

GLENDOWER SCHOOL TRUST LIMITED

England & Wales · Charity number 312717

Details

Status Registered

Legal form Charitable company

Company number [00960831](#)

Registered 1971-05-24

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

Contact

Address 87 Queens Gate
London
SW7 5JX

Phone 02073701927

Email bursar@glendowerprep.org

Website www.glendowerprep.org

Activities

Objects: The objects for which the Charity is established 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 (Objects).

Activities: Glendower School Trust's main activity continues to be the operation of a day school for 4-11 year old girls. The aim of the School is not only to teach the children, but to stimulate their curiosity, imagination and competitive spirit and to develop their critical thinking skills.

Classification

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

Geography

- **Area of benefit:** NOT DEFINED IN PRACTICE CATCHMENT AREA OF SCHOOL
- Kensington And Chelsea

Finances

| Period end | Income | Expenditure | Assets | Employees |
|------------|------------|-------------|------------|-----------|
| 2025-08-31 | £8,115,853 | £8,266,906 | £9,589,115 | 71 |
| 2024-08-31 | £8,019,972 | £7,747,506 | £9,724,392 | 70 |
| 2023-08-31 | £6,893,002 | £6,717,975 | £9,451,926 | 67 |
| 2022-08-31 | £5,692,055 | £5,677,468 | £8,920,686 | 59 |
| 2021-08-31 | £5,055,509 | £4,894,017 | £8,465,236 | 58 |
| 2020-08-31 | £4,973,041 | £4,728,291 | £8,023,974 | 54 |

Trustees

| Name | Role | Appointed |
|------------------------|------|------------|
| Elisabeth Anne Bassett | | 2021-11-25 |
| Elizabeth Hewer | | 2020-07-01 |
| FRANKLIN MORTON | | |
| Gagik Apkarian | | 2016-12-01 |
| Jane Graham | | 2024-09-30 |
| Jenny Aviss | | 2022-11-26 |
| Juliet Richards | | 2016-09-01 |
| Nicolas Baker | | 2020-11-26 |
| Paul David | | 2025-11-20 |

GLENDOWER SCHOOL TRUST LIMITED

England & Wales - Charity number 312717

Accounts

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

GOVERNORS' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

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GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS GOVERNORS AND ADVISERS
FOR THE YEAR ENDED 31 AUGUST 2025**

Governors E A Bassett, Chair
G Apkarian
J Aviss
N Baker
B Daffey (resigned 21 November 2024)
E Hewer
S Kumleben (resigned 5 February 2026)
P Mattar (resigned 20 March 2025)
F Morton
J Richards
J Graham (appointed 9 September 2024)
P David (appointed 20 November 2025)

Company registered number 960831

Charity registered number 312717

Principal address and registered office 86/87 Queen's Gate
London
SW7 5JX

Headmistress C Boyd

Independent auditor Crowe U.K. LLP
Fourth Floor
St James House
St James Square
Cheltenham
GL50 3PR

Bankers Metro Bank plc
One Southampton Row
London
WC1B 5HA

National Westminster Bank plc
PO Box 592
18 Cromwell Place
London
SW7 2LB

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

GOVERNORS' REPORT
FOR THE YEAR ENDED 31 AUGUST 2025

The Governors present their report and accounts for the year ended 31 August 2025, including Directors' and Strategic Reports. The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2019) (Second Edition, effective 1 January 2019) applicable law and the Trust's Memorandum and Articles of Association.

INTRODUCTION FROM THE HEAD

As I reflect on my first full year as Headmistress of Glendower Preparatory School, I do so with a strong sense of responsibility for both the educational direction and the long-term sustainability of the School. The year has been characterised by careful listening, measured decision-making and the establishment of firm foundations, educationally, operationally and financially, to support Glendower's continued success in a challenging and evolving independent school landscape.

This period of transition and consolidation has been given particular significance by coinciding with Glendower's 130th anniversary. Founded in 1895 by Edith Lloyd and Maud Cornwall, the School was established with a bold and progressive mission: to provide girls with a rigorous and intellectually ambitious education at a time when such opportunities were limited. From its inception, Glendower has balanced educational aspiration with prudent stewardship, ensuring that its charitable purpose could be sustained over time. That principle remains central to our leadership today.

In 2025, our pupils benefit from a rich educational inheritance, but they are also being prepared to meet the demands of a rapidly changing world. At the same time, the School continues to operate within a complex financial environment shaped by cost pressures across the sector, unprecedented regulatory change and the need for careful long-term planning. Throughout the year, strategic decisions have therefore been taken with a clear focus on educational impact, value for money and financial resilience.

During the year, we formally launched the School's new strategic vision:

Glendower 130: Shaping the Future One Girl at a Time

This framework provides a clear and disciplined structure for decision-making and resource allocation and is built around four strategic pillars:

- Driving Academic Excellence
- Inspiring Innovation in Education
- Fostering Wellbeing and Community
- Future-Proofing Our Legacy

These pillars guide not only educational priorities but also financial planning, investment decisions and risk management. They ensure that expenditure is aligned with strategic intent, that resources are deployed where they have the greatest impact on pupils, and that the School remains financially sustainable while continuing to deliver a high-quality educational experience.

Throughout the year, together with the Bursar and Governing Body, there has been a clear commitment to ensuring robust financial oversight, transparent reporting and careful management of resources. This has included prudent budgeting, close monitoring of expenditure, and a disciplined approach to investment in staffing, curriculum development and the School estate, all within the context of the School's charitable objectives.

Alongside this, continued attention has been given to strengthening operational systems, managing risk effectively and planning responsibly for the future. These measures are essential in ensuring that Glendower remains well-positioned to respond to both opportunities and external pressures, while safeguarding the School's long-term financial health.

GLENDOWER SCHOOL TRUST LIMITED
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GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

I am grateful to the Governing Body for its stewardship, challenge and support during this important year, and to the Bursar for their professionalism and commitment to both educational excellence and responsible financial management. Together, we have ensured that Glendower continues to balance ambition with sustainability.

Every lesson taught, every pupil supported and every strategic decision taken reflects our commitment to honouring the School's legacy while securing its future. In this way, Glendower continues to fulfil its charitable purpose: shaping confident, capable and principled young women, supported by sound governance and strong financial leadership.

Claire Boyd
Headmistress

GLENDOWER SCHOOL TRUST LIMITED
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GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

DIRECTORS' REPORT

REFERENCE AND ADMINISTRATIVE INFORMATION

Glendower School Trust Limited was founded by Trust Deed in 1969 which was amended in 1977.

The Charity is a company limited by guarantee. The Governors, who are also the directors for the purpose of company law and the charity's trustees, who served during the period and up to the date of the signing of this report are listed on page 1 of this report.

None of the Governors has any beneficial interest in the company. All of the Governors are members of the company and guarantee to contribute £1 in the event of a winding up.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Company is governed by its Memorandum and Articles of Association, last amended on 25 November 2025.

Governing Body

The Governors, who are also required under the Articles to serve as members of the company, are elected at a full Governors' meeting. They are chosen to represent a suitable cross section of expertise and at least one Governor is a parent of a pupil (or former pupil) at the school. The school will engage the services of Nurole, a board search specialist company, to strengthen the board and ensure suitability of any new appointments.

Governor Training

New Governors are inducted into the workings of the school by the Head and Bursar and provided with an introductory pack of school information. Regular training workshops are organised, and Governors are kept informed of other relevant training days run by outside organisations.

Organisational Management

The Governors meet as a Board at least three times a year to determine general policy. The Governors have set up sub committees which meet as needed but at least once a year: an Education sub-committee, chaired by Mr N Baker which considers and advises on all aspects of the school's curriculum; a Finance sub-committee, chaired by Mr G Apkarian, which normally meets two weeks before each Board meeting, to discuss matters arising and to review budgets and termly management accounts; a Risk Management sub-committee chaired by Miss J Graham which considers the risks to which the school is exposed and the measures in place to mitigate them and a Health and Safety Committee chaired by Mrs J Aviss. The day-to-day running of the school is delegated to the Head, supported by other teaching members of the Leadership team and the Bursar. These staff members along with Governors are the key management personnel.

The Board reviews staff salaries annually at the Spring governor's meeting and the Chair and Chair of the Finance sub-committee review the remuneration of the Senior Leadership Team. School pay is benchmarked against inner London prep schools and the state sector with the support of data from Baines Cutler.

GLENDOWER SCHOOL TRUST LIMITED
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GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Group Structure and Relationships

The Headmistress is a member of IAPS and the school is also a member of the Girls' Schools Association. Both organisations are dedicated to promoting all round excellence in education and accredit only those schools that can demonstrate the highest standards of education. The bursar is an active member of ISBA and AGBIS which supports the school to achieve best practice in areas of financial management, regulatory compliance and governance.

FUNDRAISING

The school continues to benefit enormously from the generosity and commitment of the Glendower Parent Teacher Association (GPTA), whose collaborative efforts with staff and parents underpin the strong community spirit we enjoy. The GPTA's name reflects this close cooperation and mutual support. The GPTA holds regular special events to raise funds for the school, including the Bursary Fund. Donations are only sought and received from parents of past and current pupils.

The school's fundraising policy is available online and includes our approach to dealing with vulnerable people and ethical fundraising. The school follows the fundraising regulator's code of practice regarding complaints on fundraising procedure, and no formal complaints were received in the year. The school and GPTA did not engage professional fundraising organisations, and no costs were incurred in securing donations.

In the academic year 2024–2025, the school raised a total of £152,050, reflecting the tremendous support of current and former families. This included over £37,587 raised through school-led events such as the Christmas Bazaar, Readathon, and Dog Walk for our three charities: The Dusty Yak, Dads House, and Lia's Wings. A further £114,463 was contributed to our Bursary Fund, ensuring that Glendower remains accessible to girls whose families would otherwise be unable to afford the fees. We are grateful for the generosity of our parent community, which includes multi-year pledges and one-off donations, and for the support provided via Gift Aid where applicable.

Partnerships and Development

Our Partnerships and Development work has continued to thrive. We have sustained our valued partnership with Park Walk Primary School and ran a successful debating competition with other schools. We also launched our GlenSpark Partnership Programme, a fully funded initiative supported by one of our parent donors, which brings Glendower girls together with pupils from local state schools. Through shared learning experiences such as debating, mentoring, football, and STEM activities, GlenSpark fosters confidence, collaboration, and aspiration while building genuine partnerships beyond our school gates.

In recognition of this work, GlenSpark won the IDPE Development Award for Schools Engagement Campaign of the Year in 2025. We look forward to continuing this programme and embedding it as a regular annual initiative, strengthening our commitment to learning beyond the classroom and meaningful engagement with the wider community.

BURSARIES

The Trust operates a bursary scheme to support families who would otherwise be unable to meet the cost of school fees. The school assesses all bursary applications in accordance with ISBA's guidance on bursaries, ensuring that awards are made following a robust and consistent review process. The Governors remain committed to the bursary programme as an important means of widening access to a Glendower education. Financial assessments take into account household income, assets and savings, alongside individual family circumstances, including siblings and other dependants.

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GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

In the audit year, the school supported five pupils in receipt of 110% bursary awards, covering full fees and associated costs. The school intends to continue growing the programme and aims to support up to twelve 110% bursary pupils by 2028, thereby broadening access and enriching the diversity of experience within the school community.

The school is committed to ensuring that bursary pupils are fully involved in all aspects of school life. In addition to financial assistance, emphasis is placed on inclusion, pastoral care and academic progression, so that all pupils feel valued and supported. The school continues to build relationships with secondary schools and their bursary leads to support smooth transitions and positive outcomes beyond Glendower.

The long-term sustainability of the bursary programme relies on a broad and resilient fundraising approach. During the year, the school benefited from the generosity of its donors and parent community, raising £114,463 for the Bursary Fund. This brought the total value of the Bursary Fund to £687,502. The Governors are extremely grateful for this support, which remains central to the continued development of the bursary programme.

PRINCIPAL RISKS AND UNCERTAINTIES

The Board, with particular assistance from the Risk Management sub-committee and the Head and Bursar, continues to keep the school's activities under review, particularly with regard to any major risks that may arise from time to time as well as the systems and procedures established to manage them. The principal risks and their effective mitigation are set out below:

- **Health and Safety and Fire:** The school has a Health and Safety Committee (chaired by a Governor) which meets termly to consider the effectiveness of practices and procedures. Unannounced fire practices take place at least once a term. The school employs Health and Safety and Fire Risk Consultants to provide appropriate training and to review the school's policies and practices.
- **Poor Financial Performance:** The school produces an annual budget and termly management accounts which are carefully considered by the Finance Committee at their termly meetings. The Committee makes enquiries where items of income and expenditure are at variance with the annual budget and ensures that the school has adequate reserves to meet its needs.
- **Safeguarding Children:** The Pastoral Deputy Head is the Designated Safeguarding Lead who is supported by other members of staff and Safeguarding Governors who check the school's recruitment procedures and files, as well as records of cases brought to their attention. Every member of staff receives safeguarding update training annually.
- **Political and Economic Environment:** The Finance Committee has considered the impact of VAT on school fees and loss of business rate relief on the school's finances. The wider Governing Board is keeping under review the financial impact on families and how this might affect the community's ability to afford school fees.
- **Business Continuity:** The school continues to review its business continuity plans and crisis response strategies to ensure resilience in the face of unforeseen circumstances. In the year a fully updated Business Continuity Plan was produced with support and training for Senior Leadership from Aldbury International.

GLENDOWER SCHOOL TRUST LIMITED
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GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

PURPOSE, AIMS, OBJECTIVES AND PRINCIPAL ACTIVITIES

Purpose

The Purpose of the Trust is to own and operate Glendower Preparatory School as an independent Preparatory, Pre-Preparatory and Nursery Day school for girls aged 3 to 11.

Aims

The school aims to do more than simply teach young children. Rather, the aim is to introduce them to the pleasure and excitement of learning, stimulating their curiosity, their imagination and competitive spirit and developing their critical thinking skills. Whilst aiming for the highest academic and sporting results, the school is equally concerned with fostering the kind of skills that help young girls grow into capable women with the knowledge that the contribution they can make to society as a whole could shape the future.

The school aims to provide an educational environment where each pupil is able to develop to her potential, inculcating a desire to contribute to the wider community, thus preparing each girl for the opportunities, responsibilities and experiences of later life.

Objectives for the Year

The Board's main objective is to educate the school's pupils to the same high standard achieved in previous years, so that they will be able to gain a place at their chosen senior school and to benefit fully from their future education. The strategy for achieving this is to maintain a high teacher-to-pupil ratio and excellent teaching standards.

In setting objectives and planning activities, Governors have considered the Charity Commission's general guidance on Public Benefit. The Governors confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on Public Benefit.

Other key objectives and achievements during the year include:

- Launch of the Glendower 130 strategic vision, establishing four pillars to guide the school's development: Driving Academic Excellence, Inspiring Innovation in Education, Fostering Wellbeing and Community, and Future-Proofing Our Legacy.
- Winning the IDPE Development Award for Schools Engagement Campaign of the Year through the GlenSpark Partnership Programme.
- Continued growth of the Bursary Fund to support up to twelve 110% bursary pupils by 2028.
- Implementation of curriculum enhancements including GlenX: Future Skills for Years 3-6 and GlenZen: Outdoor Learning for Nursery through Year 2.
- Strengthening of academic leadership with new roles focused on Challenge and Scholarship, and Assessment, Data and Progress.

Principal Activity

Glendower School Trust's principal activity continues to be the operation of a day school for 3 to 11-year-old girls.

GLENDOWER SCHOOL TRUST LIMITED
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GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

STRATEGIC REPORT

Review of Achievements and Performance for the Year

Pupil Numbers

We are delighted to see a consistent number of pupils across all year groups, and where pupils have left, we have been able to fill the places readily with strong candidates. This reflects positively on our school's reputation and the efforts made by our marketing and admissions teams to promote Glendower School.

4+ Assessments

Assessment days were scheduled to accommodate girls being assessed for places in Reception from September 2025, with demand remaining strong. The expertise and enthusiasm demonstrated by Senior Leadership Team members during parent tours have contributed to securing a high proportion of top candidates. A healthy proportion of places were accepted by pupils from Little Glendower, underscoring the academic and pastoral excellence of our Nursery.

11+ Results

This year has been another outstanding year for our Year 6 cohort of 34 girls, with results that reflect the dedication and talent of our pupils as well as the excellent teaching they have received. Offers were received from 12 of the leading independent schools in London and beyond, demonstrating the breadth of achievement across the year group.

We are particularly pleased to report that 15 scholarships were awarded in total: 10 academic scholarships alongside 5 scholarships in the specialist areas of music, art, and drama. This represents a significant achievement and recognition of our pupils' diverse talents.

Notable successes included St Paul's Girls School, where all 7 offers received were accepted; Godolphin and Latymer, which made 14 offers with 5 places accepted; and Wycombe Abbey, where 4 of the 7 offers were taken up. A distinctive feature of this year's cohort was the increased number of girls opting for boarding schools, with 4 girls taking up places at St Mary's Ascot in addition to those attending Wycombe Abbey.

We congratulate this year's Year 6 cohort on their excellent achievements and wish them every success as they move on to their chosen senior schools.

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The accounts for the year show net loss before other recognised gains or losses of £135,277 (2024 - net income £272,466) which included a loss of £137,753 on unrestricted funds and an increase in restricted funds of £2,476. The school's funds at year end are thus made up of £698,177 in restricted funds and £8,890,938 in unrestricted funds, of which £3,301,613 is cash reserves (*decreased from 2024 - £3,735,312*).

Investment Policy, Powers and Performance

There are no restrictions on the school's absolute powers of investment. The school continues to be able to achieve long-term capital growth through risk-averse investments.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2025

Reserves Policy

The school currently has unrestricted funds of £8,890,938 (2024 - £9,028,691). It has been the policy of the Trust that unrestricted free reserves which have not been designated for a specific use should be maintained at a level of one term's expenditure (approximately £2.25 million). As part of its re-development plan, the school has invested heavily in fixed assets and so currently has no free reserves when taking into account the loan used to fund the capital works. The school is satisfied that it has sufficient cash resources and manages its cash to meet its foreseeable financial obligations. There are also restricted funds of £698,177 (2024 - £695,701), which will be mainly used to finance bursaries.

Going Concern

The financial statements have been drawn up using the going-concern basis as the Governors, after the review of relevant budgets and forecasts, have a reasonable expectation that the organisation will continue in operational existence for a minimum of twelve months from the date of the signing of the accounts. This assessment has been made having considered budgets and cashflow forecasts covering a period of at least twelve months from the date these accounts were approved.

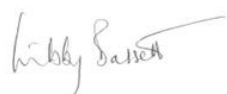
FUTURE PLANS

Building on the foundations laid this year, the 2025/26 academic year will mark the full implementation of our Glendower 130 strategic vision. Key priorities include:

- Reshaping the leadership of teaching and learning with new roles including Senior Deputy Head leading the Academic Team, and dedicated leads for Challenge and Scholarship, and Assessment, Data and Progress.
- Launching the 11+ Elevate Programme to sharpen senior school preparation without resorting to undue pressure or external tutoring.
- Introducing GlenX: Future Skills as part of the Prep School timetable, offering progression in areas such as Algorithmic Literacy, Entrepreneurship and Financial Education, Climate Awareness and Geopolitics, and Oracy.
- Embedding GlenZen: Outdoor Learning within the EYFS and Pre-Prep weekly timetables, nurturing curiosity, wellbeing, and environmental awareness.
- Delivering Phase 1 of our Facilities Masterplan, beginning with refurbishment of the White House and Library.
- Developing a three-year fundraising plan and continuing to grow the bursary programme.
- Strengthening parent-school communication and engagement through improved digital platforms and regular touchpoints.

The school development plan continues to evolve around our four strategic pillars, ensuring Glendower maintains its excellent reputation and high academic standards while preparing our girls for the opportunities and challenges of the future.

Approved by order of the members of the board of Governors and signed on their behalf by:



E A Bassett
Chair of Trustees
Date: 22nd May 2026

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

STATEMENT OF GOVERNORS' RESPONSIBILITIES
FOR THE YEAR ENDED 31 AUGUST 2025

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

Company law requires the Governors to prepare financial statements for each financial year. Under company law, the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Governors are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

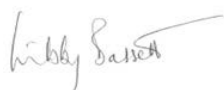
In so far as we are aware:

- There is no relevant audit information of which the Charitable Company's auditor is unaware; and
- The Governors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

AUDITORS

In accordance with section 485 of the Companies Act 2006, a resolution proposing Crowe U.K. LLP to be appointed as auditors of the company, will be put to the Annual General Meeting.

Approved by order of the members of the board of Governors and signed on its behalf by:



E A Bassett
Chair of Trustees
Date: 22nd May 2026

GLENDOWER SCHOOL TRUST LIMITED
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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GLENDOWER SCHOOL TRUST LIMITED

Opinion

We have audited the financial statements of Glendower School Trust Limited (the 'charity') for the year ended 31 August 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2025 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 Governors' 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 Governors with respect to going concern are described in the relevant sections of this report.

GLENDOWER SCHOOL TRUST LIMITED
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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GLENDOWER SCHOOL TRUST LIMITED
(CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditor's report thereon. The Governors are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Governors' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 Governors' Report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which 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 Governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

GLENDOWER SCHOOL TRUST LIMITED
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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GLENDOWER SCHOOL TRUST LIMITED
(CONTINUED)

Responsibilities of Governors

As explained more fully in the Governors' responsibilities statement, the Governors (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 Governors 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 Governors 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 Governors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, taxation legislation and employment legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context were The Education (Independent School Standards) Regulations 2014.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Directors and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the approval and processing of fee concessions and discounts, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, designing audit procedures over fee concessions and discounts, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate, Ofsted, and reading minutes of meetings of those charged with governance.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GLENDOWER SCHOOL TRUST LIMITED
(CONTINUED)

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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

Guy Biggin (Senior statutory auditor) This report has not yet been signed

for and on behalf of

Crowe U.K. LLP

Statutory Auditor

Fourth Floor

St James House

St James Square

Cheltenham

GL50 3PR

Date:

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 AUGUST 2025**

| | Note | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ | Total funds 2024 £ |
|--|------|------------------------------------|----------------------------------|-----------------------------|-----------------------------|
| Income from: | | | | | |
| Donations and legacies | 4 | - | 138,804 | 138,804 | 564,058 |
| Charitable activities: | 5,6 | | | | |
| School fees | | 7,327,249 | - | 7,327,249 | 6,941,156 |
| Other educational income | | 563,921 | - | 563,921 | 463,739 |
| Interest income | 7 | 85,879 | - | 85,879 | 51,019 |
| Total income | | 7,977,049 | 138,804 | 8,115,853 | 8,019,972 |
| Expenditure on: | | | | | |
| Costs on raising funds | 8 | 762,199 | - | 762,199 | 805,533 |
| Charitable activities | 9 | 7,375,391 | 129,316 | 7,504,707 | 6,941,973 |
| Total expenditure | | 8,137,590 | 129,316 | 8,266,906 | 7,747,506 |
| Net (expenditure)/income | | (160,541) | 9,488 | (151,053) | 272,466 |
| Transfers between funds | 20 | 7,012 | (7,012) | - | - |
| Net movement in funds before other recognised gains | | (153,529) | 2,476 | (151,053) | 272,466 |
| Other recognised gains: | | | | | |
| Change in fair value of interest rate swap | | 15,776 | - | 15,776 | - |
| Net movement in funds | | (137,753) | 2,476 | (135,277) | 272,466 |
| Reconciliation of funds: | | | | | |
| Total funds brought forward | | 9,028,691 | 695,701 | 9,724,392 | 9,451,926 |
| Net movement in funds | | (137,753) | 2,476 | (135,277) | 272,466 |
| Total funds carried forward | | 8,890,938 | 698,177 | 9,589,115 | 9,724,392 |

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 18 to 36 form part of these financial statements.

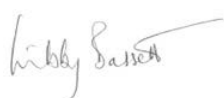
GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)
REGISTERED NUMBER: 960831

BALANCE SHEET
AS AT 31 AUGUST 2025

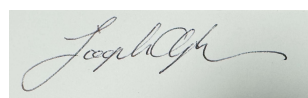
| | Note | 2025 £ | 2024 £ |
|---|------|-------------------------|-------------------------|
| Fixed assets | | | |
| Tangible assets | 13 | 17,560,394 | 17,835,018 |
| Current assets | | | |
| Debtors | 14 | 2,638,468 | 2,128,853 |
| Cash at bank and in hand | | 3,301,613 | 3,735,312 |
| | | <u>5,940,081</u> | <u>5,864,165</u> |
| Current liabilities | | | |
| Creditors: amounts falling due within one year | 15 | (5,055,014) | (4,401,690) |
| Net current assets | | <u>885,067</u> | <u>1,462,475</u> |
| Total assets less current liabilities | | <u>18,445,461</u> | <u>19,297,493</u> |
| Creditors: amounts falling due after more than one year | 17 | (8,856,346) | (9,573,101) |
| Total net assets | | <u><u>9,589,115</u></u> | <u><u>9,724,392</u></u> |
| Charity funds | | | |
| Restricted funds | 20 | 698,177 | 695,701 |
| Unrestricted funds | 20 | 8,890,938 | 9,028,691 |
| Total funds | | <u><u>9,589,115</u></u> | <u><u>9,724,392</u></u> |

The Governors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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



E A Bassett
 (Chair of Trustees)
 Date: 22nd May 2026



G Apkarian

The notes on pages 18 to 36 form part of these financial statements.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2025

| | Note | 2025 £ | 2024 £ |
|---|------|------------------|------------------|
| Cash flows from operating activities | | | |
| Net cash provided by operating activities | 22 | 1,078,605 | 2,580,795 |
| Cash flows from investing activities | | | |
| Interest income | | 85,879 | 51,019 |
| Proceeds from the sale of tangible fixed assets | | 14,330 | - |
| Purchase of tangible fixed assets | | (753,911) | (432,447) |
| Net cash used in investing activities | | (653,702) | (381,428) |
| Cash flows from financing activities | | | |
| Cash inflows from new borrowing | | 8,800,000 | - |
| Repayments of borrowing | | (8,902,952) | (129,037) |
| Finance costs | | (755,650) | (799,891) |
| Net cash used in financing activities | | (858,602) | (928,928) |
| Change in cash and cash equivalents in the year | | (433,699) | 1,270,439 |
| Cash and cash equivalents at the beginning of the year | | 3,735,312 | 2,464,873 |
| Cash and cash equivalents at the end of the year | 23 | 3,301,613 | 3,735,312 |

The notes on pages 18 to 36 form part of these financial statements

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

1. General information

Glendower School Trust Limited is a private charitable company limited by guarantee incorporated and registered in England and Wales (charity number 312717, company number 960831). The address of its principal place of business is 86/87 Queen's Gate, London, SW7 5JX, and the nature of its operations are set out in the Governors' Report.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Glendower School Trust Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The financial statements have been drawn up using the going-concern basis as the Governors, after the review of relevant budgets and forecasts, have a reasonable expectation that the organisation will continue in operational existence for a minimum of twelve months from the date of the signing of the accounts. This assessment has been made having considered budgets and cashflow forecasts covering a period of at least twelve months from the date these accounts were approved.

