
Net cash used in investing activities		<u>(1,267,698)</u>	<u>(282,259)</u>
<b>Change in cash and cash equivalents in the reporting period</b>			
		(509,364)	(206,943)
<b>Cash and cash equivalents at the beginning of the reporting period</b>			
		<u>683,308</u>	<u>890,251</u>
<b>Cash and cash equivalents at the end of the reporting period</b>			
		<u>173,944</u>	<u>683,308</u>

The notes form part of these financial statements

**WINDLESHAM SCHOOL TRUST LIMITED**

**NOTES TO THE CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31ST AUGUST 2020**

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

	2020 £	2019 £
<b>Net expenditure for the reporting period (as per the Statement of Financial Activities)</b>	(41,464)	(74,150)
<b>Adjustments for:</b>		
Depreciation charges	33,742	34,737
Profit on disposal of fixed assets	(677)	-
Interest received	(1,443)	(2,881)
(Increase)/decrease in debtors	(19,269)	37,789
Increase in creditors	<u>787,445</u>	<u>79,821</u>
<b>Net cash provided by operations</b>	<u>758,334</u>	<u>75,316</u>

**2. ANALYSIS OF CHANGES IN NET FUNDS/(DEBT)**

	At 1/9/19 £	Cash flow £	At 31/8/20 £
<b>Net cash</b>			
Cash at bank	<u>683,308</u>	<u>(509,364)</u>	<u>173,944</u>
	<u>683,308</u>	<u>(509,364)</u>	<u>173,944</u>
<b>Debt</b>			
Debts falling due after 1 year	<u>-</u>	<u>(515,000)</u>	<u>(515,000)</u>
	<u>-</u>	<u>(515,000)</u>	<u>(515,000)</u>
<b>Total</b>	<u>683,308</u>	<u>(1,024,364)</u>	<u>(341,056)</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.

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future, including taking into account any potential impact of the Covid-19 pandemic, and on that basis the charity is considered to be a going concern.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Fees receivable and charges for services, less any allowances, scholarships and bursaries granted by the school against those fees are accounted for in the period in which the service is provided. Where fees are received for a future service period, they are included in deferred income.

Investment income is accounted for on an accruals basis.

Donations, legacies and other voluntary income are accounted for as and when entitlement arises, the amount can be reliably measured and the economic benefit is considered probable.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

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

Freehold land is not depreciated.	
Freehold buildings with an expected life over 50 years	2% on cost
Fixtures and Fittings	10% on cost
Computer equipment	10% on cost
Motor Vehicles	20% on cost

The School does not capitalise assets costing less than £300.

**Recognition and measurement**

Fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses.

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31ST AUGUST 2020**

**1. ACCOUNTING POLICIES - continued**

**Taxation**

The Charity is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK Corporation Tax purposes. Accordingly the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**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.

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

**Hire purchase and leasing commitments**

Rentals payable under operating leases are charged against income on a straight line basis over the period of the lease.

**Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**2. DONATIONS AND LEGACIES**

	2020	2019
	£	£
Donations	<u>3,830</u>	<u>6,908</u>

**3. INVESTMENT INCOME**

	2020	2019
	£	£
Deposit account interest	<u>1,443</u>	<u>2,881</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31ST AUGUST 2020**

**4. INCOME FROM CHARITABLE ACTIVITIES**

		2020	2019
	Activity	£	£
Years 1 to 6	School Fees Receivable	1,056,280	1,115,309
Reception & Nursery	School Fees Receivable	211,430	208,593
Bursaries	School Fees Receivable	(102,903)	(69,820)
Staff Discounts	School Fees Receivable	(31,033)	(20,134)
Extras	School Fees Receivable	67,924	116,915
Registration fees	School Fees Receivable	3,230	2,698
Other income	Other Income	<u>668</u>	<u>850</u>
		<u>1,205,596</u>	<u>1,354,411</u>

**5. CHARITABLE ACTIVITIES COSTS**

	Direct Costs £
School operating costs - Teaching	916,942
School operating costs - Premises	136,766
School operating costs - Support costs of schooling	<u>198,625</u>
	<u>1,252,333</u>

**6. NET INCOME/(EXPENDITURE)**

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

	2020	2019
	£	£
Depreciation - owned assets	33,742	34,737
Other operating leases	6,903	8,792
Surplus on disposal of fixed assets	(677)	-
Auditor's remuneration - Audit	2,950	2,850
Auditor's remuneration - non Audit	<u>2,570</u>	<u>2,550</u>