2.3 Income

All income is recognised once the School has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Fees receivable and charges for services are accounted for in the year in which the services are provided. Fees receivable are stated after deducting allowances.

Investment income is accounted for in the period in which the school is entitled to the income.

Donations are accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the school is considered probable.

The income is attributable to the principal activities of the charity, and is earned entirely within the UK.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is accounted for on an accruals basis and is summarised under functional headings in the Statement of Financial Activities, with the irrecoverable element of value added tax included with the item of expense to which it relates.

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

Redundancy and termination costs only occur where absolutely necessary and are accounted for on an accruals basis when the commitment to terminate a post on the grounds of redundancy has been made.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following basis:

| | | |
|------------------------|---|-------------|
| Freehold buildings | - | 2% on cost |
| Building improvements | - | 10% on cost |
| Fixtures and equipment | - | 20% on cost |
| Computers | - | 33% on cost |

No depreciation is charged on land or assets under construction.

2.6 Hedging arrangements

The Company applies hedge accounting for transactions entered into to manage the cash flow exposures of borrowings.

Changes in the fair values of derivatives designated as cash flow hedges, and which are effective, are recognised directly in other recognised gains and losses in the Statement of Financial Activities Statement - in line with the hedge accounting treatment above.

2.7 Valuation of interest rate swaps

Included within these financial statements are the fair value of an interest rate swap contract. The fair value of this interest rate swap is provided by the counterparty. However, the value of the swap is estimated based on the bank's projection of future base rates and is therefore subject to the interest rate market.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

2. Accounting policies (continued)

2.8 Debtors

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

2.9 Creditors and provisions

Creditors and provisions are recognised where the school 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.

2.10 Financial instruments

Financial assets and financial liabilities are recognised when the School becomes a party to the contractual obligations, rather than the financial instrument's legal form.

All financial assets and liabilities measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. A finance asset or financial liability that is payable or receivable in one year is measured at the undiscounted amount expected to be received or paid net of impairment, unless it is a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payment discounted at a market rate of interest for a similar debt instrument.

Financial assets and financial liabilities are offset only when there is a current legally enforceable right to set off the recognised amounts and the intention to settle on a net basis, or to realise the asset and settle the liability simultaneously.

2.11 Operating leases

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

2.12 Pensions

Up to the end of the 2024 financial year, all teaching staff were members of the Department for Education superannuation scheme run by Teachers' Pensions. This scheme is a multi-employer pension-scheme. It is not possible to identify the school's share of the underlying assets and liabilities of the Teachers' Pension Scheme on a consistent and reasonable basis and therefore, as required by FRS 102, accounts for the scheme as if it were a defined contribution scheme. The school's contributions, which are in accordance with the recommendations of the Government Actuary, are charged in the period in which the salaries to which they relate are payable.

As of 1st September 2025, new teaching staff joining the school will be offered the APTIS defined contribution scheme instead of the Teachers' Pension Scheme (TPS) after a decision was taken by the governors to enter into phased withdrawal from TPS in order to control costs.

The Charity also contributes to defined contribution personal pension schemes for non-teaching staff. Contributions are charged to the Statement of Financial Activities in the period in which the salaries they relate to are paid.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

2. Accounting policies (continued)

2.13 Funds

General funds are unrestricted funds which are available for use at the discretion of the Governors in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donor.

3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The School makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Useful economic lives of tangible assets

The annual depreciation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. The basis has been changed for some assets this year. See note 13 for the carrying amount of the tangible assets and note 2.5 for the useful lives for each class of asset.

Impairment of debtors

The School makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience. See note 14 for the net carrying amount of the debtors and associated impairment provision.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

4. Income from donations and legacies

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ | <i>Total funds 2024 £</i> |
|-------------------|--|--|---------------------------------------|---------------------------------------|
| Donations | - | 138,804 | 138,804 | 564,058 |
| Total 2025 | - | 138,804 | 138,804 | 564,058 |
| <i>Total 2024</i> | <i>278,081</i> | <i>285,977</i> | <i>564,058</i> | |

5. Charitable activities - School fees

| | Unrestricted funds 2025 £ | Total funds 2025 £ | <i>Total funds 2024 £</i> |
|---|--|---------------------------------------|---------------------------------------|
| Gross school fees | 7,395,591 | 7,395,591 | 6,943,156 |
| Less bursaries and allowances | (197,658) | (197,658) | (106,080) |
| | 7,197,933 | 7,197,933 | 6,837,076 |
| Add back bursaries paid for by restricted funds | 129,316 | 129,316 | 104,080 |
| Total 2025 | 7,327,249 | 7,327,249 | 6,941,156 |
| <i>Total 2024</i> | <i>6,941,156</i> | <i>6,941,156</i> | |

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

6. Charitable activities - Other educational income

| | Unrestricted funds 2025 £ | Total funds 2025 £ | <i>Total funds 2024 £</i> |
|-------------------|--|---------------------------------------|---------------------------------------|
| Music lessons | - | - | 2,412 |
| Registration fees | 38,070 | 38,070 | 46,995 |
| Trips | 131,716 | 131,716 | 135,933 |
| Other income | 394,135 | 394,135 | 278,399 |
| Total 2025 | <u>563,921</u> | <u>563,921</u> | <u>463,739</u> |
| <i>Total 2024</i> | <u>463,739</u> | <u>463,739</u> | |

7. Investment income

| | Unrestricted funds 2025 £ | Total funds 2025 £ | <i>Total funds 2024 £</i> |
|--------------------------|--|---------------------------------------|---------------------------------------|
| Bank interest receivable | 85,879 | 85,879 | 51,019 |
| Total 2025 | <u>85,879</u> | <u>85,879</u> | <u>51,019</u> |
| <i>Total 2024</i> | <u>51,019</u> | <u>51,019</u> | |

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

8. Costs on raising funds

| | Unrestricted funds 2025 £ | Total funds 2025 £ | <i>Total funds 2024 £</i> |
|-------------------|--|---------------------------------------|---------------------------------------|
| Bank charges | 6,549 | 6,549 | 5,642 |
| Finance costs | 755,650 | 755,650 | 799,891 |
| Total 2025 | <u>762,199</u> | <u>762,199</u> | <u>805,533</u> |
| <i>Total 2024</i> | <u>805,533</u> | <u>805,533</u> | |

9. Analysis of expenditure on charitable activities

Summary by fund type

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total 2025 £ | <i>Total 2024 £</i> |
|------------------------------|--|--|-----------------------------|-----------------------------|
| Teaching costs | 4,663,192 | - | 4,663,192 | 4,066,251 |
| Welfare costs | 314,842 | - | 314,842 | 313,134 |
| Premises costs | 1,401,364 | - | 1,401,364 | 1,376,175 |
| Support and governance costs | 995,993 | - | 995,993 | 1,082,333 |
| Grants and awards | - | 129,316 | 129,316 | 104,080 |
| Total 2025 | <u>7,375,391</u> | <u>129,316</u> | <u>7,504,707</u> | <u>6,941,973</u> |
| <i>Total 2024</i> | <u>6,837,893</u> | <u>104,080</u> | <u>6,941,973</u> | |

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

9. Analysis of expenditure on charitable activities (continued)

Summary by expenditure type

| | Staff costs 2025 £ | Depreciation 2025 £ | Other costs 2025 £ | Total 2025 £ | Total 2024 £ |
|------------------------------|--------------------------|---------------------------|--------------------------|-------------------------|--------------------|
| Teaching costs | 3,192,739 | - | 1,470,453 | 4,663,192 | 4,066,251 |
| Welfare costs | - | - | 314,842 | 314,842 | 313,134 |
| Premises costs | 48,794 | 852,629 | 499,941 | 1,401,364 | 1,376,175 |
| Support and governance costs | 592,366 | - | 403,627 | 995,993 | 1,082,333 |
| Grants and awards | - | - | 129,316 | 129,316 | 104,080 |
| Total 2025 | <u>3,833,899</u> | <u>852,629</u> | <u>2,818,179</u> | <u>7,504,707</u> | <u>6,941,973</u> |
| <i>Total 2024</i> | <u>3,593,657</u> | <u>763,667</u> | <u>2,584,649</u> | <u>6,941,973</u> | |

10. Auditor's remuneration

| | 2025 £ | 2024 £ |
|---|----------------------|--------------|
| Fees payable to the Charity's auditor for the audit of the Charity's annual accounts | 27,550 | 26,250 |
| Fees payable to the Charity's auditor for the audit of the Charity's annual accounts (prior year) | - | 10,000 |
| Fees payable to the Charity's auditor for all non-audit services not included above | <u>12,955</u> | <u>4,200</u> |

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

11. Staff costs

| | 2025 | <i>2024</i> |
|--|------------------|------------------|
| | £ | £ |
| Wages and salaries | 2,993,338 | <i>2,861,197</i> |
| Social security costs | 345,687 | <i>305,783</i> |
| Contribution to defined contribution pension schemes | 494,874 | <i>426,677</i> |
| | 3,833,899 | <i>3,593,657</i> |

During the year ended 31 August 2025, the School made redundancy/termination payments amounting to £14,098 (2024: £31,383).

The average number of persons employed by the Charity during the year was as follows:

| | 2025 | <i>2024</i> |
|-------------------------------|-------------|-------------|
| | No. | No. |
| Teachers and Teaching Support | 60 | <i>60</i> |
| Domestic | 1 | <i>2</i> |
| Administration | 10 | <i>8</i> |
| | 71 | <i>70</i> |

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

| | 2025 | <i>2024</i> |
|---------------------------------|-------------|-------------|
| | No. | No. |
| In the band £60,001 - £70,000 | 6 | <i>5</i> |
| In the band £70,001 - £80,000 | - | <i>2</i> |
| In the band £80,001 - £90,000 | 2 | <i>1</i> |
| In the band £90,001 - £100,000 | 1 | <i>-</i> |
| In the band £120,001 - £130,000 | 1 | <i>-</i> |
| In the band £140,001 - £150,000 | - | <i>1</i> |

Aggregate remuneration and benefits of key management personnel totalled £660,100 (2024 - £641,722).

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

12. Governors' remuneration and expenses

During the year, no Governors received any remuneration or other benefits (2024 - £Nil).

During the year ended 31 August 2025, expenses totalling £442 were reimbursed or paid directly to 3 Governors (2024 - £1,840 to 3 Governors). An amount of Nil (2024 - £299) was spent on seminars that were attended by the Governors. The costs of Governors' indemnity insurance in the year amounted to £2,832 (2024 - £1,147).

Related Party Transactions

There have been no further related party transactions in the year ended 31 August 2025 that require disclosure.

13. Tangible fixed assets

| | Land and buildings £ | Building improvements £ | Fixtures and fittings £ | Assets under construction £ | Total £ |
|---------------------------------|----------------------------|-------------------------------|-------------------------------|-----------------------------------|-------------------|
| Cost or valuation | | | | | |
| At 1 September 2024 | 18,662,627 | 4,359,467 | 1,111,025 | - | 24,133,119 |
| Additions | - | 8,235 | 101,225 | 644,451 | 753,911 |
| Disposals | - | (20,472) | - | - | (20,472) |
| Capital goods scheme adjustment | - | (161,576) | - | - | (161,576) |
| At 31 August 2025 | <u>18,662,627</u> | <u>4,185,654</u> | <u>1,212,250</u> | <u>644,451</u> | <u>24,704,982</u> |
| Depreciation | | | | | |
| At 1 September 2024 | 3,532,534 | 1,964,655 | 800,912 | - | 6,298,101 |
| Charge for the year | 373,253 | 327,895 | 151,481 | - | 852,629 |
| On disposals | - | (6,142) | - | - | (6,142) |
| At 31 August 2025 | <u>3,905,787</u> | <u>2,286,408</u> | <u>952,393</u> | <u>-</u> | <u>7,144,588</u> |
| Net book value | | | | | |
| At 31 August 2025 | <u>14,756,840</u> | <u>1,899,246</u> | <u>259,857</u> | <u>644,451</u> | <u>17,560,394</u> |
| At 31 August 2024 | <u>15,130,093</u> | <u>2,394,812</u> | <u>310,113</u> | <u>-</u> | <u>17,835,018</u> |

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

14. Debtors

| | 2025 £ | 2024 £ |
|--------------------------------|-----------|-----------|
| Fees debtors | 2,422,040 | 1,961,053 |
| Other debtors | 161,576 | - |
| Prepayments and accrued income | 54,852 | 167,800 |
| | 2,638,468 | 2,128,853 |

Fee debtors are stated after impairment provisions totalling £41,440 (2024 - £41,440).

Included within other debtors is VAT recoverable of £161,576. Of this amount, £130,714 relates to VAT recoverable in greater than one year.

15. Creditors: Amounts falling due within one year

| | 2025 £ | 2024 £ |
|------------------------------------|-----------|-----------|
| Bank loans | 172,893 | 139,884 |
| Fees in advance | 2,130,477 | 2,053,535 |
| Fee deposits | 1,317,430 | 1,012,418 |
| Trade creditors | 138,453 | 143,881 |
| Advance fee scheme (see note 16) | 461,468 | 684,357 |
| Other taxation and social security | 80,616 | 72,925 |
| Other creditors and accruals | 753,677 | 294,690 |
| | 5,055,014 | 4,401,690 |

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

16. Advance fees

Parents may, subject to contractual terms and conditions, pay to the School tuition fees in advance. The money may be returned, subject to specific conditions but, assuming the relevant pupils remain in the School, advance fees will be applied as follows:

| | 2025 | 2024 |
|----------------------------|-----------------------|------------------|
| | £ | £ |
| Between one and two years | 205,306 | 435,358 |
| Between two and five years | 84,165 | 357,534 |
| Over five years | - | 25,097 |
| | <u>289,471</u> | <u>817,989</u> |
| Within 1 year | 461,468 | 684,357 |
| | <u>750,939</u> | <u>1,502,346</u> |

The balance represents the accrued liability under the contracts. The movement during the year was:

| | 2025 | 2024 |
|---|-----------------------|------------------|
| | £ | £ |
| Balance as at 1 September 2024 | 1,502,346 | - |
| New contracts | 51,624 | 1,502,346 |
| Amounts utilised in payment of fees to the school | (803,031) | - |
| | <u>750,939</u> | <u>1,502,346</u> |

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

17. Creditors: Amounts falling due after more than one year

| | 2025 £ | 2024 £ |
|----------------------------------|-----------|-----------|
| Bank loans | 8,516,875 | 8,652,836 |
| Other creditors | 50,000 | 50,000 |
| Advance fee scheme (see note 16) | 289,471 | 817,989 |
| Interest rate swap liability | - | 52,276 |
| | 8,856,346 | 9,573,101 |

Included within the above are amounts falling due as follows:

| | 2025 £ | 2024 £ |
|-----------------------------------|-----------|-----------|
| Between one and two years | | |
| Bank loans | 161,211 | 8,652,836 |
| Between two and five years | | |
| Bank loans | 548,201 | - |
| Over five years | | |
| Bank loans | 7,807,463 | - |

During the year ended 31 August 2025, the two bank loans that were previously in place, were settled in full.

A new bank loan was taken out during the year ended 31 August 2025, originally for £8,800,000, which is secured by a legal charge on the school's freehold properties at 86 and 87 Queen's Gate and 86 Stanhope Mews East. The loan interest is 2% per annum over the Base Rate.

There was an interest rate swap entered into with BNP Paribas. The swap was held separately to the bank loans, with interest payable at a fixed rate of 5.2%, the swap amortised from 2019. The interest rate swap was settled in the year ended 31 August 2025.

18. Taxation

The School has no liability for taxation due to its charitable status.

19. Share capital

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

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

20. Statement of funds

Statement of funds - current year

| | Balance at 1 September 2024 £ | Income £ | Expenditure £ | Transfers in/(out) £ | Gains/ (Losses) £ | Balance at 31 August 2025 £ |
|---------------------------|--|-------------------------|---------------------------|----------------------------|-------------------------|--------------------------------------|
| Unrestricted funds | | | | | | |
| General Funds | 9,028,691 | 7,977,049 | (8,137,590) | 7,012 | 15,776 | 8,890,938 |
| Restricted funds | | | | | | |
| Bursary Fund | 678,014 | 138,804 | (129,316) | - | - | 687,502 |
| Playground fund | 17,687 | - | - | (7,012) | - | 10,675 |
| | <u>695,701</u> | <u>138,804</u> | <u>(129,316)</u> | <u>(7,012)</u> | <u>-</u> | <u>698,177</u> |
| Total of funds | <u><u>9,724,392</u></u> | <u><u>8,115,853</u></u> | <u><u>(8,266,906)</u></u> | <u><u>-</u></u> | <u><u>15,776</u></u> | <u><u>9,589,115</u></u> |

GLENDOWER SCHOOL TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

20. Statement of funds (continued)

Statement of funds - prior year

| | <i>Balance at 1 September 2023 £</i> | <i>Income £</i> | <i>Expenditure £</i> | <i>Transfers in/out £</i> | <i>Balance at 31 August 2024 £</i> |
|---------------------------|--|-------------------------|---------------------------|-----------------------------------|--|
| Unrestricted funds | | | | | |
| General Funds | 8,872,584 | 7,733,995 | (7,643,426) | 65,538 | 9,028,691 |
| Restricted funds | | | | | |
| Bursary Fund | 497,517 | 284,577 | (104,080) | - | 678,014 |
| Playground fund | 81,825 | 1,400 | - | (65,538) | 17,687 |
| | <u>579,342</u> | <u>285,977</u> | <u>(104,080)</u> | <u>(65,538)</u> | <u>695,701</u> |
| Total of funds | <u><u>9,451,926</u></u> | <u><u>8,019,972</u></u> | <u><u>(7,747,506)</u></u> | <u><u>-</u></u> | <u><u>9,724,392</u></u> |

Bursary funds comprise donations received by the school for use in the provision of bursaries to children who meet the current requirements. The transfer represents total bursaries awarded in the year to be allocated against the fund.

Playground fund comprises donations from parents towards the installation of a new playground on-site. The fundraising campaign successfully raised over £100,000 and the playground was installed over October 2023 half term.

The transfers from the Playground fund to General Funds were in respect of amounts being spent on capital items.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

21. Analysis of net assets between funds

Analysis of net assets between funds - current year

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ |
|-------------------------------------|--|--|---------------------------------------|
| Tangible fixed assets | 17,560,394 | - | 17,560,394 |
| Current assets | 5,241,904 | 698,177 | 5,940,081 |
| Creditors due within one year | (5,055,014) | - | (5,055,014) |
| Creditors due in more than one year | (8,856,346) | - | (8,856,346) |
| Total | 8,890,938 | 698,177 | 9,589,115 |

Analysis of net assets between funds - prior year

| | <i>Unrestricted funds 2024 £</i> | <i>Restricted funds 2024 £</i> | <i>Total funds 2024 £</i> |
|-------------------------------------|--|--|---------------------------------------|
| Tangible fixed assets | 17,835,018 | - | 17,835,018 |
| Current assets | 5,168,464 | 695,701 | 5,864,165 |
| Creditors due within one year | (4,401,690) | - | (4,401,690) |
| Creditors due in more than one year | (9,573,101) | - | (9,573,101) |
| Total | 9,028,691 | 695,701 | 9,724,392 |

GLENDOWER SCHOOL TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025**

22. Reconciliation of net movement in funds to net cash flow from operating activities

| | 2025 £ | 2024 £ |
|--|-------------------------|-------------------------|
| Net (expenditure)/income for the year (as per Statement of Financial Activities) | <u>(151,053)</u> | <u>272,466</u> |
| Adjustments for: | | |
| Depreciation charges | 852,629 | 763,667 |
| Change in fair value of interest rate swap | 15,776 | - |
| Interest income | (85,879) | (51,019) |
| Increase in debtors | (348,039) | (323,504) |
| Increase in creditors | 39,521 | 1,119,294 |
| Finance costs | 755,650 | 799,891 |
| Net cash provided by operating activities | <u><u>1,078,605</u></u> | <u><u>2,580,795</u></u> |

23. Analysis of cash and cash equivalents

| | 2025 £ | 2024 £ |
|--------------------------|-------------------------|-------------------------|
| Cash at bank and in hand | <u><u>3,301,613</u></u> | <u><u>3,735,312</u></u> |

24. Analysis of changes in net debt

| | At 1 September 2024 £ | Cash flows £ | Other non- cash changes £ | At 31 August 2025 £ |
|------------------------------|--------------------------------|-------------------------|------------------------------------|---------------------------|
| Cash at bank and in hand | 3,735,312 | (433,699) | - | 3,301,613 |
| Debt due within 1 year | (139,884) | 102,952 | (135,961) | (172,893) |
| Debt due after 1 year | (8,652,836) | - | 135,961 | (8,516,875) |
| Interest rate swap liability | (52,276) | 36,500 | 15,776 | - |
| | <u><u>(5,109,684)</u></u> | <u><u>(294,247)</u></u> | <u><u>15,776</u></u> | <u><u>(5,388,155)</u></u> |

GLENDOWER SCHOOL TRUST LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

25. Capital commitments

| | 2025 £ | 2024 £ |
|--|---------------|-----------|
| Contracted for but not provided in these financial statements | | |
| Acquisition of tangible fixed assets | <u>67,526</u> | <u>-</u> |

26. Pension commitments

The School participates in the 'Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £425,001 (2024 - £353,831) and at the year-end £38,122 (2024 - £66,721) was accrued in respect of contributions to this scheme.

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

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2020 and the Valuation Report was published in October 2023. The Valuation Report shows notional assets of £222.2bn and liabilities of £262bn, resulting in a scheme deficit of £39.8bn.

The employer contribution rate for the TPS is 28.6%, and employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The School is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, the School has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme.

As of 1st September 2025, new teaching staff joining the school have been offered the APTIS defined contribution scheme instead of the Teachers' Pension Scheme (TPS) after a decision was taken by the governors to enter into phased withdrawal from TPS in order to control costs.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

27. Operating lease commitments

At 31 August 2025 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | 2025 | <i>2024</i> |
|--|---------------|---------------|
| | £ | £ |
| Not later than 1 year | 10,988 | <i>19,438</i> |
| Later than 1 year and not later than 5 years | 30,218 | <i>41,206</i> |
| | 41,206 | <i>60,644</i> |

The following lease payments have been recognised as an expense in the Statement of financial activities:

| | 2025 | <i>2024</i> |
|-------------------------|---------------|---------------|
| | £ | £ |
| Operating lease rentals | 19,438 | <i>19,647</i> |

GLENDOWER SCHOOL TRUST LIMITED

England & Wales - Charity number 312717

Accounts

Registered number: 960831
Charity number: 312717

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

GOVERNORS' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

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GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS GOVERNORS AND ADVISERS
FOR THE YEAR ENDED 31 AUGUST 2024**

| | |
|--|--|
| Governors | E A Bassett, Chair G Apkarian J Aviss N Baker B Daffey (resigned 21 November 2024) E Hewer S Kumleben P Mattar (resigned 20 March 2025) F Morton J Richards P Vanni (resigned 20 June 2024) J Graham (appointed 9 September 2024) R K Harrison (resigned 16 November 2023) |
| Company registered number | 960831 |
| Charity registered number | 312717 |
| Principal address and registered office | 86/87 Queen's Gate London SW7 5JX |
| Headmistress | C Boyd |
| Independent auditor | Crowe U.K. LLP Fourth Floor St James House St James Square Cheltenham GL50 3PR |
| Bankers | Metro Bank plc One Southampton Row London WC1B 5HA National Westminster Bank plc PO Box 592 18 Cromwell Place London SW7 2LB |

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

GOVERNORS' REPORT
FOR THE YEAR ENDED 31 AUGUST 2024

The Governors present their report and accounts for the year ended 31 August 2024, including Directors' and Strategic Reports. The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2019) (Second Edition, effective 1 January 2019) applicable law and the Trust's Memorandum and Articles of Association.

DIRECTORS' REPORT

REFERENCE AND ADMINISTRATIVE INFORMATION

Glendower School Trust Limited was founded by Trust Deed in 1969 which was amended in 1977.

The Charity is a company limited by guarantee. The Governors, who are also the directors for the purpose of company law and the charity's trustees, who served during the period and up to the date of the signing of this report are listed on page 1 of this report.

None of the Governors has any beneficial interest in the company. All of the Governors are members of the company and guarantee to contribute £1 in the event of a winding up.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Company is governed by its Memorandum and Articles of Association, last amended on 22 November 2005.

Governing Body

The Governors, who are also required under the Articles to serve as members of the company, are elected at a full Governors' meeting. They are chosen to represent a suitable cross section of expertise and at least one Governor is a parent of a pupil (or former pupil) at the school. The school will engage the services of Nurole, a board search specialist company, to strengthen the board and ensure suitability of any new appointments.

Governor Training

New Governors are inducted into the workings of the school by the Head and Bursar and provided with an introductory pack of school information. Regular training workshops are organised, and Governors are kept informed of other relevant training days run by outside organisations.

Organisational Management

The Governors meet as a Board at least three times a year to determine general policy. The Governors have set up sub committees which meet as needed but at least once a year: an Education sub-committee, chaired by Mr N Baker which considers and advises on all aspects of the school's curriculum; a Finance sub-committee, chaired by Mr G Apkarian, which normally meets two weeks before each Board meeting, to discuss matters arising and to review budgets and termly management accounts; a Risk Management sub-committee chaired by Miss J Graham which considers the risks to which the school is exposed and the measures in place to mitigate them and a Health and Safety Committee chaired by Mrs J Aviss. The day-to-day running of the school is delegated to the Head, supported by other teaching members of the Leadership team and the Bursar. These staff members along with Governors are the key management personnel.

The Board reviews staff salaries annually at the Spring governor's meeting and the Chair and Chair of the Finance sub-committee review the remuneration of the Senior Leadership Team. School pay is benchmarked against inner London prep schools and the state sector with the support of data from Baines Cutler. At the start of the academic year 24/25 the school launched a pay scale for all teaching staff and began phased withdrawal from TPS by introducing a defined contribution pension scheme for all new teachers joining the school from September 2024.

GLENDOWER SCHOOL TRUST LIMITED
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GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

Group Structure and Relationships

The Headmistress is a member of IAPS and the school is also a member of the Girls' Schools Association. Both organisations are dedicated to promoting all round excellence in education and accredit only those schools that can demonstrate the highest standards of education. The bursar is an active member of ISBA and AGBIS which the supports the school to achieve best practice in areas of financial management, regulatory compliance and governance.

As part of its commitment to providing Public Benefit the school operates a bursary programme (see below).

Fundraising

The school benefits from the work and generosity of the Glendower Parent Teacher Association ('GPTA'). The name reflects the close co-operation and mutual support of parents and school staff. The GPTA hold regular special events to raise funds for the school (including for the bursary programme). The usual main events are a Spring Gala (held bi-annually) and an annual Christmas Bazaar. Donations are only sought and received from parents of past and current pupils. The school's fundraising policy is available online and includes our approach to dealing with vulnerable people and ethical fundraising. The school did not incur any costs in connection with donations which it received. The school follows the fundraising regulator's code of practice regarding any complaints on fundraising procedure. There were no formal complaints received in the year. Fundraising achievements during the year are detailed below.

The school continues to benefit enormously from the generosity and commitment of the Glendower Parent Teacher Association (GPTA), whose collaborative efforts with staff and parents underpin the strong community spirit we enjoy. In the academic year 2023–2024, the school raised a total of £476,394, reflecting the tremendous support of current and former families. This included over £164,000 raised through school-led events such as the Christmas Bazaar, Readathon, and Spring Gala, and a further £45,000 through a highly successful peer-to-peer fundraising dinner held in February. Major gifts exceeding £15,000 each totalled £137,800, while an additional £60,750 was received through mid-level gifts. We are grateful for contributions via Gift Aid and multi-year pledges from committed supporters. As in previous years, the school and GPTA did not engage professional fundraising organisations, and no costs were incurred in securing these donations. Fundraising efforts were directed solely at our school community, and no complaints were received.

In addition to raising funds for the school, the Glendower community raised £21,217 for external charities through pupil-led initiatives and GPTA events. This included support for our three chosen charities — the Brompton Fountain, Honeypot, and the Kensington & Chelsea Foundation — as well as contributions to the Red Cross Israel & Palestinian Territories Appeal, Macmillan Cancer Support, and WWF. We are proud of the empathy and initiative demonstrated by our pupils and families in supporting such important causes.

Our Partnerships and Development work has continued to thrive this year. We have sustained our valued partnership with Park Walk Primary School, with pupils and staff benefiting from shared activities and learning opportunities. We are also planning new initiatives with Marlborough and Oratory Primary Schools, with a number of joint projects scheduled for the forthcoming academic year. These include STEM workshops, mentoring programmes, debating events, and entrepreneurship projects, all designed to enhance learning, confidence and collaboration across our school communities. We look forward to deepening these partnerships and continuing to support our wider community through meaningful engagement.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

Principal Risks and Uncertainties

The Board, with particular assistance from the Risk Management sub-committee and the Head and Bursar, continue to keep the school's activities under review, particularly with regard to any major risks that may arise from time to time as well as the systems and procedures established to manage them. The principal risks and their effective mitigation are set out below:

- Health and safety and fire: the school has a Health and Safety Committee (chaired by a Governor) which meets termly to consider the effectiveness of practices and procedures. Unannounced fire practices take place at least once a term. The school also employs Health and Safety and Fire Risk Consultants to provide appropriate training and to review the school's policies and practices. The consultants prepare and keep under review the School's Fire Risk Assessment and General Risk Assessment. The Consultants attend the Health and Safety Committee regularly to provide feedback and every member of staff receives Fire Safety induction and regular training.

- Poor financial management: the school produces an annual budget and termly management accounts which are carefully considered by the Finance Committee at their termly meetings. The Committee makes enquiries where items of income and expenditure are at variance with the annual budget and ensures that the school has adequate reserves to meet its needs.

- Safeguarding children: The Pastoral Deputy Head is the Designated Safeguarding Lead who is supported by three other members of staff and three Safeguarding Governors who check the schools' recruitment procedures and files, as well as records of cases brought to their attention. Every member of staff receives safeguarding update training annually.

- Interest rate uncertainty: The Finance Committee carefully monitors the impact of changing interest rates and assesses ways of mitigating their effect on the school's finances. At the time of writing this report, the school had successfully negotiated better terms on its borrowings.

- Political Implications: The Finance Committee has considered the impact of VAT on School fees and loss of business rate relief on the school's finances. The wider Governing Board is keeping under review the financial impact on families and how this might affect the community's ability to afford school fees.

- Business Continuity: Post year end the school has been working with Aldbury International to review its business continuity plans and crisis response strategies.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

PURPOSE, AIMS, OBJECTIVES AND PRINCIPAL ACTIVITIES

Purpose

The Purpose of the Trust is to own and operate Glendower Preparatory School as an independent Preparatory, Pre-Preparatory and Nursery Day school for girls aged 3 to 11.

Aims

The school aims to do more than simply teach young children. Rather, the aim is to introduce them to the pleasure and excitement of learning, stimulating their curiosity, their imagination and competitive spirit and developing their critical thinking skills. Whilst aiming for the highest academic and sporting results, the school is equally concerned with fostering the kind of skills that help young girls grow into capable women with the knowledge that the contribution they can make to society as a whole could shape the future. The school aims to provide an educational environment where each pupil is able to develop to her potential, inculcating a desire to contribute to the wider community, thus preparing each girl for the opportunities, responsibilities and experiences of later life.

Objectives for the year

The Board's main objective is to educate the school's pupils to the same high standard achieved in previous years, so that they will be able to gain a place at their chosen senior school and to benefit fully from their future education. The strategy for achieving this is to maintain a high teacher-to-pupil ratio and excellent teaching standards. In setting objectives and planning activities, Governors have considered the Charity Commission's general guidance on Public Benefit. The Governors confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on Public Benefit, "Charities and Public Benefit".

Other key objectives and achievements during the year include:

- To grow the School's Partnership work through further initiatives, including over £10,000 donated during the year to each of our three chosen house charities (Kensington & Chelsea Foundation, Honey Pot Children's Charity and The Brompton Foundation. Plus, over 3000 books purchased for a local primary school through money raised from our parent body.
- To grow the Bursary Fund to a level which is self-sustaining to enable a greater number of girls to benefit from a Glendower education. A fundraising strategy to increase bursary places in the school to 14 by 2030 was signed off by governors in the prior year.
- To continue the development of the school's infrastructure to provide teachers with the necessary facilities to provide an outstanding and up-to-date education for its pupils. For example, in Spring 2024 all the classroom Smart Boards were upgraded to the latest technology.

Principal Activity

Glendower School Trust's principal activity continues to be the operation of a day school for 3 to 11-year-old girls.

Bursaries

The Trust operates a bursary scheme to assist parents who would otherwise be unable to afford to pay the fees. Two children benefitted from bursary assistance during the year. The school continues to follow the ISBA's guidance on bursaries, assessing all pupils that apply for a bursary place within the school. The Governors view the bursary awards as important in helping to ensure that children from families who could not otherwise afford the fees can access the education offered at Glendower. In assessing means account is taken of investments, family income, savings and also family circumstances for example siblings and dependent relatives.

GLENDOWER SCHOOL TRUST LIMITED
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GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

In the 2024 financial year, we supported three 110% (full fees plus extras) bursary pupils and their families as they settle into life at Glendower. In the 2025 financial year, the number of bursary pupils increased to five following the assessment of two additional 110% bursary applications to start in September 2024. Our school aims to gradually increase the number of bursary pupils on a sliding scale from 25% to 110%, providing additional support for those who may need it. Our goal is to offer 14 full-fee equivalent bursary places, enhancing accessibility and diversity of experience for the whole school community.

We believe that bursary recipients should not only receive financial support but also be fully integrated into our school community. To achieve this, we will take several steps to ensure that all students feel valued and included. We aim to create an inclusive environment where all students feel supported, regardless of their financial background. By integrating bursary recipients fully into the school community, we can help to break down barriers and promote social mobility while providing an enriching educational experience for all students. To ensure that our bursary recipients receive the support they need to succeed academically and make a smooth transition to secondary education, we will establish links and relationships with secondary schools and their bursary leads.

We acknowledge that a diversified fundraising strategy, which includes multiple streams of revenue, is crucial for the long-term success of any bursary programme. Therefore, we are committed to building relationships with potential donors and supporters, effectively communicating the impact of bursaries and maintaining transparency in the fundraising process. During the year the bursary fundraising campaign was a huge success thanks to the remarkable generosity of our parent community. In total, £284,577 was raised to bring the Bursary Fund up to £678,014. We are so grateful to the community for their ongoing support with our bursary programme aims, particularly the organisers of the Spring Gala 2024 which raised £99,607 in just one evening.

GLENDOWER SCHOOL TRUST LIMITED
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GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

STRATEGIC REPORT

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

Pupil Numbers

We are delighted to see a consistent number of pupils in all year groups, and where pupils have left, we are able to fill the places very easily with strong candidates. This growth reflects positively on our school's reputation and the efforts made by our marketing and admissions teams to promote Glendower School.

4+ Assessments

Seven days were scheduled, including two additional days to accommodate a total of 180 girls to be assessed for a place in reception from September 2024, demand was exceptionally high this year. The expertise and enthusiasm demonstrated by SLT members during parent tours have contributed to securing a higher proportion of top 20 candidates who underwent the 4+ assessment this year. In total, 69 places were offered, resulting in a total cohort of 44. Fourteen of the top 20 candidates have accepted places, with 7 coming from Little Glendower, underscoring the academic and pastoral excellence of our Nursery.

11+ Results

It has been an exceptional year for the Year 6 girls and their results have been a real testament to their hard work as well as their teachers' direction. In total, for the 36 candidates, offers were received from 21 of the best school's in London and beyond. Places were accepted at 11 schools including St Paul's Girls School (9), Godolphin and Latymer (9) and Wycombe Abbey (4). Many offers came with scholarships for music, drama, art and academic studies. We are very proud of last year's year 6 cohort.

ISI Inspection

The school's scheduled ISI Inspection took place in May 2024. The school met all the required standards and was given only one recommended next step (out of a possible 5) which is 'to seize the wealth of opportunities for pupil views and ideas by acting upon these as appropriate.' This was an excellent achievement from the whole school body, and we were thrilled with the outcome. The full report is available on the ISI website.

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The accounts for the year show net income before other recognised gains or losses of £272,466 (2023: £175,027) which included a small gain of £90,569 on unrestricted funds and an increase in restricted funds of £181,897. The school's funds at year end are thus made up of £761,239 in restricted funds and £8,963,153 in unrestricted funds, of which £3,735,312 is cash reserves (*increased from 2023: £2,464,873*).

Investment Policy, Powers and Performance

There are no restrictions on the school's absolute powers of investment. The school continues to be able to achieve long-term capital growth through risk-averse investments.

Included within these financial statements is the fair value of an interest rate swap contract the school has in place. The fair value of the interest rate swap is provided by the bank counterpart. The value of the swap is estimated based on the bank's market projection of future bank rates and is therefore subject to market conditions. Post year end the school terminated the interest rate swap agreement with BNP Paribas.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

Reserves Policy

The school currently has unrestricted funds of £8,963,153 (2023: £8,872,584). It has been the policy of the Trust that unrestricted free reserves which have not been designated for a specific use should be maintained at a level of one term's expenditure (approximately £2.25 million). As part of its re-development plan, the school has invested heavily in fixed assets and so currently has no free reserves when taking into account the loan used to fund the capital works. The school is satisfied that it has sufficient cash resources and manages its cash to meet its foreseeable financial obligations. There are also restricted funds of £761,239 (2023: £579,342), which will be used to finance bursaries.

Going Concern

The financial statements have been drawn up using the going-concern basis as the Governors, after the review of relevant budgets and forecasts, have a reasonable expectation that the organisation will continue in operational existence for a minimum of twelve months from the date of the signing of the accounts. This assessment has been made having considered budgets and cashflow forecasts covering a period of at least twelve months from the date these accounts were approved.

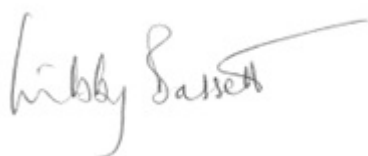
Future Plans

In September 2024, Claire Boyd took over as Headmistress following the departure of Nina Kingsmill-Moore to lead another London prep school. Miss Boyd comes with an excellent reputation and the school has full confidence that an excellent appointment has been made.

The school has also been developing a long-term capital investment plan with the support of Kennedy Woods, a London based architecture firm. The masterplan will be finalised once it has been reviewed by Miss Boyd and the governing body. Following governor approval, the school intends to create five-year implementation plan and set up a designated capital fund from free cash reserves.

The school development plan outlines a five-pillar approach to ensuring the school maintains its excellent reputation and high academic standards. The five pillars are: Intellect, Innovation, Individuals, Impact & Influence and, finally, Investment. The plan will be reviewed by Miss Boyd ready for launch in Spring 2025.

Approved by order of the members of the board of Governors and signed on their behalf by:



E A Bassett

(Chair of Trustees)

Date: 2nd July 2025

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

STATEMENT OF GOVERNORS' RESPONSIBILITIES
FOR THE YEAR ENDED 31 AUGUST 2024

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

Company law requires the Governors to prepare financial statements for each financial year. Under company law, the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Governors are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

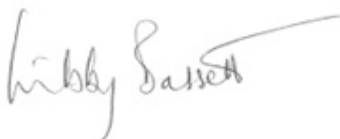
In so far as we are aware:

- There is no relevant audit information of which the Charitable Company's auditor is unaware; and
- The Governors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

AUDITORS

In accordance with section 485 of the Companies Act 2006, a resolution proposing Crowe U.K. LLP to be appointed as auditors of the company, will be put to the Annual General Meeting.

Approved by order of the members of the board of Governors and signed on its behalf by:



E A Bassett
(Chair of Trustees)
Date: 2nd July 2025

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GLENDOWER SCHOOL TRUST LIMITED

Opinion

We have audited the financial statements of Glendower School Trust Limited (the 'charity') for the year ended 31 August 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 Governors' 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 Governors with respect to going concern are described in the relevant sections of this report.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GLENDOWER SCHOOL TRUST LIMITED
(CONTINUED)

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Governors' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 Governors' Report including the Strategic Report.

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

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

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GLENDOWER SCHOOL TRUST LIMITED
(CONTINUED)

Responsibilities of Governors

As explained more fully in the Governors' responsibilities statement, the Governors (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 Governors 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 Governors 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 Governors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, taxation legislation and employment legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context were The Education (Independent School Standards) Regulations 2014.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the approval and processing of fee concessions and discounts, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, designing audit procedures over fee concessions and discounts, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate, Ofsted, and reading minutes of meetings of those charged with governance.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)


INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GLENDOWER SCHOOL TRUST LIMITED
(CONTINUED)

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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



Guy Biggin (Senior statutory auditor)

for and on behalf of

Crowe U.K. LLP

Statutory Auditor

Fourth Floor

St James House

St James Square

Cheltenham

GL50 3PR

Date: 21 July 2025

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

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

| | Note | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total funds 2024 £ | Total funds 2023 £ |
|--|------|------------------------------------|----------------------------------|-----------------------------|-----------------------------|
| Income from: | | | | | |
| Donations and legacies | 4 | 278,081 | 285,977 | 564,058 | 189,491 |
| Charitable activities: | 5,6 | | | | |
| School fees | | 6,941,156 | - | 6,941,156 | 6,281,728 |
| Other educational income | | 463,739 | - | 463,739 | 413,940 |
| Interest income | 7 | 51,019 | - | 51,019 | 7,843 |
| Total income | | 7,733,995 | 285,977 | 8,019,972 | 6,893,002 |
| Expenditure on: | | | | | |
| Costs on raising funds: | 8 | | | | |
| Investment management fees | | 5,642 | - | 5,642 | 6,001 |
| Finance costs | | 799,891 | - | 799,891 | 664,439 |
| Charitable activities | 9 | 6,837,893 | 104,080 | 6,941,973 | 6,047,535 |
| Total expenditure | | 7,643,426 | 104,080 | 7,747,506 | 6,717,975 |
| Net income | | 90,569 | 181,897 | 272,466 | 175,027 |
| Transfers between funds | 19 | 65,538 | (65,538) | - | - |
| Net movement in funds before other recognised gains | | 156,107 | 116,359 | 272,466 | 175,027 |
| Other recognised gains: | | | | | |
| Change in fair value of interest rate swap | | - | - | - | 203,824 |
| Net movement in funds | | 156,107 | 116,359 | 272,466 | 378,851 |
| Reconciliation of funds: | | | | | |
| Total funds brought forward | | 8,872,584 | 579,342 | 9,451,926 | 9,073,075 |
| Net movement in funds | | 156,107 | 116,359 | 272,466 | 378,851 |
| Total funds carried forward | 19 | 9,028,691 | 695,701 | 9,724,392 | 9,451,926 |

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 17 to 34 form part of these financial statements.

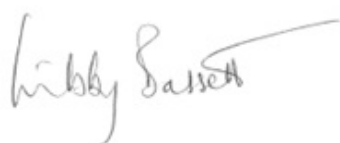
GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)
REGISTERED NUMBER: 960831

BALANCE SHEET
AS AT 31 AUGUST 2024

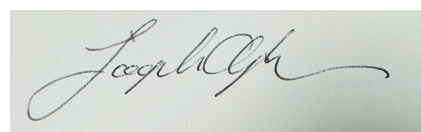
| | Note | 2024 £ | 2023 £ |
|---|------|-------------------------|-------------------------|
| Fixed assets | | | |
| Tangible assets | 13 | 17,835,018 | 18,166,238 |
| Current assets | | | |
| Debtors | 14 | 2,128,853 | 1,774,343 |
| Cash at bank and in hand | | 3,735,312 | 2,464,873 |
| | | <u>5,864,165</u> | <u>4,239,216</u> |
| Creditors: amounts falling due within one year | 15 | (4,401,690) | (3,179,668) |
| Net current assets | | <u>1,462,475</u> | <u>1,059,548</u> |
| Total assets less current liabilities | | <u>19,297,493</u> | <u>19,225,786</u> |
| Creditors: amounts falling due after more than one year | 16 | (9,573,101) | (9,773,860) |
| Total net assets | | <u><u>9,724,392</u></u> | <u><u>9,451,926</u></u> |
| Charity funds | | | |
| Restricted funds | 19 | 695,701 | 579,342 |
| Unrestricted funds | 19 | 9,028,691 | 8,872,584 |
| Total funds | | <u><u>9,724,392</u></u> | <u><u>9,451,926</u></u> |

The Governors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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



E A Bassett
 (Chair of Trustees)
 Date: 02/07/2025



G Apkarian

The notes on pages 17 to 34 form part of these financial statements.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2024

| | Note | 2024 £ | 2023 £ |
|---|------|------------------|------------------|
| Cash flows from operating activities | | | |
| Net cash used in operating activities | 21 | 2,580,795 | 1,030,212 |
| Cash flows from investing activities | | | |
| Interest income | | 51,019 | 7,843 |
| Purchase of tangible fixed assets | | (432,447) | (172,477) |
| Net cash used in investing activities | | (381,428) | (164,634) |
| Cash flows from financing activities | | | |
| Repayments of borrowing | | (129,037) | (78,243) |
| Finance costs | | (799,891) | (664,439) |
| Net cash used in financing activities | | (928,928) | (742,682) |
| Change in cash and cash equivalents in the year | | 1,270,439 | 122,896 |
| Cash and cash equivalents at the beginning of the year | | 2,464,873 | 2,341,977 |
| Cash and cash equivalents at the end of the year | 22 | 3,735,312 | 2,464,873 |

The notes on pages 17 to 34 form part of these financial statements

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

1. General information

Glendower School Trust Limited is a private charitable company limited by guarantee incorporated and registered in England and Wales (charity number 312717, company number 960831). The address of its principal place of business is 87 Queen's Gate, London, SW7 5JX, and the nature of its operations are set out in the Governors' Report.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Glendower School Trust Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The financial statements have been drawn up using the going-concern basis as the Governors, after the review of relevant budgets and forecasts, have a reasonable expectation that the organisation will continue in operational existence for a minimum of twelve months from the date of the signing of the accounts. This assessment has been made having considered budgets and cashflow forecasts covering a period of at least twelve months from the date these accounts were approved.

2.3 Income

All income is recognised once the School has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Fees receivable and charges for services are accounted for in the year in which the services are provided. Fees receivable are stated after deducting allowances.

Investment income is accounted for in the period in which the school is entitled to the income.

Donations are accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the school is considered probable.

The income is attributable to the principal activities of the charity, and is earned entirely within the UK.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is accounted for on an accruals basis and is summarised under functional headings in the Statement of Financial Activities, with the irrecoverable element of value added tax included with the item of expense to which it relates.

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

Redundancy and termination costs only occur where absolutely necessary and are accounted for on an accruals basis when the commitment to terminate a post on the grounds of redundancy has been made.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following basis:

| | | |
|------------------------|---|-------------|
| Freehold buildings | - | 2% on cost |
| Building improvements | - | 10% on cost |
| Fixtures and equipment | - | 20% on cost |
| Computers | - | 33% on cost |

No depreciation is charged on land.

2.6 Hedging arrangements

The Company applies hedge accounting for transactions entered into to manage the cash flow exposures of borrowings.

Changes in the fair values of derivatives designated as cash flow hedges, and which are effective, are recognised directly in other recognised gains and losses in the Statement of Financial Activities Statement - in line with the hedge accounting treatment above.

2.7 Valuation of interest rate swaps

Included within these financial statements are the fair value of an interest rate swap contract. The fair value of this interest rate swap is provided by the counterparty. However, the value of the swap is estimated based on the bank's projection of future base rates and is therefore subject to the interest rate market.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

2. Accounting policies (continued)

2.8 Debtors

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

2.9 Creditors and provisions

Creditors and provisions are recognised where the school 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.

2.10 Financial instruments

Financial assets and financial liabilities are recognised when the School becomes a party to the contractual obligations, rather than the financial instrument's legal form.

All financial assets and liabilities measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. A finance asset or financial liability that is payable or receivable in one year is measured at the undiscounted amount expected to be received or paid net of impairment, unless it is a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payment discounted at a market rate of interest for a similar debt instrument.

Financial assets and financial liabilities are offset only when there is a current legally enforceable right to set off the recognised amounts and the intention to settle on a net basis, or to realise the asset and settle the liability simultaneously.

2.11 Operating leases

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

2.12 Pensions

Up to the end of the 2024 financial year, all teaching staff were members of the Department for Education superannuation scheme run by Teachers' Pensions. This scheme is a multi-employer pension-scheme. It is not possible to identify the school's share of the underlying assets and liabilities of the Teachers' Pension Scheme on a consistent and reasonable basis and therefore, as required by FRS 102, accounts for the scheme as if it were a defined contribution scheme. The school's contributions, which are in accordance with the recommendations of the Government Actuary, are charged in the period in which the salaries to which they relate are payable.

As of 1st September 2025, new teaching staff joining the school will be offered the APTIS defined contribution scheme instead of the Teachers' Pension Scheme (TPS) after a decision was taken by the governors to enter into phased withdrawal from TPS in order to control costs.

The Charity also contributes to defined contribution personal pension schemes for non-teaching staff. Contributions are charged to the Statement of Financial Activities in the period in which the salaries they relate to are paid.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

2. Accounting policies (continued)

2.13 Funds

General funds are unrestricted funds which are available for use at the discretion of the Governors in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donor.

3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The School makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Useful economic lives of tangible assets

The annual depreciation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. The basis has been changed for some assets this year. See note 13 for the carrying amount of the tangible assets and note 2.5 for the useful lives for each class of asset.

Impairment of debtors

The School makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience. See note 14 for the net carrying amount of the debtors and associated impairment provision.