**7. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31st August 2020 nor for the year ended 31st August 2019.

**Trustees' expenses**

1 Governor received reimbursement of expenses in the year totalling £10 for lunch(2019: 1 governor £461 for travel).

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31ST AUGUST 2020**

**8. STAFF COSTS**

	2020	2019
	£	£
Wages and salaries	900,258	1,002,009
Social security costs	68,913	84,754
Other pension costs	<u>49,129</u>	<u>52,170</u>
	<u>1,018,300</u>	<u>1,138,933</u>

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

	2020	2019
Teaching Staff	37	39
Others	<u>7</u>	<u>7</u>
	<u>44</u>	<u>46</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>

The charity considers its key management personnel comprises the trustees and the Senior Leadership Team. Total employment benefits to its key management personnel were £253,271 (2019: £244,287).

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31ST AUGUST 2020**

**9. TANGIBLE FIXED ASSETS**

	Freehold property £	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
<b>COST</b>					
At 1st September 2019	2,256,095	105,844	9,960	51,705	2,423,604
Additions	1,277,786	-	-	-	1,277,786
Disposals	-	-	(9,960)	-	(9,960)
At 31st August 2020	<u>3,533,881</u>	<u>105,844</u>	<u>-</u>	<u>51,705</u>	<u>3,691,430</u>
<b>DEPRECIATION</b>					
At 1st September 2019	457,226	87,089	1,992	34,583	580,890
Charge for year	28,275	2,713	-	2,754	33,742
Eliminated on disposal	-	-	(1,992)	-	(1,992)
At 31st August 2020	<u>485,501</u>	<u>89,802</u>	<u>-</u>	<u>37,337</u>	<u>612,640</u>
<b>NET BOOK VALUE</b>					
At 31st August 2020	<u>3,048,380</u>	<u>16,042</u>	<u>-</u>	<u>14,368</u>	<u>3,078,790</u>
At 31st August 2019	<u>1,798,869</u>	<u>18,755</u>	<u>7,968</u>	<u>17,122</u>	<u>1,842,714</u>

**10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2020 £	2019 £
Fee Debtors	49,520	31,037
Prepayments and accrued income	<u>8,760</u>	<u>7,974</u>
	<u>58,280</u>	<u>39,011</u>

**11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2020 £	2019 £
Trade creditors	145,500	7,531
Other creditors	192,436	98,022
Accruals and deferred income	<u>144,138</u>	<u>106,476</u>
	<u>482,074</u>	<u>212,029</u>

**WINDLESHAM SCHOOL TRUST LIMITED****NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31ST AUGUST 2020****12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	2020 £	2019 £
Bank loans (see note 13)	515,000	-
Final term deposits	<u>44,250</u>	<u>41,850</u>
	<u>559,250</u>	<u>41,850</u>

**13. LOANS**

An analysis of the maturity of loans is given below:

	2020 £	2019 £
Amounts falling due between two and five years:		
Bank loans - 2-5 years	<u>54,621</u>	-
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans payable after more than 5 years by instalments	<u>460,379</u>	-

The loans are secured by legal charges over the property.

The loan is scheduled to be repaid in 2045.

**14. LEASING AGREEMENTS**

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

	2020 £	2019 £
Within one year	12,447	7,248
Between one and five years	<u>39,330</u>	<u>9,532</u>
	<u>51,777</u>	<u>16,780</u>

**15. MOVEMENT IN FUNDS**

	At 1/9/19 £	Net movement in funds £	At 31/8/20 £
<b>Unrestricted funds</b>			
General fund	2,311,154	(41,464)	2,269,690
	<u>2,311,154</u>	<u>(41,464)</u>	<u>2,269,690</u>
<b>TOTAL FUNDS</b>			
	<u>2,311,154</u>	<u>(41,464)</u>	<u>2,269,690</u>

**WINDLESHAM SCHOOL TRUST LIMITED****NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31ST AUGUST 2020****15. MOVEMENT IN FUNDS - continued**

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,210,869	(1,252,333)	(41,464)
<b>TOTAL FUNDS</b>	<u>1,210,869</u>	<u>(1,252,333)</u>	<u>(41,464)</u>

**Comparatives for movement in funds**

	At 1/9/18 £	Net movement in funds £	At 31/8/19 £
<b>Unrestricted funds</b>			
General fund	2,385,304	(74,150)	2,311,154
<b>TOTAL FUNDS</b>	<u>2,385,304</u>	<u>(74,150)</u>	<u>2,311,154</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,364,200	(1,438,350)	(74,150)
<b>TOTAL FUNDS</b>	<u>1,364,200</u>	<u>(1,438,350)</u>	<u>(74,150)</u>

**16. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 31st August 2020.