Interest rate swap derivative

A significant estimate is used for the annual re-valuation obtained for the changes in fair value for the interest rate swap derivative.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

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

4. Income from donations and legacies

| | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total funds 2024 £ | <i>Total funds 2023 £</i> |
|-------------------|--|--|---------------------------------------|---------------------------------------|
| Donations | 278,081 | 285,977 | 564,058 | 189,491 |
| Total 2024 | <u>278,081</u> | <u>285,977</u> | <u>564,058</u> | <u>189,491</u> |
| <i>Total 2023</i> | <u>-</u> | <u>189,491</u> | <u>189,491</u> | |

5. Charitable activities - School fees

| | Unrestricted funds 2024 £ | Total funds 2024 £ | <i>Total funds 2023 £</i> |
|---|--|---------------------------------------|---------------------------------------|
| Gross school fees | 6,943,156 | 6,943,156 | 6,295,221 |
| Less bursaries and allowances | (106,080) | (106,080) | (57,693) |
| | <u>6,837,076</u> | <u>6,837,076</u> | <u>6,237,528</u> |
| Add back bursaries paid for by restricted funds | 104,080 | 104,080 | 44,200 |
| Total 2024 | <u>6,941,156</u> | <u>6,941,156</u> | <u>6,281,728</u> |
| <i>Total 2023</i> | <u>6,281,728</u> | <u>6,281,728</u> | |

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

6. Charitable activities - Other educational income

| | Unrestricted funds 2024 £ | Total funds 2024 £ | <i>Total funds 2023 £</i> |
|---|--|---------------------------------------|---------------------------------------|
| Music lessons | 2,412 | 2,412 | 6,734 |
| Registration fees | 46,995 | 46,995 | 63,087 |
| School fees protection and personal accident policies | - | - | 71 |
| Swimming | - | - | (580) |
| Trips | 135,933 | 135,933 | 136,540 |
| Other income | 278,399 | 278,399 | 208,088 |
| Total 2024 | <u>463,739</u> | <u>463,739</u> | <u>413,940</u> |
| <i>Total 2023</i> | <u>413,940</u> | <u>413,940</u> | |

7. Investment income

| | Unrestricted funds 2024 £ | Total funds 2024 £ | <i>Total funds 2023 £</i> |
|--------------------------|--|---------------------------------------|---------------------------------------|
| Bank interest receivable | 51,019 | 51,019 | 7,843 |
| Total 2024 | <u>51,019</u> | <u>51,019</u> | <u>7,843</u> |
| <i>Total 2023</i> | <u>7,843</u> | <u>7,843</u> | |

GLENDOWER SCHOOL TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024**

8. Costs of raising funds

| | Unrestricted funds 2024 £ | Total funds 2024 £ | <i>Total funds 2023 £</i> |
|----------------------------|--|---------------------------------------|---------------------------------------|
| Investment management fees | 5,642 | 5,642 | 6,001 |
| Finance costs | 799,891 | 799,891 | 664,439 |
| Total 2024 | <u>805,533</u> | <u>805,533</u> | <u>670,440</u> |
| <i>Total 2023</i> | <u>670,440</u> | <u>670,440</u> | |

9. Analysis of expenditure on charitable activities

Summary by fund type

| | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total 2024 £ | <i>Total 2023 £</i> |
|------------------------------|--|--|-----------------------------|-----------------------------|
| Teaching costs | 4,066,251 | - | 4,066,251 | 3,622,216 |
| Welfare costs | 313,134 | - | 313,134 | 267,479 |
| Premises costs | 1,376,175 | - | 1,376,175 | 1,231,640 |
| Support and governance costs | 1,082,333 | - | 1,082,333 | 882,000 |
| Grants and awards | - | 104,080 | 104,080 | 44,200 |
| Total 2024 | <u>6,837,893</u> | <u>104,080</u> | <u>6,941,973</u> | <u>6,047,535</u> |
| <i>Total 2023</i> | <u>5,994,869</u> | <u>52,666</u> | <u>6,047,535</u> | |

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

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

9. Analysis of expenditure on charitable activities (continued)

Summary by expenditure type

| | Staff costs 2024 £ | Depreciation 2024 £ | Other costs 2024 £ | Total 2024 £ | <i>Total 2023 £</i> |
|------------------------------|-----------------------------------|------------------------------------|-----------------------------------|--------------------------------|-----------------------------|
| Teaching costs | 2,958,492 | - | 1,107,759 | 4,066,251 | 3,622,216 |
| Welfare costs | - | - | 313,134 | 313,134 | 267,479 |
| Premises costs | 84,808 | 763,667 | 527,700 | 1,376,175 | 1,231,640 |
| Support and governance costs | 550,357 | - | 531,976 | 1,082,333 | 882,000 |
| Grants and awards | - | - | 104,080 | 104,080 | 44,200 |
| Total 2024 | <u><u>3,593,657</u></u> | <u><u>763,667</u></u> | <u><u>2,584,649</u></u> | <u><u>6,941,973</u></u> | <u><u>6,047,535</u></u> |
| <i>Total 2023</i> | <u><u>3,359,413</u></u> | <u><u>692,581</u></u> | <u><u>1,995,541</u></u> | <u><u>6,047,535</u></u> | |

10. Auditor's remuneration

| | 2024 £ | <i>2023 £</i> |
|---|----------------------------|---------------------|
| Fees payable to the Charity's auditor for the audit of the Charity's annual accounts | 26,250 | 25,000 |
| Fees payable to the Charity's auditor for the audit of the Charity's annual accounts (prior year) | 10,000 | - |
| Fees payable to the Charity's auditor for all non-audit services not included above | <u><u>4,200</u></u> | <u><u>4,000</u></u> |

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

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

11. Staff costs

| | 2024 | 2023 |
|--|------------------|-------------|
| | £ | £ |
| Wages and salaries | 2,861,197 | 2,699,918 |
| Social security costs | 305,783 | 241,102 |
| Contribution to defined contribution pension schemes | 426,677 | 418,393 |
| | 3,593,657 | 3,359,413 |
| | 3,593,657 | 3,359,413 |

During the year ended 31 August 2024, the School made redundancy/termination payments amounting to £31,383 (2023: £32,000).

The average number of persons employed by the Charity during the year was as follows:

| | 2024 | 2023 |
|----------------|-------------|-------------|
| | No. | No. |
| Teachers | 60 | 55 |
| Domestic | 2 | 2 |
| Administration | 8 | 10 |
| | 70 | 67 |

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

| | 2024 | 2023 |
|---------------------------------|-------------|-------------|
| | No. | No. |
| In the band £60,001 - £70,000 | 5 | 2 |
| In the band £70,001 - £80,000 | 2 | 2 |
| In the band £80,001 - £90,000 | 1 | - |
| In the band £120,001 - £130,000 | - | 1 |
| In the band £140,001 - £150,000 | 1 | - |

Aggregate remuneration and benefits of key management personnel totalled £641,722 (2023 - £740,843).

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

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

12. Governors' remuneration and expenses

During the year, no Governors received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 August 2024, expenses totalling £1,840 were reimbursed or paid directly to 3 Governors (2023 - £885 to 3 Governors). An amount of £299 (2023 - £1,670) was spent on seminars that were attended by the Governors. The costs of Governors' indemnity insurance in the year amounted to £1,147 (2023 - £1,148).

Related Party Transactions

There have been no further related party transactions in the year ended 31 August 2024 that require disclosure.

13. Tangible fixed assets

| | Land and buildings £ | Building improvements £ | Fixtures and fittings £ | Total £ |
|--------------------------|----------------------------|-------------------------------|-------------------------------|--------------------------|
| Cost or valuation | | | | |
| At 1 September 2023 | 18,662,627 | 4,130,816 | 907,229 | 23,700,672 |
| Additions | - | 228,651 | 203,796 | 432,447 |
| At 31 August 2024 | <u>18,662,627</u> | <u>4,359,467</u> | <u>1,111,025</u> | <u>24,133,119</u> |
| Depreciation | | | | |
| At 1 September 2023 | 3,159,282 | 1,647,482 | 727,670 | 5,534,434 |
| Charge for the year | 373,252 | 317,173 | 73,242 | 763,667 |
| At 31 August 2024 | <u>3,532,534</u> | <u>1,964,655</u> | <u>800,912</u> | <u>6,298,101</u> |
| Net book value | | | | |
| At 31 August 2024 | <u><u>15,130,093</u></u> | <u><u>2,394,812</u></u> | <u><u>310,113</u></u> | <u><u>17,835,018</u></u> |
| At 31 August 2023 | <u><u>15,503,345</u></u> | <u><u>2,483,334</u></u> | <u><u>179,559</u></u> | <u><u>18,166,238</u></u> |

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

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

14. Debtors

| | 2024 £ | 2023 £ |
|--------------------------------|-----------|-----------|
| Fees debtors | 1,961,053 | 1,721,002 |
| Prepayments and accrued income | 167,800 | 53,341 |
| | 2,128,853 | 1,774,343 |

Fee debtors are stated after impairment provisions totalling £41,440 (2023: £81,169).

15. Creditors: Amounts falling due within one year

| | 2024 £ | 2023 £ |
|------------------------------------|-----------|-----------|
| Bank loans | 139,884 | 162,845 |
| Fees in advance | 2,737,892 | 2,269,210 |
| Fee deposits | 1,012,418 | 111,625 |
| Trade creditors | 143,881 | 100,981 |
| Other taxation and social security | 72,925 | 69,552 |
| Other creditors and accruals | 294,690 | 465,455 |
| | 4,401,690 | 3,179,668 |

| | 2024 £ | 2023 £ |
|--|-------------|-------------|
| Fees charged in advance | | |
| Deferred income at 1 September 2023 | 2,269,210 | 2,083,531 |
| Resources deferred during the year | 2,737,892 | 2,269,210 |
| Amounts released from previous periods | (2,269,210) | (2,083,531) |
| Deferred income at 31 August 2024 | 2,737,892 | 2,269,210 |

Fees charged in advance at the Balance Sheet date relates to monies (deferred income) received in advance for school fees for the 2024/25 school year.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

16. Creditors: Amounts falling due after more than one year

| | 2024 £ | 2023 £ |
|------------------------------|------------------|------------------|
| Bank loans | 8,652,836 | 8,758,912 |
| Fee deposits | - | 912,672 |
| Other creditors | 50,000 | 50,000 |
| Fees in advance | 817,989 | - |
| Interest rate swap liability | 52,276 | 52,276 |
| | <u>9,573,101</u> | <u>9,773,860</u> |

Included within the above are amounts falling due as follows:

Between two and five years

| | | |
|------------|------------------|----------------|
| Bank loans | <u>8,652,836</u> | <u>383,811</u> |
|------------|------------------|----------------|

Over five years

| | | |
|------------|----------|------------------|
| Bank loans | <u>-</u> | <u>8,375,101</u> |
|------------|----------|------------------|

There are two bank loans in place, one which was originally £6.2m, which is secured by a legal charge on the school's freehold properties at 86 and 87 Queen's Gate and 86 Stanhope Mews East. It was interest only until February 2024. The loan interest is floating rate equal to the aggregate of the Margin (3.75%) and the Base Rate.

The second bank loan, which originally amounted to £2.8m, is secured by a legal charge on the school's freehold properties at 86 and 87 Queen's Gate and 86 Stanhope Mews East. It was interest only until February 2024. The loan interest is floating rate equal to the aggregate of the Margin (3.75%) and the Base Rate.

There is also an interest rate swap entered into with BNP Paribas. The swap is held separately to the bank loans, with interest payable at a fixed rate of 5.2% until 2027, the swap amortised from 2019. The value of the swap has been included at the balance sheet date, in line with FRS 102 and the accounting policies set out in note 1. The interest rate swap was settled post year-end.

17. Taxation

The School has no liability for taxation due to its charitable status.

18. Share capital

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

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

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

19. Statement of funds

Statement of funds - current year

| | Balance at 1 September 2023 £ | Income £ | Expenditure £ | Transfers in/(out) £ | Balance at 31 August 2024 £ |
|---------------------------|--|-------------------------|---------------------------|----------------------------|--------------------------------------|
| Unrestricted funds | | | | | |
| General Funds | 8,872,584 | 7,733,995 | (7,643,426) | 65,538 | 9,028,691 |
| Restricted funds | | | | | |
| Bursary Fund | 497,517 | 284,577 | (104,080) | - | 678,014 |
| Playground fund | 81,825 | 1,400 | - | (65,538) | 17,687 |
| | <u>579,342</u> | <u>285,977</u> | <u>(104,080)</u> | <u>(65,538)</u> | <u>695,701</u> |
| Total of funds | <u><u>9,451,926</u></u> | <u><u>8,019,972</u></u> | <u><u>(7,747,506)</u></u> | <u><u>-</u></u> | <u><u>9,724,392</u></u> |

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

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

19. Statement of funds (continued)

Statement of funds - prior year

| | <i>Balance at 1 September 2022 £</i> | <i>Income £</i> | <i>Expenditure £</i> | <i>Transfers in/out £</i> | <i>Gains/ (Losses) £</i> | <i>Balance at 31 August 2023 £</i> |
|---------------------------|--|-------------------------|---------------------------|-----------------------------------|----------------------------------|--|
| Unrestricted funds | | | | | | |
| General Funds | 8,602,523 | 6,703,511 | (6,665,309) | 28,035 | 203,824 | 8,872,584 |
| Restricted funds | | | | | | |
| Bursary Fund | 470,552 | 71,165 | (44,200) | - | - | 497,517 |
| Playground fund | - | 109,860 | - | (28,035) | - | 81,825 |
| Park Walk Book Project | - | 8,466 | (8,466) | - | - | - |
| | <u>470,552</u> | <u>189,491</u> | <u>(52,666)</u> | <u>(28,035)</u> | <u>-</u> | <u>579,342</u> |
| Total of funds | <u><u>9,073,075</u></u> | <u><u>6,893,002</u></u> | <u><u>(6,717,975)</u></u> | <u><u>-</u></u> | <u><u>203,824</u></u> | <u><u>9,451,926</u></u> |

Bursary funds comprise donations received by the school for use in the provision of bursaries to children who meet the current requirements. The transfer represents total bursaries awarded in the year to be allocated against the fund.

Playground fund comprises donations from parents towards the installation of a new playground on-site. The fundraising campaign successfully raised over £100,000 and the playground was installed over October 2023 half term.

Park Walk Book project relates to a fundraising initiative at Glendower to raise funds for Park Walk School, a local maintained school that we have a strong partnership with. All funds raised were used to purchase new books for the school's library.

The transfers from the Playground fund to General Funds were in respect of amounts being spent on capital items.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

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

20. Analysis of net assets between funds

Analysis of net assets between funds - current period

| | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total funds 2024 £ |
|-------------------------------------|--|--|---------------------------------------|
| Tangible fixed assets | 17,835,018 | - | 17,835,018 |
| Current assets | 5,168,464 | 695,701 | 5,864,165 |
| Creditors due within one year | (4,401,690) | - | (4,401,690) |
| Creditors due in more than one year | (9,573,101) | - | (9,573,101) |
| Total | 9,028,691 | 695,701 | 9,724,392 |

Analysis of net assets between funds - prior period

| | <i>Unrestricted funds 2023 £</i> | <i>Restricted funds 2023 £</i> | <i>Total funds 2023 £</i> |
|-------------------------------------|--|--|---------------------------------------|
| Tangible fixed assets | 18,166,238 | - | 18,166,238 |
| Current assets | 3,659,874 | 579,342 | 4,239,216 |
| Creditors due within one year | (3,179,668) | - | (3,179,668) |
| Creditors due in more than one year | (9,773,860) | - | (9,773,860) |
| Total | 8,872,584 | 579,342 | 9,451,926 |

GLENDOWER SCHOOL TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024**

21. Reconciliation of net movement in funds to net cash flow from operating activities

| | 2024 £ | 2023 £ |
|--|------------------|-----------|
| Net income for the period (as per Statement of Financial Activities) | 272,466 | 175,027 |
| Adjustments for: | | |
| Depreciation charges | 763,667 | 692,581 |
| Change in fair value of interest rate swap | - | 203,824 |
| Interest income | (51,019) | (7,843) |
| Increase in debtors | (323,504) | (113,866) |
| Increase/(decrease) in creditors | 1,119,294 | (583,950) |
| Finance costs | 799,891 | 664,439 |
| Net cash provided by operating activities | 2,580,795 | 1,030,212 |

22. Analysis of cash and cash equivalents

| | 2024 £ | 2023 £ |
|--------------------------|------------------|-----------|
| Cash at bank and in hand | 3,735,312 | 2,464,873 |

23. Analysis of changes in net debt

| | At 1 September 2023 £ | Cash flows £ | Other non- cash changes £ | At 31 August 2024 £ |
|------------------------------|--------------------------------|------------------|------------------------------------|---------------------------|
| Cash at bank and in hand | 2,464,873 | 1,270,439 | - | 3,735,312 |
| Debt due within 1 year | (162,845) | 129,037 | (106,076) | (139,884) |
| Debt due after 1 year | (8,758,912) | - | 106,076 | (8,652,836) |
| Interest rate swap liability | (52,276) | - | - | (52,276) |
| | (6,509,160) | 1,399,476 | - | (5,109,684) |

GLENDOWER SCHOOL TRUST LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

24. Pension commitments

The School participates in the 'Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £353,831 (2023 - £346,469) and at the year-end £66,721 (2023 - £63,527) was accrued in respect of contributions to this scheme.

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

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2020 and the Valuation Report was published in October 2023. The latest valuation showed total scheme liabilities of £262,000 million and notional assets of £222,200 million, giving a notional past service deficit of £39,800 million.

Following the McCloud judgement, the remedy proposed that when benefits become payable, eligible members can select to receive them from either the reformed or legacy schemes for the period 1 April 2015 to 31 March 2022. The actuaries have assumed that members are likely to choose the option that provides them with the greater benefits, and in preparing the 2020 valuation has valued the 'greater value' benefits for groups of relevant members.

The employer contribution rate for the TPS is 28.6%, and employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The School is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, the School has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme.

GLENDOWER SCHOOL TRUST LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

25. Operating lease commitments

At 31 August 2024 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | 2024 | <i>2023</i> |
|--|----------------------|----------------------|
| | £ | £ |
| Not later than 1 year | 19,438 | <i>16,900</i> |
| Later than 1 year and not later than 5 years | 41,206 | <i>8,450</i> |
| | <u>60,644</u> | <u><i>25,350</i></u> |

The following lease payments have been recognised as an expense in the Statement of financial activities:

| | 2024 | <i>2023</i> |
|-------------------------|----------------------|----------------------|
| | £ | £ |
| Operating lease rentals | <u>19,647</u> | <u><i>27,000</i></u> |

GLENDOWER SCHOOL TRUST LIMITED

England & Wales - Charity number 312717

Accounts

Registered number: 960831
Charity number: 312717

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

GOVERNORS' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

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GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS GOVERNORS AND ADVISERS
FOR THE YEAR ENDED 31 AUGUST 2023**

| | |
|--|--|
| Governors | E A Bassett, Chair (appointed Chair 16 March 2023) R K Harrison, Chair (stepped down as Chair 16 March 2023, resigned 16 November 2023) G Apkarian J Aviss N Baker B Daffey E Hewer S Kumleben S J S Martyrossian (resigned 31 December 2022) P Mattar F Morton J Richards J Sloan (resigned 16 March 2023) P Vanni |
| Company registered number | 960831 |
| Charity registered number | 312717 |
| Principal address and registered office | 86/87 Queen's Gate London SW7 5JX |
| Headmistress | N Kingsmill Moore (resigned 16 November 2023, contract end date 31 August 2024) C Boyd (appointed March 2024, contract start date 1 September 2024) |
| Independent auditor | Crowe U.K. LLP Fourth Floor St James House St James Square Cheltenham GL50 3PR |
| Bankers | Metro Bank plc One Southampton Row London WC1B 5HA National Westminster Bank plc PO Box 592 18 Cromwell Place London SW7 2LB |

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

GOVERNORS' REPORT
FOR THE YEAR ENDED 31 AUGUST 2023

The Governors present their report and accounts for the year ended 31 August 2023, including Directors' and Strategic Reports. The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2019) (Second Edition, effective 1 January 2019) applicable law and the Trust's Memorandum and Articles of Association.

REFERENCE AND ADMINISTRATIVE INFORMATION

Glendower School Trust Limited was founded by Trust Deed in 1969 which was amended in 1977.

The charity is a company limited by guarantee. The Governors, who are also the directors for the purpose of company law and the charity's trustees, who served during the period and up to the date of the signing of this report are listed on page 1 of this report.

None of the Governors has any beneficial interest in the company. All of the Governors are members of the company and guarantee to contribute £1 in the event of a winding up.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Company is governed by its Memorandum and Articles of Association last amended on 22 November 2005.

Governing Body

The Governors, who are also required under the Articles to serve as members of the company, are elected at a full Governors' meeting. They are chosen to represent a suitable cross section of expertise and at least one Governor is a parent of a pupil (or former pupil) at the school. The school is planning to engage the services of an external board search specialist company to strengthen the board and ensure suitability of any new appointments.

Governor Training

New Governors are inducted into the workings of the school by the Head and Bursar and provided with an introductory pack of school information. Regular training workshops are organised and Governors are kept informed of other relevant training days run by outside organisations.

Organisational Management

The Governors meet as a Board at least three times a year to determine general policy. The Governors have set up sub committees which meet as needed but at least once a year: an Education sub-committee, chaired by Mr P Vanni which considers and advises on all aspects of the school's curriculum; a Finance sub-committee, chaired by Mr G Apkarian, which normally meets two weeks before each Board meeting, to discuss matters arising and to review budgets and termly management accounts; and a Health and Safety Committee chaired by Mrs J Aviss. The day-to-day running of the school is delegated to the Head, supported by other teaching members of the Leadership team and the Bursar. These staff members along with the Governors are the key management personnel.

The Board reviews staff salaries annually at the Spring Board meeting and the Chair of Governors and Chair of the Finance sub-committee review the remuneration of the Head and Bursar. School pay is benchmarked against inner London prep schools and the state sector with the support of Baines Cutler. In the academic year 23/24 the school will introduce a payscale for all teaching staff.

Group Structure and Relationships

The Headmistress is a member of IAPS and the school is also a member of the Girls' Schools Association. Both organisations are dedicated to promoting all round excellence in education and accredit only those schools that can demonstrate the highest standards of education.

As part of its commitment to providing Public Benefit the school operates a bursary programme (see below).

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

Fundraising

The school benefits from the work and generosity of the Glendower Parent Teacher Association ('GPTA'). The name reflects the close co-operation and mutual support of parents and school staff. The GPTA hold regular special events to raise funds for the school (including for the bursary programme). The regular main events are a Spring Gala (held bi-annually) and an annual Christmas Bazaar. During the year parents gave £190,000 to enable the school to install and open our new immersive space and raise funds for our new playground - a project which is close to all our hearts. In raising funds, neither the school nor the GPTA engage professional fundraising organisations. Donations are only sought and received from parents of past and current pupils. During the year the school also introduced a Fundraising Policy which is available online and includes our approach to dealing with vulnerable people and ensuring ethical fundraising. The school did not incur any costs in connection with donations which it received. The school follows the fundraising regulators code of practice in regard to any complaints about fundraising procedure. There were no formal complaints received in the year.

Additionally, as the second year implementing our partnerships and development programme under the Director of Partnerships and Development, we have further developed relationships with local maintained primary schools, in particular Park Walk Primary School, where we have a programme of joint activities. This year Glendower school has spent over 30 hours engaging in school partnership activities. During the year over 200 state school children engaged in partnership activities with Glendower pupils through activities such as a whole school event including all pupils and staff at both schools, to STEM activities and Joint Business Entrepreneurial projects for Year 6, Storytelling and literacy enhancing activities for Year 2, and debating competitions for Year 5.

A further 38 community engagement activities involving 475 Glendower Pupil hours were spent engaging in community activities with residents at St Teresa's Care Home and staff and students at Queensmill School for autistic children.

Together as a community we raised an additional £50,000 for external charities through our pupil led fundraisers and GPTA events, of which £25,000 was raised directly by the school for external charities. This has enabled us to support our three chosen charities - Brompton Fountain, Honey Pot and Kensington & Chelsea Foundation - with donations in excess of £12,000 each. Additionally, we have supported numerous emergency appeals, most notably raising over £14,000 for the DEC appeal in support of those effected by the earthquakes in Syria and Turkey.

The experiences our pupils, staff and parents have had as a result of these initiatives and partnerships have been truly inspiring.

Principal Risks and Uncertainties

The Board, with assistance from the Head and Bursar, continue to keep the school's activities under review, particularly with regard to any major risks which may arise from time to time as well as the systems and procedures established to manage them. The principal risks and their effective mitigation are set out below:

- Health and safety and fire: the school has a Health and Safety Committee (chaired by a Governor) which meets termly to consider the effectiveness of practices and procedures. Unannounced fire practices take place at least once a term. The school also employs Health and Safety and Fire Risk Consultants to provide appropriate training and to review the school's policies and practices. The consultants prepare and keep under review the School's Fire Risk Assessment and General Risk Assessment. The Consultants attend the Health and Safety Committee regularly to provide feedback and every member of staff receives Fire Safety induction and regular training.
- Poor financial management: the school produces an annual budget and termly management accounts which are carefully considered by the Finance Committee at their termly meetings. The Committee makes enquiries where items of income and expenditure are at variance with the annual budget and ensures that the school has adequate reserves to meet its needs.

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GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

- Safeguarding children. The Pastoral Deputy Head is the Designated Safeguarding Lead who is supported by three other members of staff and three Safeguarding Governors who check the schools' recruitment procedures and files, as well as records of cases brought to their attention. Every member of staff receives safeguarding update training annually and the chair and relevant governors attend regular courses run by third parties.
- Rising interest rates: The Finance Committee carefully monitors the impact of rising interest rates and assesses ways of mitigating their effect on the school's finances.
- Political Implications. With the possibility of a change in government, the Finance Committee will continue to consider the impact of VAT on School fees and the potential loss of business rate relief on the School's finances. The wider Governing Board will consider the financial impact on families and how this might affect the School community's ability to afford school fees.

PURPOSE, AIMS, OBJECTIVES AND PRINCIPAL ACTIVITIES

Purpose

The Purpose of the Trust is to own and operate Glendower Preparatory School as an independent Preparatory, Pre-Preparatory and Nursery day school for girls aged 3 to 11.

Aims

The school aims to do more than simply teach young children. Rather, the aim is to introduce them to the pleasure and excitement of learning, stimulating their curiosity, their imagination and competitive spirit and developing their critical thinking skills. Whilst aiming for the highest academic and sporting results, the school is equally concerned with fostering the kind of skills that help young girls grow into capable women with the knowledge that the contribution they can make to society as a whole could shape the future. The school aims to provide an educational environment where each pupil is able to develop to her potential, inculcating a desire to contribute to the wider community, thus preparing each girl for the opportunities, responsibilities and experiences of later life.

Objectives for the year

The Board's main objective is to educate the school's pupils to the same high standard achieved in previous years, so that they will be able to gain a place at their chosen senior school and to benefit fully from their future education. The strategy for achieving this is to maintain a high teacher-to-pupil ratio and excellent teaching standards. In setting objectives and planning activities, Governors have given careful consideration to the Charity Commission's general guidance on Public Benefit. The Governors confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on Public Benefit, "Charities and Public Benefit".

Other key objectives are outlined below:

- To grow the School's Partnership work through further initiatives, including £31,250 donated during the year and 126 pupils participating in more than one partnership activity.
- To grow the Bursary Fund to a level which is self-sustaining to enable a greater number of girls to benefit from a Glendower education. A fundraising strategy to increase bursary places in the school to 14 by 2030 was signed off by governors in the year and three parents raised £1,600 towards the fund by running the Battersea Park 10k.
- To support an even greater number of pupils in need through means-tested bursaries. At the time of writing, the number of bursary pupils has increased to four from two in the financial year with an additional two more applications under assessment to potentially start in September 2024.
- To continue the development of the school's infrastructure to provide teachers with the necessary facilities to provide an outstanding and up-to-date education for its pupils. For example, an upgrade to the school's IT hardware (pupil & staff devices and classroom equipment) was approved for rollout in 2023/24.
- To continue to develop joint working with local state primary schools. Within this objective we were particularly proud of the GlenPark business project which resulted in Glendower pupils working with Park Walk Primary pupils to raise over £1,000 at the Park Walk summer fair and the joint

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GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

celebration of the King's Coronation, a fun packed day of activities for all Glendower and Park Walk pupils hosted at both schools.

Principal Activity

Glendower School Trust's principal activity continues to be the operation of a day school for 3 to 11 year-old girls.

Bursaries

The Trust operates an entrance bursary scheme to assist parents who would otherwise be unable to afford to pay the fees. Two children benefitted from bursary assistance during the year. The school continues to follow the ISBA's guidance on bursaries, assessing all pupils that apply for a bursary place within the school. The Governors view the bursary awards as important in helping to ensure that children from families who could not otherwise afford the fees can access the education offered at Glendower. In assessing means account is taken of investments, family income, savings and also family circumstances for example siblings and dependent relatives.

This year we have supported two 110% (full fees plus extras) bursary pupils and their families as they settle into life at Glendower. We also welcomed a further bursary recipient in September 2023 and look forward to increasing the number of bursary recipients on roll each academic year, as we steadily grow the number of pupils awarded bursaries in line with our vision.

At our school, we envision a future where all deserving girls have access to an exceptional education, regardless of their financial background. To achieve this, we are committed to providing means-tested bursaries that provide fully funded bursary places for the most vulnerable girls in our community and encourage enrolment of pupils from middle-income families.

Our school aims to increase gradually the number of bursary pupils on a sliding scale from 25% to 110%, providing additional support for those who may need it. Our goal is to offer 14 full-fee equivalent bursary places, enhancing accessibility and diversity of experience for the whole school community.

We aim to create an inclusive environment where all students feel supported, regardless of their financial background. By integrating bursary recipients fully into the school community, we can help to break down barriers and promote social mobility while providing an enriching educational experience for all students.

To ensure that our bursary recipients receive the support they need to succeed academically and make a smooth transition to secondary education, we establish links and relationships with secondary schools and their bursary leads.

We acknowledge that a diversified fundraising strategy, which includes multiple streams of revenue, is crucial for the long-term success of any bursary programme. Therefore, we are committed to building relationships with potential donors and supporters, effectively communicating the impact of bursaries and maintaining transparency in the fundraising process.

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

On 29 January 2021 and in accordance with the Governors' strategic plan, the school acquired a residential property directly adjacent to and overlooking the playground, suitable for conversion into facilities for the main school and a Nursery for up to 32 children aged 3-4 years. Planning permission was obtained in October 2021 and conversion work commenced in early 2022. The original purchase price of the building was £3.0m and costs of £1.5m have been incurred in respect of the conversion works.

The new facilities were ready for occupation in mid-October 2022 making the year of this report the first year of operation for the nursery, which we have named Little Glendower. This first year has proved successful with Little Glendower operating at capacity with a full complement of qualified staff.

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GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

The school had an average of 280 pupils during the year (2022: 250). In Spring 2023 pupils achieved excellent results in the 11+ examinations, which included a number of scholarships. Places were offered at the very best day and boarding schools. There were pleasing results in both music and music theatre exams again this academic year.

The school continues to focus on the need to ensure that there is no parking, dropping off or collecting outside the school between 8am and 9am and again between 3:15pm and 4:15pm. The School Travel Plan, which was updated during the year, has been approved by the local authority, RBKC and Transport for London, and the school has achieved a Bronze Award for Sustainable Travel. RBKC has painted 'school keep clear' road markings outside the school to establish the area as an official School No Parking Zone. This has ensured that the area is monitored by RBKC parking attendants. RBKC have installed green man crossings on all four corners of Queen's Gate and Stanhope Gardens, which are in use. Glendower's traffic management is used as an example of best practice by the Borough and another local school has been asked to observe how the no-parking zone is managed. The school continues to take part in the "Walk on Weekdays" scheme and other Borough led initiatives for road safety and traffic management.

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The accounts for the year show net income before other recognised gains or losses of £175,027 (2022: £166,208) which included a small gain of £66,237 on unrestricted funds and an increase in restricted funds of £108,790. The school's funds at year end are thus made up of £579,342 in restricted funds and £8,872,584 in unrestricted funds, of which £2,464,873 is cash reserves (increased from 2022: £2,341,977).

Investment Policy, Powers and Performance

There are no restrictions on the school's absolute powers of investment. The school's aims continues to be to achieve long-term capital growth through risk-averse investments.

Included within these financial statements is the fair value of an interest rate swap contract the school has in place. The fair value of the interest rate swap is provided by the bank counterpart. The value of the swap is estimated based on the bank's market projection of future bank rates and is therefore subject to market conditions.

The purchase of the adjacent property required a re-structuring of the company's finances: the £6.2m loan from BNP Paribas was repaid using new borrowings from Metro Bank which provided a further facility of £2.8m to assist with the purchase. The conversion works cost £1.5m which have come from the school's existing resources.

Reserves Policy

The school currently has unrestricted funds of £8,872,584 (2022: £8,602,523). It has been the policy of the Trust that unrestricted free reserves which have not been designated for a specific use should be maintained at a level of one term's expenditure (approximately £2.25 million). As part of its re-development plan, the school has invested heavily in fixed assets and so currently has no free reserves when taking into account the loan used to fund the capital works. The school is satisfied that it has sufficient reserves and cash resources to meet its foreseeable financial obligations. There are also restricted funds of £579,342 (2022: £470,552), which will mostly be used to finance bursaries, plus there are two additional restricted pots of funding to install a new playground and pay for new books for Park Walk school, one of our local partner state schools, which will be spent down in 2023/24.

Going Concern

The financial statements have been drawn up using the going-concern basis as the Governors, after the review of relevant budgets and forecasts, have a reasonable expectation that the organisation will continue in operational existence for a minimum of twelve months from the date of the signing of the accounts. This assessment has been made having considered budgets and cashflow forecasts covering a period of at least twelve months from the date these accounts were approved.

GLENDOWER SCHOOL TRUST LIMITED
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GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

Future Plans

In September 2024, a new headteacher, Claire Boyd, will start at the school following the resignation of Nina Kingsmill-Moore who is leaving to lead another London prep school. This will bring some changes but Ms Boyd comes with an excellent reputation and the governors have full confidence that an excellent appointment has been made.

The school has also been developing a long-term capital investment plan with the support of Kennedy Woods, a London based architecture firm. The masterplan will be finalised in Summer 2024 following which the school intends to create five-year implementation plan and set up a designated capital fund from free cash reserves.

The school development plan, also to be launched in Summer 2024, outlines a five pillar approach to ensuring the school maintains its excellent reputation and high academic standards. The five pillars are: Intellect, Innovation, Individuals, Impact & Influence and Investment.

Approved by order of the members of the board of Governors and signed on their behalf by:

E A Bassett
(Chair of Trustees)
Date:

GLENDOWER SCHOOL TRUST LIMITED
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STATEMENT OF GOVERNORS' RESPONSIBILITIES
FOR THE YEAR ENDED 31 AUGUST 2023

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

Company law requires the Governors to prepare financial statements for each financial . Under company law, the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Governors are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

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

AUDITORS

In accordance with section 485 of the Companies Act 2006, a resolution proposing Crowe U.K. LLP to be appointed as auditors of the company, will be put to the Annual General Meeting.

Approved by order of the members of the board of Governors and signed on its behalf by:

E A Bassett
(Chair of Trustees)
Date:

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GLENDOWER SCHOOL TRUST LIMITED

Opinion

We have audited the financial statements of Glendower School Trust Limited (the 'charity') for the year ended 31 August 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 Governors' 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 Governors with respect to going concern are described in the relevant sections of this report.

GLENDOWER SCHOOL TRUST LIMITED
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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GLENDOWER SCHOOL TRUST LIMITED
(CONTINUED)

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Governors' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 Governors' Report including the Strategic Report.

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

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

GLENDOWER SCHOOL TRUST LIMITED
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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GLENDOWER SCHOOL TRUST LIMITED
(CONTINUED)

Responsibilities of Governors

As explained more fully in the Governors' responsibilities statement, the Governors (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 Governors 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 Governors 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 Governors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, taxation legislation and employment legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were The Education (Independent School Standards) Regulations 2014.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the approval and processing of fee concessions and discounts, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, designing audit procedures over fee concessions and discounts, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate, Ofsted, and reading minutes of meetings of those charged with governance.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GLENDOWER SCHOOL TRUST LIMITED
(CONTINUED)

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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

Guy Biggin (Senior statutory auditor)

for and on behalf of

Crowe U.K. LLP

Statutory Auditor

Fourth Floor

St James House

St James Square

Cheltenham

GL50 3PR

Date:

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

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

| | Note | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total funds 2023 £ | <i>As restated</i> <i>Total</i> <i>funds</i> <i>2022</i> <i>£</i> |
|--|------|------------------------------------|----------------------------------|-----------------------------|---|
| Income from: | | | | | |
| Donations and legacies | 4 | - | 189,491 | 189,491 | 297,500 |
| Charitable activities: | 5,6 | | | | |
| School fees | | 6,281,728 | - | 6,281,728 | 5,258,561 |
| Other educational income | | 413,940 | - | 413,940 | 286,847 |
| Interest income | 7 | 7,843 | - | 7,843 | 768 |
| Total income | | 6,703,511 | 189,491 | 6,893,002 | 5,843,676 |
| Expenditure on: | | | | | |
| Costs on raising funds: | 8 | | | | |
| Investment management fees | | 6,001 | - | 6,001 | 12,833 |
| Finance costs | | 664,439 | - | 664,439 | 559,202 |
| Charitable activities | 9 | 5,994,869 | 52,666 | 6,047,535 | 5,105,433 |
| Total expenditure | | 6,665,309 | 52,666 | 6,717,975 | 5,677,468 |
| Net income | | 38,202 | 136,825 | 175,027 | 166,208 |
| Transfers between funds | 20 | 28,035 | (28,035) | - | - |
| Net movement in funds before other recognised gains | | 66,237 | 108,790 | 175,027 | 166,208 |
| Other recognised gains: | | | | | |
| Change in fair value of interest rate swap | | 203,824 | - | 203,824 | 441,631 |
| Net movement in funds | | 270,061 | 108,790 | 378,851 | 607,839 |

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

| | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total funds 2023 £ | <i>As restated</i> <i>Total</i> <i>funds</i> <i>2022</i> <i>£</i> |
|--|------------------------------------|----------------------------------|-----------------------------|---|
| Note | | | | |
| Reconciliation of funds: | | | | |
| Total funds brought forward as previously stated | 8,602,523 | 318,163 | 8,920,686 | 8,465,236 |
| Prior year adjustment | 19 | - | 152,389 | - |
| Total funds brought forward as restated | 8,602,523 | 470,552 | 9,073,075 | 8,465,236 |
| Net movement in funds | 270,061 | 108,790 | 378,851 | 607,839 |
| Total funds carried forward | 20 | 8,872,584 | 579,342 | 9,451,926 |

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 17 to 35 form part of these financial statements.

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REGISTERED NUMBER: 960831

BALANCE SHEET
AS AT 31 AUGUST 2023

| | Note | 2023 £ | <i>As restated</i> 2022 £ |
|---|------|-------------|---------------------------------|
| Fixed assets | | | |
| Tangible assets | 13 | 18,166,238 | 18,686,342 |
| Current assets | | | |
| Debtors | 14 | 1,774,343 | 1,660,477 |
| Cash at bank and in hand | | 2,464,873 | 2,341,977 |
| | | 4,239,216 | 4,002,454 |
| Creditors: amounts falling due within one year | 15 | (3,179,668) | (3,535,893) |
| Net current assets | | 1,059,548 | 466,561 |
| Total assets less current liabilities | | 19,225,786 | 19,152,903 |
| Creditors: amounts falling due after more than one year | 16 | (9,773,860) | (10,079,828) |
| Total net assets | | 9,451,926 | 9,073,075 |
| Charity funds | | | |
| Restricted funds | 20 | 579,342 | 470,552 |
| Unrestricted funds | 20 | 8,872,584 | 8,602,523 |
| Total funds | | 9,451,926 | 9,073,075 |

The Governors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

E A Bassett
(Chair of Trustees)
Date:

G Apkarian

The notes on pages 17 to 35 form part of these financial statements.

GLENDOWER SCHOOL TRUST LIMITED
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STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2023

| | Note | 2023 £ | <i>As restated</i> 2022 £ |
|---|------|------------------|---------------------------------|
| Cash flows from operating activities | | | |
| Net cash used in operating activities | 22 | 1,030,212 | 2,516,509 |
| Cash flows from investing activities | | | |
| Interest income | | 7,843 | 768 |
| Purchase of tangible fixed assets | | (172,477) | (1,681,053) |
| Net cash used in investing activities | | (164,634) | (1,680,285) |
| Cash flows from financing activities | | | |
| Repayments of borrowing | | (78,243) | - |
| Finance costs | | (664,439) | (559,202) |
| Net cash used in financing activities | | (742,682) | (559,202) |
| Change in cash and cash equivalents in the year | | 122,896 | 277,022 |
| Cash and cash equivalents at the beginning of the year | | 2,341,977 | 2,064,955 |
| Cash and cash equivalents at the end of the year | 23 | 2,464,873 | 2,341,977 |

The notes on pages 17 to 35 form part of these financial statements

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

1. General information

Glendower School Trust Limited is a private charitable company limited by guarantee incorporated and registered in England and Wales (charity number 312717, company number 960831). The address of its principal place of business is 87 Queen's Gate, London, SW7 5JX, and the nature of its operations are set out in the Governors' Report.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Glendower School Trust Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The financial statements have been drawn up using the going-concern basis as the Governors, after the review of relevant budgets and forecasts, have a reasonable expectation that the organisation will continue in operational existence for a minimum of twelve months from the date of the signing of the accounts. This assessment has been made having considered budgets and cashflow forecasts covering a period of at least twelve months from the date these accounts were approved.

2.3 Income

All income is recognised once the School has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Fees receivable and charges for services are accounted for in the year in which the services are provided. Fees receivable are stated after deducting allowances.

Investment income is accounted for in the period in which the school is entitled to the income.

Donations are accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the school is considered probable.

The income is attributable to the principal activities of the charity, and is earned entirely within the UK.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is accounted for on an accruals basis and is summarised under functional headings in the Statement of Financial Activities, with the irrecoverable element of value added tax included with the item of expense to which it relates.

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

Redundancy and termination costs only occur where absolutely necessary and are accounted for on an accruals basis when the commitment to terminate a post on the grounds of redundancy has been made.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following basis:

| | | |
|------------------------|---|-------------|
| Freehold buildings | - | 2% on cost |
| Building improvements | - | 10% on cost |
| Fixtures and equipment | - | 20% on cost |
| Computers | - | 33% on cost |

No depreciation is charged on land. Assets under construction are not depreciated until they are completed and brought into use.

2.6 Hedging arrangements

The Company applies hedge accounting for transactions entered into to manage the cash flow exposures of borrowings.

Changes in the fair values of derivatives designated as cash flow hedges, and which are effective, are recognised directly in other recognised gains and losses in the Statement of Financial Activities Statement - in line with the hedge accounting treatment above.

2.7 Valuation of interest rate swaps

Included within these financial statements are the fair value of an interest rate swap contract. The fair value of this interest rate swap is provided by the counterparty. However, the value of the swap is estimated based on the bank's projection of future base rates and is therefore subject to the interest rate market.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

2. Accounting policies (continued)

2.8 Debtors

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

2.9 Creditors and provisions

Creditors and provisions are recognised where the school 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.

2.10 Financial instruments

Financial assets and financial liabilities are recognised when the School becomes a party to the contractual obligations, rather than the financial instrument's legal form.

All financial assets and liabilities measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. A finance asset or financial liability that is payable or receivable in one year is measured at the undiscounted amount expected to be received or paid net of impairment, unless it is a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payment discounted at a market rate of interest for a similar debt instrument.

Financial assets and financial liabilities are offset only when there is a current legally enforceable right to set off the recognised amounts and the intention to settle on a net basis, or to realise the asset and settle the liability simultaneously.

2.11 Operating leases

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

2.12 Pensions

The teaching staff are members of the Department for Education superannuation scheme run by Teachers' Pensions.

This scheme is a multi-employer pension-scheme. It is not possible to identify the school's share of the underlying assets and liabilities of the Teachers' Pension Scheme on a consistent and reasonable basis and therefore, as required by FRS 102, accounts for the scheme as if it were a defined contribution scheme. The school's contributions, which are in accordance with the recommendations of the Government Actuary, are charged in the period in which the salaries to which they relate are payable.

The Charity also contributes to defined contribution personal pension schemes for non-teaching staff. Contributions are charged to the Statement of Financial Activities in the period in which the salaries they relate to are paid.

GLENDOWER SCHOOL TRUST LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

2. Accounting policies (continued)

2.13 Funds

General funds are unrestricted funds which are available for use at the discretion of the Governors in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donor.

3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The School makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Useful economic lives of tangible assets

The annual depreciation charges for the tangible assets are sensitive to changes in the estimated useful economic lives and residual values of assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. The basis has been changed for some assets this year. See note 13 for the carrying amount of the tangible assets and note 2.5 for the useful lives for each class of asset.

Impairment of debtors

The School makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience. See note 14 for the net carrying amount of the debtors and associated impairment provision.

Interest rate swap derivative

A significant estimate is used for the annual re-valuation obtained for the changes in fair value for the interest rate swap derivative.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

4. Income from donations and legacies

| | Restricted funds 2023 £ | Total funds 2023 £ | <i>As restated Total funds 2022 £</i> |
|-------------------------------|--|---------------------------------------|---|
| Donations | 189,491 | 189,491 | 297,500 |
| Total 2023 | 189,491 | 189,491 | 297,500 |
| <i>Total 2022 as restated</i> | 297,500 | 297,500 | |

5. Charitable activities - School fees

| | Unrestricted funds 2023 £ | Total funds 2023 £ | <i>Total funds 2022 £</i> |
|-------------------|--|---------------------------------------|---------------------------------------|
| | - | - | - |
| Total 2023 | 44,200 | 44,200 | 33,226 |
| <i>Total 2022</i> | 5,258,561 | 5,258,561 | |

GLENDOWER SCHOOL TRUST LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

6. Charitable activities - Other educational income

| | Unrestricted funds 2023 £ | Total funds 2023 £ | <i>Total funds 2022 £</i> |
|---|--|---------------------------------------|---------------------------------------|
| Music lessons | 6,734 | 6,734 | 396 |
| Deposits retained | - | - | 100 |
| Registration fees | 63,087 | 63,087 | 47,015 |
| School fees protection and personal accident policies | 71 | 71 | 1,214 |
| Swimming | (580) | (580) | 17,974 |
| Trips | 136,540 | 136,540 | 90,923 |
| Other income | 208,088 | 208,088 | 129,225 |
| Total 2023 | <u>413,940</u> | <u>413,940</u> | <u>286,847</u> |
| <i>Total 2022</i> | <u>286,847</u> | <u>286,847</u> | |

7. Investment income

| | Unrestricted funds 2023 £ | Total funds 2023 £ | <i>Total funds 2022 £</i> |
|--------------------------|--|---------------------------------------|---------------------------------------|
| Bank interest receivable | 7,843 | 7,843 | 768 |
| Total 2023 | <u>7,843</u> | <u>7,843</u> | <u>768</u> |
| <i>Total 2022</i> | <u>768</u> | <u>768</u> | |

GLENDOWER SCHOOL TRUST LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

8. Costs of raising funds

| | Unrestricted funds 2023 £ | Total funds 2023 £ | <i>Total funds 2022 £</i> |
|----------------------------|--|---------------------------------------|---------------------------------------|
| Investment management fees | 6,001 | 6,001 | 12,833 |
| Finance costs | 664,439 | 664,439 | 559,202 |
| Total 2023 | <u>670,440</u> | <u>670,440</u> | <u>572,035</u> |
| <i>Total 2022</i> | <u>572,035</u> | <u>572,035</u> | |

GLENDOWER SCHOOL TRUST LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

9. Analysis of expenditure on charitable activities

Summary by fund type

| | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total 2023 £ | <i>Total 2022 £</i> |
|------------------------------|--|--|-----------------------------|-----------------------------|
| Teaching costs | 3,622,216 | - | 3,622,216 | 2,554,218 |
| Welfare costs | 267,479 | - | 267,479 | 225,885 |
| Premises costs | 1,231,640 | - | 1,231,640 | 1,153,967 |
| Support and governance costs | 873,534 | 8,466 | 882,000 | 1,158,112 |
| Grants and awards | - | 44,200 | 44,200 | 13,251 |
| Total 2023 | 5,994,869 | 52,666 | 6,047,535 | 5,105,433 |
| <i>Total 2022</i> | <i>5,092,182</i> | <i>13,251</i> | <i>5,105,433</i> | |

Summary by expenditure type

| | Staff costs 2023 £ | Depreciation 2023 £ | Other costs 2023 £ | Total 2023 £ | <i>Total 2022 £</i> |
|------------------------------|-----------------------------------|------------------------------------|-----------------------------------|-----------------------------|-----------------------------|
| Teaching costs | 2,711,146 | - | 911,070 | 3,622,216 | 2,554,218 |
| Welfare costs | - | - | 267,479 | 267,479 | 225,885 |
| Premises costs | 79,794 | 692,581 | 459,265 | 1,231,640 | 1,153,967 |
| Support and governance costs | 568,473 | - | 313,527 | 882,000 | 1,158,112 |
| Grants and awards | - | - | 44,200 | 44,200 | 13,251 |
| Total 2023 | 3,359,413 | 692,581 | 1,995,541 | 6,047,535 | 5,105,433 |
| <i>Total 2022</i> | <i>2,879,823</i> | <i>730,579</i> | <i>1,495,031</i> | <i>5,105,433</i> | |

GLENDOWER SCHOOL TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023**

10. Auditor's remuneration

| | 2023 | <i>2022</i> |
|---|----------------------|----------------------|
| | £ | £ |
| Fees payable to the Charity's auditor for the audit of the Charity's annual accounts | 25,000 | <i>15,000</i> |
| Fees payable to the Charity's auditor in respect of: All non-audit services not included above | 4,000 | <i>4,660</i> |
| | <u><u>29,000</u></u> | <u><u>19,660</u></u> |

11. Staff costs

| | 2023 | <i>2022</i> |
|--|-------------------------|-------------------------|
| | £ | £ |
| Wages and salaries | 2,699,918 | <i>2,285,087</i> |
| Social security costs | 241,102 | <i>239,301</i> |
| Contribution to defined contribution pension schemes | 418,393 | <i>355,435</i> |
| | <u><u>3,359,413</u></u> | <u><u>2,879,823</u></u> |

During the year ended 31 August 2023, the School made redundancy/termination payments amounting to £32,000 (2022: £20,000).

The average number of persons employed by the Charity during the year was as follows:

| | 2023 | <i>2022</i> |
|----------------|------------------|------------------|
| | No. | No. |
| Teachers | 55 | <i>49</i> |
| Domestic | 2 | <i>2</i> |
| Administration | 10 | <i>8</i> |
| | <u><u>67</u></u> | <u><u>59</u></u> |

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

| | 2023 | <i>2022</i> |
|---------------------------------|-------------|-------------|
| | No. | No. |
| In the band £60,001 - £70,000 | 2 | <i>2</i> |
| In the band £70,001 - £80,000 | 2 | <i>2</i> |
| In the band £110,001 - £120,000 | - | <i>1</i> |
| In the band £120,001 - £130,000 | 1 | <i>-</i> |

Aggregate remuneration and benefits of key management personnel totalled £740,843 (2022 - £609,015).

GLENDOWER SCHOOL TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023**

12. Governors' remuneration and expenses

During the year, no Governors received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 August 2023, expenses totalling £885 were reimbursed or paid directly to 3 Governors (2022 - £147 to 3 Governors). An amount of £1,670 (2022 - £1,488) was spent on seminars that were attended by the Governors. The costs of Governors' indemnity insurance in the year amounted to £1,148 (2022 - £3,863).

Related Party Transactions

There have been no further related party transactions in the year ended 31 August 2023 that require disclosure.

13. Tangible fixed assets

| | Land and buildings £ | Building improvements £ | Fixtures and fittings £ | Assets under construction £ | Total £ |
|---------------------------|----------------------------|-------------------------------|-------------------------------|--------------------------------------|-------------------|
| Cost or valuation | | | | | |
| At 1 September 2022 | 15,662,627 | 2,171,671 | 775,569 | 4,918,328 | 23,528,195 |
| Additions | - | 55,028 | 131,660 | (14,211) | 172,477 |
| Transfers between classes | 3,000,000 | 1,904,117 | - | (4,904,117) | - |
| At 31 August 2023 | <u>18,662,627</u> | <u>4,130,816</u> | <u>907,229</u> | <u>-</u> | <u>23,700,672</u> |
| Depreciation | | | | | |
| At 1 September 2022 | 2,791,029 | 1,367,401 | 683,423 | - | 4,841,853 |
| Charge for the year | 368,253 | 280,081 | 44,247 | - | 692,581 |
| At 31 August 2023 | <u>3,159,282</u> | <u>1,647,482</u> | <u>727,670</u> | <u>-</u> | <u>5,534,434</u> |
| Net book value | | | | | |
| At 31 August 2023 | <u>15,503,345</u> | <u>2,483,334</u> | <u>179,559</u> | <u>-</u> | <u>18,166,238</u> |
| At 31 August 2022 | <u>12,871,598</u> | <u>804,270</u> | <u>92,146</u> | <u>4,918,328</u> | <u>18,686,342</u> |

GLENDOWER SCHOOL TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023**

14. Debtors

| | 2023 | <i>As restated</i> |
|--------------------------------|------------------|--------------------|
| | £ | 2022 £ |
| Fees debtors | 1,721,002 | 1,479,605 |
| Prepayments and accrued income | 53,341 | 180,872 |
| | 1,774,343 | 1,660,477 |
| | 1,774,343 | 1,660,477 |

Fee debtors are stated after impairment provisions totalling £81,169 (2022: £81,169).

15. Creditors: Amounts falling due within one year

| | 2023 | 2022 |
|------------------------------------|------------------|------------------|
| | £ | £ |
| Bank loans | 162,845 | - |
| Fees charged in advance | 2,269,210 | 2,083,531 |
| Fee deposits | 111,625 | 109,315 |
| Trade creditors | 100,981 | 245,968 |
| Other taxation and social security | 69,552 | 58,532 |
| Other creditors and accruals | 465,455 | 1,038,547 |
| | 3,179,668 | 3,535,893 |
| | 3,179,668 | 3,535,893 |

| | 2023 | 2022 |
|--|------------------|------------------|
| | £ | £ |
| Fees charged in advance | | |
| Deferred income at 1 September 2022 | 2,083,531 | 1,789,086 |
| Resources deferred during the year | 2,269,210 | 2,083,531 |
| Amounts released from previous periods | (2,083,531) | (1,789,086) |
| | 2,269,210 | 2,083,531 |
| Deferred income at 31 August 2023 | 2,269,210 | 2,083,531 |

Fees charged in advance at the Balance Sheet date relates to monies (deferred income) received in advance for school fees for the 2023/24 school year.

GLENDOWER SCHOOL TRUST LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

16. Creditors: Amounts falling due after more than one year

| | 2023 £ | 2022 £ |
|------------------------------|------------------|-------------------|
| Bank loans | 8,758,912 | 9,000,000 |
| Fee deposits | 912,672 | 823,728 |
| Other creditors | 50,000 | - |
| Interest rate swap liability | 52,276 | 256,100 |
| | <u>9,773,860</u> | <u>10,079,828</u> |

Included within the above are amounts falling due as follows:

Between two and five years

| | | |
|------------|----------------|----------------|
| Bank loans | <u>383,811</u> | <u>144,605</u> |
|------------|----------------|----------------|

Over five years

| | | |
|------------|------------------|------------------|
| Bank loans | <u>8,375,101</u> | <u>8,855,395</u> |
|------------|------------------|------------------|

There are two bank loans in place, one of £6.2m which is secured by a legal charge on the school's freehold properties at 86 and 87 Queen's Gate and 86 Stanhope Mews East. It is interest only until February 2024. The loan interest is floating rate equal to the aggregate of the Margin (3.75%) and the Base Rate.

The second bank loan of £2.8m is secured by a legal charge on the school's freehold properties at 86 and 87 Queen's Gate and 86 Stanhope Mews East. It is interest only until February 2024. The loan interest is floating rate equal to the aggregate of the Margin (3.75%) and the Base Rate.

There is also an interest rate swap entered into with BNP Paribas. The swap is held separately to the bank loans, with interest payable at a fixed rate of 5.2% until 2027, the swap amortised from 2019. The value of the swap has been included at the balance sheet date, in line with FRS 102 and the accounting policies set out in note 1.

17. Taxation

The School has no liability for taxation due to its charitable status.

18. Share capital

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

GLENDOWER SCHOOL TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023**

19. Prior year adjustment

Included within the comparative figures of these financial statements is an adjustment to accrued income, to recognise income in the year ended 31 August 2022, which had not been previously recognised.

The effect on the prior year Statement of Financial Activities is an increase in the surplus by £152,389 to be £607,839 for the year ended 31 August 2022.

The effect on the prior year Statement of Financial Position is an increase in net assets by £152,389 to be £9,073,075 at 31 August 2022.

20. Statement of funds

Statement of funds - current year

| | As restated Balance at 1 September 2022 £ | Income £ | Expenditure £ | Transfers in/(out) £ | Gains/ (Losses) £ | Balance at 31 August 2023 £ |
|---------------------------|---|-------------------------|---------------------------|----------------------------|-------------------------|--------------------------------------|
| Unrestricted funds | | | | | | |
| General Funds | 8,602,523 | 6,703,511 | (6,665,309) | 28,035 | 203,824 | 8,872,584 |
| Restricted funds | | | | | | |
| Bursary Fund | 470,552 | 71,165 | (44,200) | - | - | 497,517 |
| Playground fund | - | 109,860 | - | (28,035) | - | 81,825 |
| Park Walk Book Project | - | 8,466 | (8,466) | - | - | - |
| | <u>470,552</u> | <u>189,491</u> | <u>(52,666)</u> | <u>(28,035)</u> | <u>-</u> | <u>579,342</u> |
| Total of funds | <u><u>9,073,075</u></u> | <u><u>6,893,002</u></u> | <u><u>(6,717,975)</u></u> | <u><u>-</u></u> | <u><u>203,824</u></u> | <u><u>9,451,926</u></u> |

GLENDOWER SCHOOL TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023**

20. Statement of funds (continued)

Statement of funds - prior year

| | <i>Balance at 1 September 2021 £</i> | <i>As restated Income £</i> | <i>Expenditure £</i> | <i>Gains/ (Losses) £</i> | <i>As restated Balance at 31 August 2022 £</i> |
|---------------------------|--|-------------------------------------|----------------------------------|----------------------------------|--|
| Unrestricted funds | | | | | |
| General Funds | <u>8,278,933</u> | <u>5,546,176</u> | <u>(5,664,217)</u> | <u>441,631</u> | <u>8,602,523</u> |
| Restricted funds | | | | | |
| Bursary Fund | <u>186,303</u> | <u>297,500</u> | <u>(13,251)</u> | <u>-</u> | <u>470,552</u> |
| Total of funds | <u><u>8,465,236</u></u> | <u><u>5,843,676</u></u> | <u><u>(5,677,468)</u></u> | <u><u>441,631</u></u> | <u><u>9,073,075</u></u> |

Bursary funds comprise donations received by the school for use in the provision of bursaries to children who meet the current requirements. The transfer represents total bursaries awarded in the year to be allocated against the fund.

Playground fund comprises donations from parents towards the installation of a new playground on-site. The fundraising campaign successfully raised over £100,000 and the playground was installed over October 2023 half term.

Park Walk Book project relates to a fundraising initiative at Glendower to raise funds for Park Walk School, a local maintained school that we have a strong partnership with. All funds raised were used to purchase new books for the school's library.

GLENDOWER SCHOOL TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023**

21. Analysis of net assets between funds

Analysis of net assets between funds - current year

| | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total funds 2023 £ |
|-------------------------------------|--|--|---------------------------------------|
| Tangible fixed assets | 18,166,238 | - | 18,166,238 |
| Current assets | 3,659,874 | 579,342 | 4,239,216 |
| Creditors due within one year | (3,179,668) | - | (3,179,668) |
| Creditors due in more than one year | (9,773,860) | - | (9,773,860) |
| Total | 8,872,584 | 579,342 | 9,451,926 |

Analysis of net assets between funds - prior year

| | <i>Unrestricted funds 2022 £</i> | <i>As restated Restricted funds 2022 £</i> | <i>As restated Total funds 2022 £</i> |
|-------------------------------------|--|--|---|
| Tangible fixed assets | 18,686,342 | - | 18,686,342 |
| Current assets | 3,531,902 | 470,552 | 4,002,454 |
| Creditors due within one year | (3,535,893) | - | (3,535,893) |
| Creditors due in more than one year | (10,079,828) | - | (10,079,828) |
| Total as restated | 8,602,523 | 470,552 | 9,073,075 |

GLENDOWER SCHOOL TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023**

22. Reconciliation of net movement in funds to net cash flow from operating activities

| | 2023 | <i>As restated</i> |
|--|------------------|--------------------|
| | £ | 2022 £ |
| Net income for the year (as per Statement of Financial Activities) | 175,027 | 166,208 |
| Adjustments for: | | |
| Depreciation charges | 692,581 | 730,579 |
| Change in fair value of interest rate swap | 203,824 | 441,631 |
| Interest income | (7,843) | (768) |
| Increase in debtors | (113,866) | (351,423) |
| (Decrease)/increase in creditors | (583,950) | 971,080 |
| Finance costs | 664,439 | 559,202 |
| Net cash provided by operating activities | 1,030,212 | 2,516,509 |

23. Analysis of cash and cash equivalents

| | 2023 | <i>2022</i> |
|--|------------------|------------------|
| | £ | £ |
| Cash at bank and in hand | 2,464,873 | 2,341,977 |
| Total cash and cash equivalents | 2,464,873 | 2,341,977 |

24. Analysis of changes in net debt

| | At 1 September 2022 | Cash flows | Changes in fair value | Other non- cash changes | At 31 August 2023 |
|------------------------------|---------------------------|----------------|--------------------------|-------------------------------|----------------------|
| | £ | £ | £ | £ | £ |
| Cash at bank and in hand | 2,341,977 | 122,896 | - | - | 2,464,873 |
| Debt due within 1 year | - | - | - | (162,845) | (162,845) |
| Debt due after 1 year | (9,000,000) | 78,243 | - | 162,845 | (8,758,912) |
| Interest rate swap liability | (256,100) | - | 203,824 | - | (52,276) |
| | (6,914,123) | 201,139 | 203,824 | - | (6,509,160) |

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

25. Capital commitments

| | 2023 | 2022 |
|--|-----------------------------|-----------------------------|
| | £ | £ |
| Contracted for but not provided in these financial statements | | |
| Acquisition of tangible fixed assets | - | 585,356 |
| | <u> </u> | <u> </u> |

26. Pension commitments

The School participates in the 'Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £346,469 (2022 - £307,377) and at the year-end £63,527 (2022 - £Nil) was accrued in respect of contributions this scheme.

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

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2020 and the Valuation Report was published in October 2023.

Following the McCloud judgement, the remedy proposed that when benefits become payable, eligible members can select to receive them from either the reformed or legacy schemes for the period 1 April 2015 to 31 March 2022. The actuaries have assumed that members are likely to choose the option that provides them with the greater benefits, and in preparing the 2020 valuation have valued the 'greater value' benefits for groups of relevant members.

The valuation confirmed that the employer contribution rate for the TPS would increase from 23.6% to 28.6% from 1 April 2024. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

27. Operating lease commitments

At 31 August 2023 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | 2023 | <i>2022</i> |
|--|----------------------|----------------------|
| | £ | £ |
| Not later than 1 year | 16,900 | <i>27,000</i> |
| Later than 1 year and not later than 5 years | 8,450 | <i>35,220</i> |
| | <u>25,350</u> | <u><i>62,220</i></u> |

The following lease payments have been recognised as an expense in the Statement of financial activities:

| | 2023 | <i>2022</i> |
|-------------------------|----------------------|----------------------|
| | £ | £ |
| Operating lease rentals | <u>27,000</u> | <u><i>24,906</i></u> |

GLENDOWER SCHOOL TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

28. Statement of Financial Activities for the year ended 31 August 2022 (as restated)

| | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total funds 2023 £ |
|---|------------------------------------|----------------------------------|-----------------------------|
| Income from: | | | |
| Donations and Legacies | - | 297,500 | 297,500 |
| Charitable activities: | | | |
| School fees | 5,258,561 | - | 5,258,561 |
| Other educational income | 286,847 | - | 286,847 |
| Interest income | 768 | - | 768 |
| Total income | 5,546,176 | 297,500 | 5,843,676 |
| Expenditure on: | | | |
| Costs on raising funds: | | | |
| Investment management fees | 12,833 | - | 12,833 |
| Finance costs | 559,202 | - | 559,202 |
| Charitable activities | 5,092,182 | 13,251 | 5,105,433 |
| Total expenditure | 5,664,217 | 13,251 | 5,677,468 |
| Net income/(expenditure) before other gains and losses | (118,041) | 284,249 | 166,208 |
| Change in fair value of interest rate swap | 441,631 | - | 441,631 |
| Net movement in funds | 323,590 | 284,249 | 607,839 |
| Fund balances at 1 September 2021 | 8,278,933 | 186,303 | 8,465,236 |
| Fund balances at 31 August 2022 | 8,602,523 | 470,552 | 9,073,075 |

GLENDOWER SCHOOL TRUST LIMITED

England & Wales - Charity number 312717

Accounts

GLENDOWER SCHOOL TRUST LIMITED
GOVERNORS' REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2022

Registered Company No: 960831
Registered Charity No: 312717

GLENDOWER SCHOOL TRUST LIMITED

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GLENDOWER SCHOOL TRUST LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 AUGUST 2022

Governors

R K Harrison (Chair)
G Apkarian
J Aviss (appointed 17 June 2022)
N Baker
E Bassett (appointed 30 November 2021)
Rev P Cowley (resigned 30 June 2022)
B Daffey
E Hewer
S Kumleben
S J S Martyrossian
P Mattar
F Morton
D Nangia (resigned 30 June 2022)
J Richards
J Sloan
P Vanni (appointed 30 November 2021)

Headmistress

N Kingsmill Moore

Charity Number

312717

Company Number

960831

Principal address and registered office

87 Queen's Gate
London
SW7 5JX

Auditors

Haysmacintyre LLP
10 Queen Street Place
London
EC4R 1AG

Bankers

Metro Bank plc
One Southampton Row
London WC1B 5HA

National Westminster Bank plc
South Kensington Station (A) Branch
PO Box 592
18 Cromwell Place
London SW7 2LB

GLENDOWER SCHOOL TRUST LIMITED

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2022

The Governors present their report and accounts for the year ended 31 August 2022. The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2019) (Second Edition, effective 1 January 2019) applicable law and the Trust's Memorandum and Articles of Association.

REFERENCE AND ADMINISTRATIVE INFORMATION

Glendower School Trust Limited was founded by Trust Deed in 1969 which was amended in 1977.

The charity is a company limited by guarantee. The Governors, who are also the directors for the purpose of company law and the charity's trustees, who served during the period and up to the date of the signing of this report were:

R K Harrison (Chair)*
G Apkarian*
J Avis (appointed 17 June 2022)
N Baker
E Bassett (appointed 30 November 2021)*
Rev P Cowley (resigned 30 June 2022)
B Daffey
E Hewer
S Kumleben
S J S Martyrossian*
P Mattar
F Morton
D Nangia (resigned 30 June 2022)
J Richards
J Sloan*
P Vanni (appointed 30 November 2021)

*Members of the Finance Committee

None of the Governors has any beneficial interest in the company. All of the Governors are members of the company and guarantee to contribute £1 in the event of a winding up.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Company is governed by its Memorandum and Articles of Association, last amended on 22 November 2005.

Governing Body

The Governors, who are also required under the Articles to serve as members of the company, are elected at a full Governors' meeting. They are chosen to represent a suitable cross section of expertise and at least one Governor is a parent of a pupil (or former pupil) at the school.

Governor Training

New Governors are inducted into the workings of the school by the Head and Bursar and provided with an introductory pack of school information. Regular training workshops are organised and Governors are kept informed of other relevant training days run by outside organisations.

Organisational Management

The Governors meet as a Board at least three times a year to determine general policy. The Governors have set up five sub-committees which meet as needed but at least once a year: an Education sub-committee, chaired by Mr P Vanni which considers and advises on all aspects of the school's curriculum; a Finance sub-committee, chaired by Mr G Apkarian, which normally meets two weeks before each Board meeting, to discuss matters arising and to review budgets and termly management accounts; a Risk Management sub-committee chaired by Mrs S Martyrossian which considers the risks to which the school is exposed and the measures in place to mitigate them; a Health and Safety Committee chaired by Mrs S Martyrossian and a Nominations Committee which recommends appointments to the Board. The day-to-day running of the

GLENDOWER SCHOOL TRUST LIMITED

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

The Board reviews staff salaries annually at the Spring Board meeting and the Chair and Chair of the Finance sub-committee review the remuneration of the Senior Leadership Team..

Group Structure and Relationships

The Headmistress is a member of IAPS and the school is also a member of the Girls' Schools Association. Both organisations are dedicated to promoting all round excellence in education and accredit only those schools that can demonstrate the highest standards of education.

As part of its commitment to providing Public Benefit the school operates a bursary scheme (see below).

Fundraising

The school benefits from the work and generosity of the Glendower Parent Teacher Association ('GPTA') formerly known as the Parents' Association.. The new name reflects the close co-operation and mutual support of parents and teachers. The GPTA hold regular special events to raise funds for the school (including for the bursary scheme). The usual main events are a Spring Dinner Dance (held bi-annually) and an annual Christmas Fair. During the year parents gave £145,111 to support the bursary programme and to provide educational equipment for the new Nursery school. In raising funds, neither the school nor the GPTA engage professional fundraising organisations. Donations are only sought and received from parents of past and current pupils. The school did not incur any costs in connection with donations which it received. The school follows the fundraising regulators code of practice in regard to any complaints on fundraising procedure. There were no complaints received in the year. Separately, the GPTA headed by the Director of Partnerships and Development has formed relationships with Neighbouring maintained schools, especially Park Walk school where a joint programme has included, INSET training and shared weekly activities between Year 6 students. The GPTA has also worked with RBKC to assist Afghan refugees to settle in London by providing English lessons and various social activities.

Principal Risks and Uncertainties

The Board, with particular assistance from the Risk Management sub-committee and the Head and Bursar, continue to keep the school's activities under review, particularly with regard to any major risks that may arise from time to time as well as the systems and procedures established to manage them. The principal risks and their effective mitigation are set out below:

- Health and safety and fire: the school has a Health and Safety Committee (chaired by a Governor) which meets termly to consider the effectiveness of practices and procedures. Unannounced fire practices take place at least once a term. The school also employs Health and Safety and Fire Consultants to provide appropriate training and to review the school's policies and practices. The consultants prepare and keep under review the School's Fire Risk Assessment and General Risk Assessment. The Consultants attend the Health and Safety Committee regularly to provide feedback. Every member of staff receives Fire Safety induction and regular training.
- Poor financial management: the school produces an annual budget and termly management accounts which are carefully considered by the Finance Committee at their termly meetings. The Committee makes enquiries where items of income and expenditure are at variance with the annual budget and ensures that the school has adequate reserves to meet its needs.
- Safeguarding children. The Pastoral Deputy Head is the Designated Safeguarding Lead who is supported by three other members of staff and two Safeguarding Governors who check the schools' recruitment procedures and files as well as records of cases brought to their attention. Every member of staff receives safeguarding training annually.
- Rising interest rates: The Finance Committee carefully monitors the possible impact of rising interest rates and assesses ways of mitigating their effect on the school's finances

The Governors continue to monitor political events which may affect the future of independent schools. Potential risks include the removal of charitable status, which may have significant negative financial consequences.

GLENDOWER SCHOOL TRUST LIMITED

GOVERNORS' REPORT (continued)

FOR THE YEAR ENDED 31 AUGUST 2022

PURPOSE, AIMS, OBJECTIVES AND PRINCIPAL ACTIVITIES

Purpose

The Purpose of the Trust is to own and operate Glendower Preparatory School as an independent preparatory and pre-preparatory day school for girls aged 4 to 11.

Aims

The school aims to do more than simply teach young children. Rather, the aim is to introduce them to the pleasure and excitement of learning, stimulating their curiosity, their imagination and competitive spirit and developing their critical thinking skills. Whilst aiming for the highest academic and sporting results, the school is equally concerned with fostering the kind of skills that help young girls grow into capable young women with a sense of self-worth and a developing awareness of the contribution they can make to society as a whole. The school aims to provide an educational environment where each pupil can develop to her potential, inculcating a desire to contribute to the wider community, thus preparing each child for the opportunities, responsibilities and experiences of later life.

Objectives for the year

The Board's main objective continued to be to educate the school's pupils to the same high standard achieved in previous years, so that they will be able to gain a place at their chosen senior school and to benefit fully from their future education. The strategy for achieving this is to maintain a high teacher-to-pupil ratio and excellent teaching standards. In setting objectives and planning activities, Governors have given careful consideration to the Charity Commission's general guidance on Public Benefit. The Governors confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on Public Benefit, "Charities and Public Benefit".

Other key objectives are outlined below:

- To continue to develop the first-class pastoral care for pupils.
- To support pupils in need through means-tested bursaries.
- To continue the development of the school's infrastructure to provide teachers with the necessary facilities to provide an outstanding and up-to-date education for its pupils.
- To continue to develop our teaching link programme and joint working with local state primary schools. In this connection two members of the school's leadership team were Governors respectively of state primary schools in south west London during the year.

Principal Activity

Glendower School Trust's principal activity continues to be the operation of a day school for 4 to 11 year-old girls. During the year the school carried out extensive building works to an adjacent building acquired in 2021, in order to operate a Nursery for children aged 3-4 (see below).

Bursaries

The Trust operates an entrance bursary scheme to assist parents who would otherwise be unable to afford to pay the fees. Two children benefitted from bursary assistance during the year. The school continues to follow the ISBA's guidance on bursaries, assessing all pupils that apply for a bursary place within the school. The Governors view the bursary awards as important in helping to ensure that children from families who could not otherwise afford the fees can access the education offered at Glendower. In assessing means account is taken of investments, family income, savings and also family circumstances for example siblings and dependent relatives.

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

On 29 January 2021 and in accordance with the Governors' strategic plan, the school acquired a residential property directly adjacent to and overlooking the playground, suitable for conversion into facilities for the main school and a Nursery for up to 32 children aged 3-4 years. Planning permission was obtained in October 2021 and conversion work commenced in early 2022. The new facilities were ready for occupation, in mid-October 2022.

The original purchase price was £3.0m and costs of £1.5m have been incurred in respect of the conversion works (see below)

GLENDOWER SCHOOL TRUST LIMITED

GOVERNORS' REPORT (continued)

FOR THE YEAR ENDED 31 AUGUST 2022

Operational Performance: The school had an average of 250 pupils during the year (2021: 249).

In Spring 2022 pupils achieved excellent results in the 11+ examinations, which included a number of scholarships. Places were offered at the very best day and boarding schools. There were pleasing results in both music and music theatre exams again this academic year.

Operational performance of the school (continued)

Every year each form, year group and House is encouraged to raise funds for their chosen charity. Amongst the donations made in the year were to: Kensington and Chelsea Food Bank (£994), Brompton Hospital (£932), the Harrow Club (part of West London Youth Clubs (£576), Marine Conservation (£964), Macmillan Cancer (£294), Well Water (£1,506), Sport for Schools (£3,149) and WWF (£509)..

The school continues to focus on the need to ensure that there is no parking, dropping off or collecting outside the school between 8am and 9am and again between 3:15pm and 4:15pm. The School Travel Plan, which was updated during the year, has been approved by the local authority RBK&C and Transport for London, and the school has achieved a Bronze Award for Sustainable Travel. RBK&C have painted 'school keep clear' road marking outside the school to establish the area as an official School No Parking Zone. This has ensured that the area will be monitored by RBK&C parking attendants. RBK&C have installed green man crossings on all four corners of Queen's Gate and Stanhope Gardens, which are in use. Glendower's traffic management is used as an example of best practice by the Borough and another local school has been asked to observe how the no-parking zone is managed. The school continues to take part in the "Walk on Weekdays" scheme and other Borough led initiatives for road safety and traffic management.

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The accounts for the year show net income before other recognised gains or losses of £13,819 (2021: £161,792).

Investment Policy, Powers and Performance

There are no restrictions on the school's absolute powers of investment. The school's policy continues to be to achieve long-term capital growth through risk-averse investments.

Included within these financial statements is the fair value of an interest rate swap contract the school has in place. The fair value of the interest rate swap is provided by the bank counterpart. The value of the swap is estimated based on the bank's market projection of future bank rates and is therefore subject to market conditions.

The purchase of the adjacent property required a re-structuring of the company's finances: the £6.2m loan from BNP Paribas was repaid using new borrowings from Metro Bank which provided a further facility of £2.8m to assist with the purchase. The conversion works are estimated to cost £1.5m which have come from the school's existing resources.

Reserves Policy

The school currently has unrestricted funds of £8,602,523 (2021: £8,278,933). It has been the policy of the Trust that unrestricted free reserves which have not been designated for a specific use should be maintained at a level between nine and twelve months' expenditure (between approximately £3.2 million and £4.2 million). As part of its re-development plan, the school has invested heavily in fixed assets and so currently has no free reserves when taking into account the loan used to fund the capital works. The school is satisfied that it has sufficient reserves and cash resources to meet its foreseeable financial obligations. There are also restricted funds of £318,163 (2021: £186,303), which will be used to finance bursaries.

GLENDOWER SCHOOL TRUST LIMITED

GOVERNORS' REPORT (continued)

FOR THE YEAR ENDED 31 AUGUST 2022

STATEMENT OF GOVERNORS' RESPONSIBILITIES

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

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

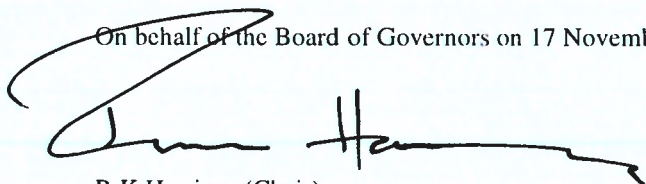
The Governors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time of the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding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

In so far as we are aware:

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

This report of the Board of Trustees has been prepared taking advantage of the small companies exemption of section 415A of the Companies Act 2006.

On behalf of the Board of Governors on 17 November 2022



R K Harrison (Chair)
Governor

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GLENDOWER SCHOOL TRUST LIMITED

Opinion

We have audited the financial statements of Glendower School Trust Limited for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2022 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

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

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

Other information

The Governors are responsible for the other information. The other information comprises the information included in the Report of the Governors, other than the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

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 Governors' Report (which incorporates the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Governors' Report (which incorporates the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GLENOWER SCHOOL TRUST LIMITED

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

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Governors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemptions in preparing the Governors' Report and from the requirement to prepare a strategic report.

Responsibilities of Governors for the financial statements

As explained more fully in the Governors' responsibilities statement set out on page 6 the Governors (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 Governors' 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 Governors 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 Governors' either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the Charitable Company and industry, we identified that the principal risks of non-compliance with laws and regulations, company law and charity law applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 .

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

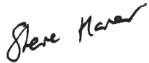
- Inspection of correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of noncompliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
GLENOWER SCHOOL TRUST LIMITED**

Use of our report

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



Steven Harper (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

13 December
..... 2022

GLENDOWER SCHOOL TRUST LIMITED
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2022

| | Notes | Unrestricted £ | Restricted £ | Total 2022 £ | Total 2021 £ |
|---|-------|-------------------|-----------------|--------------------|--------------------|
| INCOME FROM: | | | | | |
| Income from charitable activities: | | | | | |
| School fees | 2 | 5,268,561 | - | 5,268,561 | 4,867,924 |
| Other educational income | 3 | 286,847 | - | 286,847 | 107,181 |
| Investment income | 4 | 768 | - | 768 | 13,023 |
| Donations and legacies | | - | 145,111 | 145,111 | 52,846 |
| Government grants | | - | - | - | 14,535 |
| Total Income | | 5,546,176 | 145,111 | 5,691,287 | 5,055,509 |
| EXPENDITURE ON: | | | | | |
| Costs of Raising Funds | | | | | |
| Investment management fees | | 12,833 | - | 12,833 | 4,618 |
| Finance costs | | 559,202 | - | 559,202 | 442,195 |
| Charitable Activities | | | | | |
| School Operating Costs: | | | | | |
| Teaching costs | | 2,554,218 | - | 2,554,218 | 2,558,347 |
| Welfare costs | | 225,885 | - | 225,885 | 168,715 |
| Premises costs | | 1,153,967 | - | 1,153,967 | 946,730 |
| Support and governance costs | | 1,158,112 | - | 1,158,112 | 710,601 |
| Grants and awards | | - | 13,251 | 13,251 | 62,811 |
| Total Expenditure | 5 | 5,664,217 | 13,251 | 5,677,468 | 4,894,017 |
| Net (deficit) / income before other gains and losses | | -118,041 | 131,860 | 13,819 | 161,492 |
| Change in fair value of interest rate swap | | 441,631 | - | 441,631 | 279,770 |
| Net income and net movement in funds | | 323,590 | 131,860 | 455,450 | 441,262 |
| Fund balances at 1 September 2021 | | 8,278,933 | 186,303 | 8,465,236 | 8,023,974 |
| Fund balances at 31 August 2022 | | 8,602,523 | 318,163 | 8,920,686 | 8,465,236 |

All amounts relate to continuing activities.

All recognised gains and losses are included in the income and expenditure account.

The prior year Statement of Financial Activities are included in note 20.

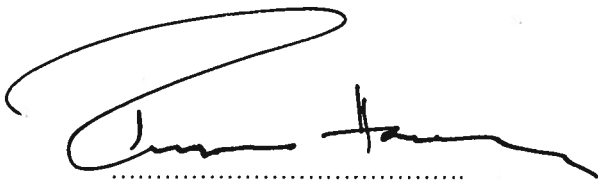
The notes on pages 12 to 23 form part of these financial statements.

BALANCE SHEET

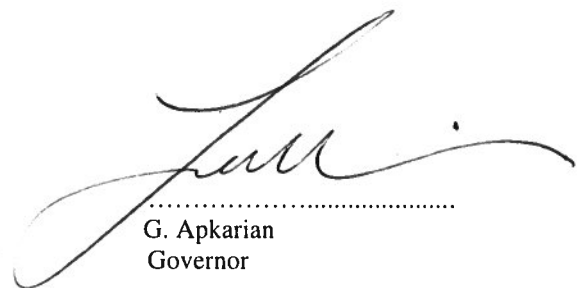
AS AT 31 AUGUST 2022

| | Notes | £ | 2022 | £ | £ | 2021 | £ |
|---|-------|-------------|------|--------------|---|-------------|--------------|
| FIXED ASSETS | | | | | | | |
| Tangible assets | 9 | | | 18,686,342 | | | 17,735,868 |
| CURRENT ASSETS | | | | | | | |
| Debtors | 10 | 1,508,088 | | | | 1,309,054 | |
| Cash and cash equivalents | 11 | 2,341,977 | | | | 2,064,955 | |
| CREDITORS: amounts falling due within one year | 12 | (3,535,893) | | | | (2,261,770) | |
| NET CURRENT ASSETS | | | | 314,172 | | | 1,112,239 |
| TOTAL ASSETS LESS CURRENT LIABILITIES | | | | 19,000,514 | | | 18,848,107 |
| CREDITORS: due after more than one year | 13 | | | (10,079,828) | | | (10,382,871) |
| NET ASSETS | | | | 8,920,686 | | | 8,465,236 |
| FUNDS | | | | | | | |
| Unrestricted funds: | 18 | | | 8,602,523 | | | 8,278,933 |
| Restricted funds | 18 | | | 318,163 | | | 186,303 |
| | 19 | | | 8,920,686 | | | 8,465,236 |

The financial statements were approved and authorised for issue by the Board of Governors and were signed below on its behalf by:



R K Harrison (Chair)
Governor



G. Apkarian
Governor

Date: 17 November 2022

The notes on pages 13 to 23 form part of these financial statements.

GLENDOWER SCHOOL TRUST LIMITED

STATEMENT OF CASH FLOWS AND MOVEMENT IN NET DEBT

FOR THE YEAR ENDED 31 AUGUST 2022

| | 2022 | 2021 |
|---|-------------------------|-------------------------|
| | £ | £ |
| Cash flows from operating activities | 2,516,509 | 3,702,755 |
| Cash flows from investing activities | | |
| Interest income | 768 | 13,023 |
| Purchase of property, plant and equipment | (1,681,053) | (3,467,392) |
| Net cash (used in) investing activities | <u>(1,680,285)</u> | <u>(3,454,369)</u> |
| Cash flows from financing activities | | |
| Finance costs | (559,202) | (442,195) |
| Net cash (used in) financing activities | <u>(559,202)</u> | <u>(442,195)</u> |
| Change in cash and cash equivalents in the reporting period | 277,022 | (193,809) |
| Cash and cash equivalents at the beginning of the reporting period | 2,064,955 | 2,258,764 |
| Cash and cash equivalents at the end of the reporting period | <u><u>2,341,977</u></u> | <u><u>2,064,955</u></u> |

NOTES TO THE STATEMENT OF CASH FLOWS

| | 2022 | 2021 |
|---|-------------------------|-------------------------|
| | £ | £ |
| Reconciliation of net movement in funds to net cash flow from operating activities | | |
| Net movement in funds | 455,450 | 441,262 |
| Depreciation | 730,579 | 542,807 |
| (Increase) in debtors | (199,034) | (8,634) |
| Increase/(Decrease) in creditors – including swap liability | 971,080 | 2,298,148 |
| Interest income | (768) | (13,023) |
| Finance costs | 559,202 | 442,195 |
| Net cash provided by operating activities | <u><u>2,516,509</u></u> | <u><u>3,702,755</u></u> |
| Analysis of cash and cash equivalents | | |
| Cash at bank and in hand | 2,341,977 | 2,064,955 |
| | <u><u>2,341,977</u></u> | <u><u>2,064,955</u></u> |

| Movement in net debt | Cash and cash equivalents | Borrowings | Interest rate swap | Total |
|-----------------------------|----------------------------------|---------------------|---------------------------|---------------------|
| At 1 September 2020 | £2,258,764 | (£6,200,000) | (£977,501) | (£4,918,737) |
| Cashflow | (£193,809) | (£2,800,000) | - | (2,993,809) |
| Fair value gains and losses | - | - | £279,770 | £279,770 |
| Interest charges | - | - | - | - |
| At 31 August 2021 | <u>£2,064,955</u> | <u>(£9,000,000)</u> | <u>(£697,731)</u> | <u>(£7,632,776)</u> |
| At 1 September 2021 | £2,064,955 | (£9,000,000) | (£697,731) | (£7,632,776) |
| Cashflow | £277,022 | - | - | £277,022 |
| Fair value gains and losses | - | - | £441,631 | £441,631 |
| Interest charges | - | - | - | - |
| At 30 August 2022 | <u>£2,341,977</u> | <u>(£9,000,000)</u> | <u>(£256,100)</u> | <u>(£6,914,123)</u> |

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2022

1. ACCOUNTING POLICIES

Basis of accounting

The accounts have been prepared in accordance with 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) (Second Edition, effective 1 January 2019) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

Critical accounting judgements and estimates

In preparing these accounts, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the accounts. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

A significant estimate is used for the annual re-valuation obtained for the changes in fair value for the interest rate swap derivative.

Income

Fees receivable and charges for services are accounted for in the year in which the services are provided. Fees receivable are stated after deducting allowances.

Investment income is accounted for in the period in which the school is entitled to the income.

Rental income is accounted for in the period which the school is entitled to the income.

Donations are accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the school is considered probable.

The income is attributable to the principal activities of the charity, and is earned entirely within the UK.

Government grant income relates to the Coronavirus Job Retention Scheme (CJRS) and is recognised as receivable in line with the period that the relevant expense has been incurred.

Expenditure

Expenditure is accounted for on an accruals basis and is summarised under functional headings in the Statement of Financial Activities, with the irrecoverable element of value added tax included with the item of expense to which it relates.

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

Tangible fixed assets and depreciation

Tangible fixed assets other than freehold land and buildings are stated at cost less depreciation.

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

| | |
|-------------------------|-------------|
| Freehold buildings | 2% on cost |
| Building improvements | 10% on cost |
| Furniture and equipment | 20% on cost |
| Computers | 33% on cost |

No depreciation is provided on land.

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2022

1. ACCOUNTING POLICIES (continued)

Hedging arrangements

The Company applies hedge accounting for transactions entered into to manage the cash flow exposures of borrowings.

Changes in the fair values of derivatives designated as cash flow hedges, and which are effective, are recognised directly in other recognised gains and losses in the Statement of Financial Activities statement – in line with the hedge accounting treatment above.

Valuation of interest rate swaps

Included within these financial statements are the fair value of an interest rate swap contract. The fair value of this interest rate swap is provided by the counterparty. However, the value of the swap is estimated based on the bank's projection of future base rates and is therefore subject to the interest rate market.

Going concern

The financial statements have been drawn up using the going-concern basis as the Governors, after the review of relevant budgets and forecasts, have a reasonable expectation that the organisation will continue in operational existence for a minimum of twelve months from the date of the signing of the accounts. This assessment has been made having considered budgets and cashflow forecasts covering a period of at least twelve months from the date these accounts were approved. The assessment also considers the impact of the conversion of the property purchased and converted into a nursery as explained further in the Governors' Report.

Debtors

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

Creditors and Provisions

Creditors and provisions are recognised where the school 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.

Leasing

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

Accumulated funds

The general fund represents funds available for use at the discretion of the Governors in furtherance of the objects of the charity and which have not been designated for other purposes.

Restricted funds

The restricted fund represents funds which are to be used in accordance with specific restrictions imposed by the donor.

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2022

1. ACCOUNTING POLICIES (continued)

Pensions

The teaching staff are members of the Department for Education superannuation scheme run by Teachers' Pensions.

This scheme is a multi-employer pension scheme. It is not possible to identify the school's share of the underlying assets and liabilities of the Teachers' Pension Scheme on a consistent and reasonable basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. The school's contributions, which are in accordance with the recommendations of the Government Actuary, are charged in the period in which the salaries to which they relate are payable.

The charity also contributes to defined contribution personal pension schemes for non-teaching staff. Contributions are charged to the Statement of Financial Activities in the period in which the salaries they relate to are paid.

| 2. SCHOOL FEES | 2022 | 2021 |
|---|------------------|------------------|
| | £ | £ |
| Gross school fees | 5,258,561 | 4,867,924 |
| Less bursaries and allowances | (33,226) | (62,811) |
| | <u>5,225,335</u> | <u>4,805,113</u> |
| Add bursaries paid for by restricted funds | 33,226 | 62,811 |
| | <u>5,258,561</u> | <u>4,867,924</u> |
| 3. OTHER EDUCATIONAL INCOME | 2022 | 2021 |
| | £ | £ |
| Music lessons | 396 | 836 |
| Deposits retained | 100 | 2,625 |
| Registration fees | 47,015 | 40,141 |
| School Fees Protection and Personal Accident Policies | 1,214 | 1,357 |
| Swimming | 17,974 | 8,110 |
| Other | 220,148 | 54,112 |
| | <u>286,847</u> | <u>107,181</u> |
| 4. INVESTMENT INCOME | 2022 | 2021 |
| | £ | £ |
| Rental income | - | 12,715 |
| Interest receivable | 768 | 308 |
| | <u>768</u> | <u>13,023</u> |

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2022

| 5. EXPENDITURE 2022 | Staff costs | Depreciation | Other | Total | Total |
|--------------------------------|--------------------|---------------------|------------------|------------------|------------------|
| | £ | £ | Costs | 2022 | 2021 |
| | | | £ | £ | £ |
| Costs of Raising Funds: | | | | | |
| Investment management fees | - | - | 12,833 | 12,833 | 4,618 |
| Finance costs | - | - | 559,202 | 559,202 | 442,195 |
| Charitable Activity: | | | | | |
| School Operating Costs: | | | | | |
| Teaching costs | 1,959,698 | - | 594,520 | 2,554,218 | 2,558,347 |
| Welfare costs | - | - | 225,885 | 225,885 | 168,715 |
| Premises costs | 69,970 | 730,579 | 353,418 | 1,153,967 | 946,730 |
| Support and governance costs | 850,155 | - | 307,957 | 1,158,112 | 710,601 |
| Grants and awards | - | - | 13,251 | 13,251 | 62,811 |
| | <u>2,879,823</u> | <u>730,579</u> | <u>2,067,066</u> | <u>5,677,468</u> | <u>4,894,017</u> |

Governance costs includes fees to the auditors of £15,000 (2021: £13,250) for audit and £4,660 (2021: £3,510) for other services. Finance costs include interest payable on the swap agreement to BNP Paribas and the loans to Metrobank – see note 14.

| EXPENDITURE 2021 Comparative | Staff costs | Depreciation | Other | Total |
|-------------------------------------|--------------------|---------------------|------------------|------------------|
| | £ | £ | Costs | 2021 |
| | | | £ | £ |
| Costs of Raising Funds: | | | | |
| Investment management fees | - | - | 4,618 | 4,618 |
| Finance costs | - | - | 442,195 | 442,195 |
| Charitable Activity: | | | | |
| School Operating Costs: | | | | |
| Teaching costs | 2,312,774 | - | 245,573 | 2,558,347 |
| Welfare costs | - | - | 168,715 | 168,715 |
| Premises costs | 44,754 | 542,807 | 359,169 | 946,730 |
| Support and governance costs | 458,868 | - | 251,733 | 710,601 |
| Grants and awards | - | - | 62,811 | 62,811 |
| | <u>2,816,396</u> | <u>542,807</u> | <u>1,534,814</u> | <u>4,894,017</u> |

6. GOVERNORS

During the year Governors were reimbursed expenses totalling £147 (2021: £72) but an amount of £1,488 (2021: £485) was spent on seminars that were attended by the Governors. None of the Governors (or any persons connected with them) received any remuneration or benefits from the charity during the year. The cost of Governors' indemnity insurance in the year amounted to £3,863 (2021: £3,750).

| 7. STAFF COSTS | 2022 | 2021 |
|-----------------------|------------------|------------------|
| | £ | £ |
| Wages and salaries | 2,285,087 | 2,224,147 |
| Social security costs | 239,302 | 224,696 |
| Other pension costs | 355,435 | 367,553 |
| | <u>2,879,823</u> | <u>2,816,396</u> |

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2022

7. STAFF COSTS (continued)

The average number of employees during the year was:

| | 2022 | 2021 |
|----------------|---------------|---------------|
| | Number | Number |
| Teachers | 49 | 49 |
| Domestic | 2 | 2 |
| Administration | 8 | 7 |
| | <u>59</u> | <u>58</u> |

The full time equivalent number was 56. The number of employees whose annual emoluments were £60,000 or more were:

| | Number | Number |
|---------------------|---------------|---------------|
| £60,001 - £70,000 | 2 | 1 |
| £70,001 - £80,000 | 2 | 2 |
| £80,001 - £90,000 | - | - |
| £90,001 - £100,000 | - | - |
| £100,001 - £110,000 | - | - |
| £110,001 - £120,000 | 1 | 1 |
| £120,001 - £130,000 | - | - |
| | <u>5</u> | <u>4</u> |

During the year pension contributions on behalf of these members of staff amounted to £94,989 (2021: £68,832).

Key management remuneration

| | 2022 | 2021 |
|--|----------------|----------------|
| | £ | £ |
| Aggregate remuneration and benefits for the key management personnel | <u>609,015</u> | <u>506,509</u> |

8. TAXATION

The school has no liability for taxation due to its charitable status.

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2022

| 9. TANGIBLE FIXED ASSETS | Land and Buildings £ | Building improvements £ | Asset Under construction | Furniture/ Equipment £ | Total £ |
|---------------------------------|---------------------------------|------------------------------------|---------------------------------|---------------------------------------|--------------------|
| Cost or valuation | | | | | |
| At 1 September 2021 | 15,662,627 | 2,147,280 | 3,370,041 | 667,194 | 21,847,142 |
| Additions | - | 24,391 | 1,548,287 | 108,375 | 1,681,053 |
| Transfer | - | - | - | - | - |
| At 31 August 2022 | <u>15,662,627</u> | <u>2,171,671</u> | <u>4,918,328</u> | <u>775,569</u> | <u>23,528,195</u> |
| Depreciation | | | | | |
| At 1 September 2021 | 2,406,837 | 1,180,974 | - | 523,464 | 4,111,274 |
| Charge for the year | 384,192 | 186,428 | - | 159,959 | 730,579 |
| At 31 August 2022 | <u>2,791,029</u> | <u>1,347,401</u> | <u>-</u> | <u>683,422</u> | <u>4,841,853</u> |
| Net Book Value | | | | | |
| At 31 August 2022 | <u>12,871,598</u> | <u>804,270</u> | <u>4,918,328</u> | <u>92,146</u> | <u>18,686,342</u> |
| At 31 August 2021 | <u>13,255,790</u> | <u>966,306</u> | <u>3,370,041</u> | <u>143,730</u> | <u>17,735,868</u> |

All other tangible fixed assets are stated at historical cost.

| 10. DEBTORS | 2022 £ | 2021 £ |
|--------------------------------|-------------------|-------------------|
| Fees debtors | 1,479,605 | 1,280,369 |
| Prepayments and accrued income | 28,483 | 28,684 |
| Other debtors | - | - |
| | <u>1,508,088</u> | <u>1,309,054</u> |

11. CASH AND CASH EQUIVALENTS

This represents the bank current account plus a fixed deposit with Virgin Money of £86,073 (2021: £86,044).

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2022

| | | |
|--|-------------------|-------------------|
| 12. CREDITORS: amounts falling due within one year | 2022 | 2021 |
| | £ | £ |
| Other taxes and social security costs | 58,532 | 1,490 |
| Fees charged in advance | 2,083,531 | 1,789,086 |
| Fee deposits | 109,315 | 94,130 |
| Other creditors and accruals | 1,284,515 | 377,064 |
| Bank loans and overdrafts | - | - |
| | <u>3,535,893</u> | <u>2,261,770</u> |
| 13. CREDITORS: amounts falling due after more than one year | 2022 | 2021 |
| | £ | £ |
| Loan notes to parents | - | - |
| Fee deposits | 823,728 | 685,140 |
| Bank loan | 9,000,000 | 9,000,000 |
| Interest Rate Swap liability | 256,100 | 697,731 |
| | <u>10,079,828</u> | <u>10,382,871</u> |
| Bank loans are repayable as follows: | | |
| | - | - |
| Within one year (see note 12) | - | - |
| Between one and two years | 144,605 | - |
| Between two and five years | 8,855,395 | 9,000,000 |
| Over five years | <u>9,000,000</u> | <u>9,000,000</u> |

There are two bank loans in place, one of £6.2m which is secured by a legal charge on the school's freehold properties at 86 and 87 Queen's Gate and 86 Stanhope Mews East. It is interest only until February 2024. The loan interest is floating rate equal to the aggregate of the Margin (3.75%) and the Base Rate. For the year ended 31 August 2022, the interest rate was 3.85%.

The second bank loan of £2.8m is secured by a legal charge on the school's freehold properties at 86 and 87 Queen's Gate and 86 Stanhope Mews East. It is interest only until February 2024. The loan interest is floating rate equal to the aggregate of the Margin (3.75%) and the Base Rate. For the year ended 31 August 2022, the interest rate was 3.85%.

There is also an interest rate swap entered into with BNP Paribas. Due to the refinancing in the year, the swap is now held separately to the bank loans, with interest payable at a fixed rate of 5.2% until 2027, the swap amortised from 2019. The value of the swap has been included at the balance sheet date, in line with FRS 102 and the accounting policies set out in note 1.

14. SHARE CAPITAL

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

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2022

15. COMMITMENTS UNDER OPERATING LEASES

At 31 August 2022 the company had total commitments under non-cancellable operating leases as follows:

| | Computer Equipment | |
|--------------------------|---------------------------|-------------------|
| | 2022 | 2021 |
| | £ | £ |
| Expiry date: | | |
| Within one year | 27,000 | 24,906 |
| Within two to five years | 35,220 | 39,600 |
| | <u> </u> | <u> </u> |

16. CAPITAL COMMITMENTS

At 31 August 2022 the company had £585,356 capital expenditure contracted for (2021: £Nil).

17. PENSIONS

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £307,377 (2021: £312,669) and at the year-end £nil (2021 - £nil) was accrued in respect of contributions to this scheme.

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

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions, as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/Sargeant case'. This case has required the courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. The government announced on 4 February 2022 that it intends to proceed with a deferred choice underpin under which members will be able to choose either legacy or reformed scheme benefits in respect of their service during the period between 1 April 2015 and 31 March 2022 at the point they become payable.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020, and a consultation was launched on 24 June on proposed changes to the cost control mechanism following a review by the Government Actuary. Following a public consultation, the Government have accepted three key proposals recommended by the Government Actuary, and are aiming to implement these changes in time for the 2020 valuations.

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2022

17. PENSIONS (CONTINUED)

The 2016 cost control valuations have since been completed in January 2022, and the results indicated that there would be no changes to benefits or member contributions required. The results of the cost cap valuation are not used to set the employer contribution rate, and HM Treasury has confirmed that any changes to the employer contribution rate resulting from the 2020 valuations will take effect in April 2024.

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

| 18. FUNDS | 1 September 2021 £ | Income £ | Expenditure £ | Gains/(losses) and transfers £ | 31 August 2022 £ |
|---------------------------------|-----------------------------------|-------------------------|--------------------------|---|---------------------------------|
| Restricted funds | | | | | |
| Bursary funds | 186,303 | 145,111 | 13,251 | - | 318,163 |
| Total restricted funds | <u>186,303</u> | <u>145,111</u> | <u>13,251</u> | <u>-</u> | <u>318,163</u> |
| Unrestricted funds | | | | | |
| General funds | 8,278,933 | 5,546,176 | 5,664,217 | - | 8,602,523 |
| Total unrestricted funds | <u>8,278,933</u> | <u>5,546,176</u> | <u>5,664,217</u> | <u>-</u> | <u>8,602,523</u> |
| Total funds | <u><u>8,465,236</u></u> | <u><u>5,691,287</u></u> | <u><u>5,677,468</u></u> | <u><u>-</u></u> | <u><u>8,920,686</u></u> |

Bursary funds comprise donations received by the school for use in the provision of bursaries to children who meet the current requirements. The transfer represents total bursaries awarded in the year to be allocated against the fund.

18 PRIOR YEAR MOVEMENT IN FUNDS

| | 1 September 2020 £ | Income £ | Expenditure £ | Gains/(losses) and transfers £ | 31 August 2021 £ |
|---------------------------------|-----------------------------------|-------------------------|---------------------------|---|---------------------------------|
| Restricted funds | | | | | |
| Bursary funds | 203,607 | 50,333 | (67,637) | - | 186,303 |
| Total restricted funds | <u>£203,607</u> | <u>50,333</u> | <u>(67,637)</u> | <u>-</u> | <u>186,303</u> |
| Unrestricted funds | | | | | |
| General funds | 7,820,367 | 5,005,176 | (4,546,610) | - | 8,278,933 |
| Total unrestricted funds | <u>£7,820,367</u> | <u>5,005,176</u> | <u>(4,546,610)</u> | <u>-</u> | <u>8,278,933</u> |
| Total funds | <u><u>£8,023,974</u></u> | <u><u>5,055,509</u></u> | <u><u>(4,614,247)</u></u> | <u><u>-</u></u> | <u><u>8,465,236</u></u> |

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2022

| 19. NET ASSETS BETWEEN FUNDS | Restricted Funds £ | General Funds £ | Total Funds £ |
|--|-----------------------------------|--------------------------------|------------------------------|
| Tangible fixed assets | - | 18,686,342 | 18,686,342 |
| Net current assets | 318,163 | (3,991) | 314,172 |
| Long term creditors | - | (10,079,828) | (10,079,828) |
| Net assets at the end of the year | <u>318,163</u> | <u>8,602,523</u> | <u>8,920,686</u> |
| NET ASSETS BETWEEN FUNDS 2021 | Restricted Funds £ | General Funds £ | Total Funds £ |
| Tangible fixed assets | - | 17,735,868 | 17,735,868 |
| Net current assets | 186,303 | 925,936 | 1,112,239 |
| Long term creditors | - | (10,382,871) | (10,382,871) |
| Net assets at the end of the year | <u>186,303</u> | <u>8,278,933</u> | <u>8,465,236</u> |

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2022

20 PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES

| | Notes | Unrestricted £ | Restricted £ | Total 2021 £ |
|---|-------|-------------------------|-----------------------|-------------------------|
| INCOME FROM: | | | | |
| Income from charitable activities: | | | | |
| School fees | 2 | 4,867,924 | - | 4,867,924 |
| Other educational income | 3 | 107,181 | - | 107,181 |
| Investment income | 4 | 13,023 | - | 13,023 |
| Donations and legacies | | 2,513 | 50,333 | 52,846 |
| Government grants | | 14,535 | - | 14,535 |
| Total Income | | <u>5,005,176</u> | <u>50,333</u> | <u>5,055,509</u> |
| EXPENDITURE ON: | | | | |
| Costs of Raising Funds | | | | |
| Investment management fees | | 4,618 | - | 4,618 |
| Finance costs | | 442,195 | - | 442,195 |
| Charitable Activities | | | | |
| School Operating Costs: | | | | |
| Teaching costs | | 2,558,347 | - | 2,558,347 |
| Welfare costs | | 168,715 | - | 168,715 |
| Premises costs | | 941,904 | 4,826 | 946,730 |
| Support and governance costs | | 710,601 | - | 710,601 |
| Grants and awards | | - | 62,811 | 62,811 |
| Total Expenditure | 5 | <u>4,826,380</u> | <u>67,637</u> | <u>4,894,017</u> |
| Net income before other gains and losses | | 178,796 | (17,304) | 161,492 |
| Change in fair value of interest rate swap | | 279,770 | - | 279,770 |
| Net income and net movement in funds | | <u>458,566</u> | <u>(17,304)</u> | <u>441,262</u> |
| Fund balances at 1 September 2020 | | <u>7,820,367</u> | <u>203,607</u> | <u>8,023,974</u> |
| Fund balances at 31 August 2021 | | <u><u>8,278,933</u></u> | <u><u>186,303</u></u> | <u><u>8,465,236</u></u> |

GLENDOWER SCHOOL TRUST LIMITED

England & Wales - Charity number 312717

Accounts

GLENDOWER SCHOOL TRUST LIMITED
GOVERNORS' REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2021

Registered Company No: 960831
Registered Charity No: 312717

GLENDOWER SCHOOL TRUST LIMITED

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GLENDOWER SCHOOL TRUST LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 AUGUST 2021

| | |
|--|---|
| Governors | R K Harrison (Chair)* G Apkarian* N Baker (appointed 25 November 2020) Rev P Cowley B Daffey E Hewer S Kumbleben S J S Martyrossian * P Mattar (appointed 25 November 2020) F Morton D Nangia A Rawlinson (resigned 30 June 2021) J Richards J Sloan* (appointed 25 November 2020) |
| Headmistress | N Kingsmill Moore |
| Charity Number | 312717 |
| Company Number | 960831 |
| Principal address and registered office | 87 Queen's Gate London SW7 5JX |
| Auditors | Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG |
| Bankers | Metro Bank plc One Southampton Row London WC1B 5HA National Westminster Bank plc South Kensington Station (A) Branch PO Box 592 18 Cromwell Place London SW7 2LB |

GLENDOWER SCHOOL TRUST LIMITED

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2021

The Governors present their report and accounts for the year ended 31 August 2021. The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2019) (Second Edition, effective 1 January 2019) applicable law and the Trust's Memorandum and Articles of Association.

REFERENCE AND ADMINISTRATIVE INFORMATION

Glendower School Trust Limited was founded by Trust Deed in 1969 which was amended in 1977.

The charity is a company limited by guarantee. The Governors, who are also the directors for the purpose of company law and the charity's trustees, who served during the period and up to the date of the signing of this report were:

R K Harrison (Chair)*
G Apkarian*
N Baker (appointed 25 November 2020)
Rev P Cowley
B Daffey
J Hewer
S Kumbleben
S J S Martyrossian *
P Mattar (appointed 25 November 2020)
F Morton
D Nangia
A Rawlinson (resigned 30 June 2021)
J Richards
J Sloan* (appointed 25 November 2020)

*Members of the Finance Committee

None of the Governors has any beneficial interest in the company. All of the Governors are members of the company and guarantee to contribute £1 in the event of a winding up.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Company is governed by its Memorandum and Articles of Association, last amended on 22 November 2005.

Governing Body

The Governors, who are also required under the Articles to serve as members of the company, are elected at a full Governors' meeting. They are chosen to represent a suitable cross section of expertise and at least one Governor is a parent of a pupil (or former pupil) at the school.

Governor Training

New Governors are inducted into the workings of the school by the Head and Bursar and provided with an introductory pack of school information. Regular training workshops are organised and Governors are kept informed of other relevant training days run by outside organisations.

Organisational Management

The Governors meet as a Board at least three times a year to determine general policy. The Governors have set up four sub-committees which meet as needed but at least once a year: an Education sub-committee, chaired up to 30 June 2021 by Ms A Rawlinson which considers and advises on all aspects of the school's curriculum; a Finance sub-committee, chaired by Mr G Apkarian, which normally meets two weeks before each Board meeting, to discuss matters arising and to review budgets and termly management accounts; a Risk Management sub-committee chaired by Mrs S Martyrossian which considers the risks to which the school is exposed and the measures in place to mitigate them; and a Health and Safety Committee chaired by Mrs S Martyrossian. The day-to-day running of the school is delegated to the Head, supported by other teaching members of the Leadership team and the Bursar. These staff members along with Governors are the key management personnel.

GLENDOWER SCHOOL TRUST LIMITED

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

The Board reviews staff salaries annually at the Spring Board meeting and the Chair and Chair of the Finance sub-committee review the remuneration of the Senior Leadership Team which comprises the Head, Deputy Heads, Head of Lower School and Bursar.

Group Structure and Relationships

The Headmistress is a member of IAPS and the school is also a member of the Girls' Schools Association. Both organisations are dedicated to promoting all round excellence in education and accredit only those schools that can demonstrate the highest standards of education.

As part of its commitment to providing Public Benefit the school operates a bursary scheme (see below).

Fundraising

The school benefits from a thriving Parents' Association, whose close support, hard work and generosity is greatly appreciated and gladly acknowledged. The Parents' Association hold regular special events to raise funds for the school (including for the bursary scheme). The usual main events are a Spring Dinner Dance (held bi-annually) and an annual Christmas Fair though these have been cancelled for the last two years as a consequence of Covid-19. Separately, during the year parents gave £47,875 for two causes; the first to assist other parents who were facing financial difficulty as a result of the pandemic and the second to finance the purchase of state of the art laptop computers for teaching staff. In raising funds, neither the school nor the Parents' Association engage professional fundraising organisations. Donations are only sought and received from parents of past and current pupils. The school did not incur any costs in connection with donations which it received. The school follows the fundraising regulators code of practice in regard to any complaints on fundraising procedure. There were no complaints received in the year.

Principal Risks and Uncertainties

The Board, with particular assistance from the Risk Management sub-committee and the Head and Bursar, continue to keep the school's activities under review, particularly with regard to any major risks that may arise from time to time as well as the systems and procedures established to manage them. The principal risks and their effective mitigation are set out below:

- COVID 19 pandemic: The school re-opened on 31 May 2020 and has remained open since that date. Some activities such as sport (especially swimming), school lunches and trips and drama have been severely curtailed. Governors agreed to hold fees for the academic year 2020/21 at the same level as the previous year and in addition offered parents a fee reduction of £670 in the Summer Term 2021, equivalent to the aggregate reduction in expenses incurred as a result of the pandemic. Special arrangements at school during the year included deep cleaning, temperature checking, cleaning throughout the school day, additional signage highlighting the need to maintain social distancing and regular handwashing. An inset day was set aside to provide appropriate training for all staff.
 - Health and safety and fire: the school has a Health and Safety Committee (chaired by a Governor) which meets termly to consider the effectiveness of practices and procedures. Unannounced fire practices take place at least once a term. The school also employs Health and Safety and Fire Consultants to provide appropriate training and to review the school's policies and practices. The consultants produce regular written reports to the Health and Safety Committee. Every member of staff receives Fire Safety induction and regular training.
 - Poor financial management: the school produces an annual budget and termly management accounts which are carefully considered by the Finance Committee at their termly meetings. The Committee makes enquiries where items of income and expenditure are at variance with the annual budget and ensures that the school has adequate reserves to meet its needs.
 - Safeguarding children. The Pastoral Deputy Head is the Designated Safeguarding Lead who is supported by three other members of staff and two Safeguarding Governors who check the schools' recruitment procedures and files as well as records of cases brought to their attention. Every member of staff receives safeguarding training annually.
- The Governors continue to monitor political events which may affect the future of independent schools. Potential risks include the removal of charitable status, which may have significant negative financial consequences.

GLENDOWER SCHOOL TRUST LIMITED

GOVERNORS' REPORT (continued)

FOR THE YEAR ENDED 31 AUGUST 2021

PURPOSE, AIMS, OBJECTIVES AND PRINCIPAL ACTIVITIES

Purpose

The Purpose of the Trust is to own and operate Glendower Preparatory School as an independent preparatory and pre-preparatory day school for girls aged 4 to 11.

Aims

The school aims to do more than simply teach young children. Rather, the aim is to introduce them to the pleasure and excitement of learning, stimulating their curiosity, their imagination and competitive spirit and developing their critical thinking skills. Whilst aiming for the highest academic and sporting results, the school is equally concerned with fostering the kind of skills that help young girls grow into capable young women with a sense of self-worth and a developing awareness of the contribution they can make to society as a whole. The school aims to provide an educational environment where each pupil can develop to her potential, inculcating a desire to contribute to the wider community, thus preparing each child for the opportunities, responsibilities and experiences of later life.

Objectives for the year

The Board's main objective continued to be to educate the school's pupils to the same high standard achieved in previous years, so that they will be able to gain a place at their chosen senior school and to benefit fully from their future education. The strategy for achieving this is to maintain a high teacher-to-pupil ratio and excellent teaching standards. In setting objectives and planning activities, Governors have given careful consideration to the Charity Commission's general guidance on Public Benefit. The Governors confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on Public Benefit, "Charities and Public Benefit".

Other key objectives are outlined below:

- To continue to develop the first-class pastoral care for pupils.
- To support pupils in need through means-tested bursaries.
- To continue the development of the school's infrastructure to provide teachers with the necessary facilities to provide an outstanding and up-to-date education for its pupils.
- To continue to develop our teaching link programme and joint working with local state primary schools. In this connection two members of the school's leadership team are Governors respectively of state primary schools in south west London.

Principal Activity

Glendower School Trust's principal activity continues to be the operation of a day school for 4 to 11 year-old girls. During the year the school acquired an adjacent property for conversion into a Nursery for children aged 3-4 (see below).

Bursaries

The Trust operates an entrance bursary scheme to assist parents who would otherwise be unable to afford to pay the fees. Four children benefitted from bursary assistance during the year. The school continues to follow the ISBA's guidance on bursaries, assessing all pupils that apply for a bursary place within the school. The Governors view the bursary awards as important in helping to ensure that children from families who could not otherwise afford the fees can access the education offered at Glendower. In assessing means account is taken of investments, family income, savings and also family circumstances for example siblings and dependent relatives.

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

On 29 January 2021 and in accordance with the Governors' strategic plan, the school acquired a residential property directly adjacent to and overlooking the playground, suitable for conversion into facilities for the main school and a Nursery for up to 32 children aged 3-4 years. Planning permission was obtained in October 2021 and conversion work will commence in early 2022. The new facilities should be ready for occupation, on a phased basis from September 2022.

The purchase price was £3.0m (see below)

GLENDOWER SCHOOL TRUST LIMITED

GOVERNORS' REPORT (continued)

FOR THE YEAR ENDED 31 AUGUST 2021

Operational Performance: The school had an average of 250 pupils during the year (2020: 249).

In Spring 2021 pupils achieved excellent results in the 11+ examinations, which included thirteen scholarships. Places were offered at the very best day and boarding schools. There were pleasing results in both music and music theatre exams again this academic year.

Operational performance of the school (continued)

Every year each form, year group and House is encouraged to raise funds for their chosen charity. Amongst the donations made in the year were to: the Harrow Club (part of West London Youth Clubs (£586), Stonewall (£718), and WWF (£346).. Separately the Parents' Association supports both the William Wilberforce Trust which provides facilities and resources to the homeless in Kensington and the Kensington and Chelsea Foundation.

The school continues to focus on the need to ensure that there is no parking, dropping off or collecting outside the school between 8am and 9am and again between 3:15pm and 4:15pm. The School Travel Plan has been approved by the local authority RBK&C and Transport for London, and the school has achieved a Bronze Award for Sustainable Travel. RBK&C have painted 'school keep clear' road marking outside the school to establish the area as an official School No Parking Zone. This has ensured that the area will be monitored by RBK&C parking attendants. RBK&C have installed green man crossings on all four corners of Queen's Gate and Stanhope Gardens, which are in use. Glendower's traffic management is used as an example of best practice by the Borough and another local school has been asked to observe how the no-parking zone is managed. The school continues to take part in the "Walk on Weekdays" scheme and other Borough led initiatives for road safety and traffic management.

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The accounts for the year show net income before other recognised gains or losses of £161,792 (2020: £244,750). Income, which was affected the decision to hold fees at the same level in the year ended 31 August 2021 as in the previous year was 1.7% higher at £5.05 million. Expenditure increased by 3.7% mainly as a result of higher interest charges..

Investment Policy, Powers and Performance

There are no restrictions on the school's absolute powers of investment. The school's policy continues to be to achieve long-term capital growth through risk-averse investments.

Included within these financial statements is the fair value of an interest rate swap contract the school has in place. The fair value of the interest rate swap is provided by the bank counterpart. The value of the swap is estimated based on the bank's market projection of future libor rates and is therefore subject to market conditions.

The purchase of the adjacent property required a re-structuring of the company's finances: the £6.2m loan from BNP Paribas was repaid using new borrowings from Metro Bank which provided a further facility of £2.8m to assist with the purchase. The conversion works are estimated to costs £1.3m which will come from the company's existing resources.

Reserves Policy

The school currently has unrestricted funds of £8,278,933 (2020: £7,820,367). It has been the policy of the Trust that unrestricted free reserves which have not been designated for a specific use should be maintained at a level between nine and twelve months' expenditure (between approximately £3.2 million and £4.2 million). As part of its re-development plan, the school has invested heavily in fixed assets and so currently has no free reserves when taking into account the loan used to fund the capital works. The school is satisfied that it has sufficient reserves and cash resources to meet its foreseeable financial obligations. There are also restricted funds of £186,303 (2020: £203,067), which will be used to finance bursaries.

GLENDOWER SCHOOL TRUST LIMITED

GOVERNORS' REPORT (continued)

FOR THE YEAR ENDED 31 AUGUST 2021

STATEMENT OF GOVERNORS' RESPONSIBILITIES

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

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

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

In so far as we are aware:

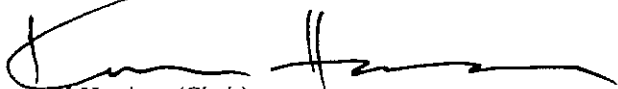
- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The Governors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

AUDITORS

In accordance with section 485 of the Companies Act 2006, a resolution proposing Haysmacintyre LLP to be reappointed as auditors of the company, will be put to the Annual General Meeting.

This report of the Board of Trustees has been prepared taking advantage of the small companies exemption of section 415A of the Companies Act 2006.

On behalf of the Board of Governors on 25 November 2021


R K Harrison (Chair)
Governor

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GLENOWER SCHOOL TRUST LIMITED

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

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

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

Other information

The Governors are responsible for the other information. The other information comprises the information included in the Report of the Governors, other than the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

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 Governors' Report (which incorporates the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Governors' Report (which incorporates the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GLENLOWER SCHOOL TRUST LIMITED

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

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Governors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemptions in preparing the Governors' Report and from the requirement to prepare a strategic report.

Responsibilities of Governors for the financial statements

As explained more fully in the Governors' responsibilities statement set out on page 6 the Governors (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 Governors' 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 Governors 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 Governors' either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the Charitable Company and industry, we identified that the principal risks of non-compliance with laws and regulations, company law and charity law applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and Charities Act 2011.

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

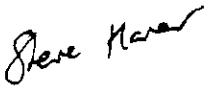
- Inspection of correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of noncompliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
GLENOWER SCHOOL TRUST LIMITED**

Use of our report

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



Steven Harper (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

.....8 December 2021

GLENDOWER SCHOOL TRUST LIMITED
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2021

| | Notes | Unrestricted £ | Restricted £ | Total 2021 £ | Total 2020 £ |
|---|-------|-------------------|-----------------|--------------------|--------------------|
| INCOME FROM: | | | | | |
| Income from charitable activities: | | | | | |
| School fees | 2 | 4,867,924 | - | 4,867,924 | 4,699,680 |
| Other educational income | 3 | 107,181 | - | 107,181 | 107,612 |
| Investment income | 4 | 13,023 | - | 13,023 | 6,734 |
| Donations and legacies | | 2,513 | 50,333 | 52,846 | 57,376 |
| Government grants | | 14,535 | - | 14,535 | 101,639 |
| Total Income | | 5,005,176 | 50,333 | 5,055,509 | 4,973,041 |
| EXPENDITURE ON: | | | | | |
| Costs of Raising Funds | | | | | |
| Investment management fees | | 4,618 | - | 4,618 | 3,923 |
| Finance costs | | 442,195 | - | 442,195 | 292,003 |
| Charitable Activities | | | | | |
| School Operating Costs: | | | | | |
| Teaching costs | | 2,558,347 | - | 2,558,347 | 2,613,929 |
| Welfare costs | | 168,715 | - | 168,715 | 205,136 |
| Premises costs | | 941,904 | 4,826 | 946,730 | 885,494 |
| Support and governance costs | | 710,601 | - | 710,601 | 672,798 |
| Grants and awards | | - | 62,811 | 62,811 | 55,008 |
| Total Expenditure | 5 | 4,826,380 | 67,637 | 4,894,017 | 4,728,291 |
| Net income before other gains and losses | | 178,796 | (17,304) | 161,492 | 244,750 |
| Change in fair value of interest rate swap | | 279,770 | - | 279,770 | 129,259 |
| Net income and net movement in funds | | 458,566 | (17,304) | 441,262 | 374,009 |
| Fund balances at 1 September 2020 | | 7,820,367 | 203,607 | 8,023,974 | 7,649,965 |
| Fund balances at 31 August 2021 | | 8,278,933 | 186,303 | 8,465,236 | 8,023,974 |

All amounts relate to continuing activities.

All recognised gains and losses are included in the income and expenditure account.

The prior year Statement of Financial Activities are included in note 20.

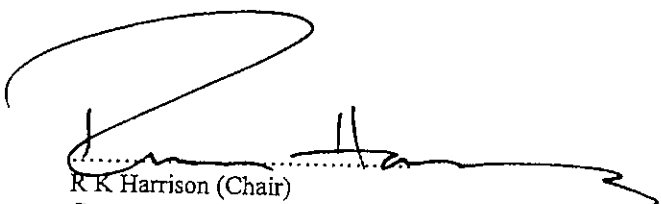
The notes on pages 13 to 23 form part of these financial statements.

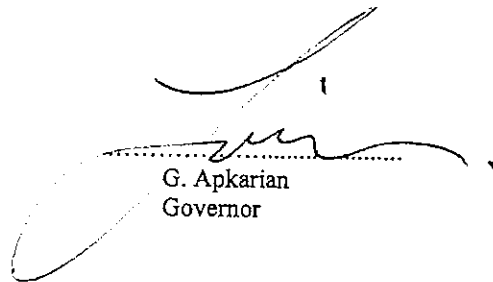
BALANCE SHEET

AS AT 31 AUGUST 2021

| | Notes | 2021 | | 2020 | |
|---|-------|--------------------|-------------------------|--------------------|--------------------------|
| | | £ | £ | £ | £ |
| FIXED ASSETS | | | | | |
| Tangible assets | 9 | | <u>17,735,868</u> | | <u>14,811,283</u> |
| CURRENT ASSETS | | | | | |
| Debtors | 10 | 1,309,054 | | 1,300,420 | |
| Cash and cash equivalents | 11 | <u>2,064,955</u> | | <u>2,258,764</u> | |
| CREDITORS: amounts falling due within one year | 12 | <u>(2,261,770)</u> | | <u>(2,514,049)</u> | |
| NET CURRENT ASSETS | | | <u>1,112,239</u> | | <u>1,045,135</u> |
| TOTAL ASSETS LESS CURRENT LIABILITIES | | | <u>18,848,107</u> | | <u>15,856,418</u> |
| CREDITORS: due after more than one year | 13 | | <u>(10,382,871)</u> | | <u>(7,832,444)</u> |
| NET ASSETS | | | <u><u>8,465,236</u></u> | | <u><u>8,023,974</u></u> |
| FUNDS | | | | | |
| Unrestricted funds: | 18 | | 8,278,933 | | 7,820,367 |
| Restricted funds | 18 | | 186,303 | | 203,067 |
| | 19 | | <u><u>8,465,236</u></u> | | <u><u>£8,023,974</u></u> |

The financial statements were approved and authorised for issue by the Board of Governors 25 November 2021 and were signed below on its behalf by:


R K Harrison (Chair)
Governor


G. Apkarian
Governor

The notes on pages 13 to 23 form part of these financial statements.

GLENDOWER SCHOOL TRUST LIMITED

STATEMENT OF CASH FLOWS AND MOVEMENT IN NET DEBT

FOR THE YEAR ENDED 31 AUGUST 2021

| | 2021 £ | 2020 £ |
|---|--------------------|--------------------|
| Cash flows from operating activities | 3,702,755 | 697,233 |
| Cash flows from investing activities | | |
| Interest income | 13,023 | 6,734 |
| Purchase of property, plant and equipment | (3,467,392) | (1,408,234) |
| Net cash (used in) investing activities | <u>(3,454,369)</u> | <u>(1,401,499)</u> |
| Cash flows from financing activities | | |
| Finance costs | (442,195) | (292,003) |
| Net cash (used in) financing activities | <u>(442,195)</u> | <u>(292,003)</u> |
| Change in cash and cash equivalents in the reporting period | (193,809) | (996,269) |
| Cash and cash equivalents at the beginning of the reporting period | 2,258,764 | 3,255,033 |
| Cash and cash equivalents at the end of the reporting period | <u>2,064,955</u> | <u>2,258,764</u> |

NOTES TO THE STATEMENT OF CASH FLOWS

| | 2021 £ | 2020 £ |
|---|------------------|------------------|
| Reconciliation of net movement in funds to net cash flow from operating activities | | |
| Net movement in funds | 441,262 | 374,009 |
| Depreciation | 542,807 | 508,147 |
| Increase in debtors | (8,634) | (145,037) |
| Increase/(Decrease) in creditors – including swap liability | 2,298,148 | (325,156) |
| Interest income | (13,023) | (6,734) |
| Finance costs | 442,195 | 292,003 |
| Net cash provided by operating activities | <u>3,702,755</u> | <u>697,233</u> |
| Analysis of cash and cash equivalents | | |
| Cash at bank and in hand | 2,064,955 | 2,258,764 |
| | <u>2,064,955</u> | <u>2,258,764</u> |

| Movement in net debt | Cash and cash equivalents | Borrowings | Interest rate swap | Total |
|-----------------------------|----------------------------------|---------------------|---------------------------|---------------------|
| At 1 September 2019 | £3,255,033 | (£6,200,000) | (£1,106,760) | (£4,051,727) |
| Cashflow | (996,269) | - | - | (996,269) |
| Fair value gains and losses | - | - | 129,259 | 129,259 |
| Interest charges | - | - | - | - |
| At 31 August 2020 | <u>£2,258,764</u> | <u>(£6,200,000)</u> | <u>(£977,501)</u> | <u>(£4,918,737)</u> |
| At 1 September 2020 | £2,258,764 | (£6,200,000) | (£977,501) | (£4,918,737) |
| Cashflow | (193,809) | (2,800,000) | - | (2,993,809) |
| Fair value gains and losses | - | - | 279,770 | 279,770 |
| Interest charges | - | - | - | - |
| At 30 August 2021 | <u>£2,064,955</u> | <u>(£9,000,000)</u> | <u>(£697,731)</u> | <u>(£7,632,776)</u> |

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

1. ACCOUNTING POLICIES

Basis of accounting

The accounts have been prepared in accordance with 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) (Second Edition, effective 1 January 2019) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

Critical accounting judgements and estimates

In preparing these accounts, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the accounts. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

A significant estimate is used for the annual re-valuation obtained for the changes in fair value for the interest rate swap derivative.

Income

Fees receivable and charges for services are accounted for in the year in which the services are provided. Fees receivable are stated after deducting allowances.

Investment income is accounted for in the period in which the school is entitled to the income.

Rental income is accounted for in the period which the school is entitled to the income.

Donations are accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the school is considered probable.

The income is attributable to the principal activities of the charity, and is earned entirely within the UK.

Government grant income relates to the Coronavirus Job Retention Scheme (CJRS) and is recognised as receivable in line with the period that the relevant expense has been incurred.

Expenditure

Expenditure is accounted for on an accruals basis and is summarised under functional headings in the Statement of Financial Activities, with the irrecoverable element of value added tax included with the item of expense to which it relates.

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

Tangible fixed assets and depreciation

Tangible fixed assets other than freehold land and buildings are stated at cost less depreciation.

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

| | |
|-------------------------|-------------|
| Freehold buildings | 2% on cost |
| Building improvements | 10% on cost |
| Furniture and equipment | 20% on cost |
| Computers | 33% on cost |

No depreciation is provided on land.

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

1. ACCOUNTING POLICIES (continued)

Hedging arrangements

The Company applies hedge accounting for transactions entered into to manage the cash flow exposures of borrowings.

Changes in the fair values of derivatives designated as cash flow hedges, and which are effective, are recognised directly in other recognised gains and losses in the Statement of Financial Activities statement – in line with the hedge accounting treatment above.

Valuation of interest rate swaps

Included within these financial statements are the fair value of an interest rate swap contract. The fair value of this interest rate swap is provided by the counterparty. However, the value of the swap is estimated based on the bank's projection of future libor rates and is therefore subject to the interest rate market.

Going concern

The financial statements have been drawn up using the going-concern basis as the Governors, after the review of relevant budgets and forecasts, have a reasonable expectation that the organisation will continue in operational existence for a minimum of twelve months from the date of the signing of the accounts. This assessment has been made having considered budgets and cash flow forecasts covering a period of at least twelve months from the date these accounts were approved. The assessment also considers the impact of the conversion of a recently purchased property into a nursery as explained further in the Governors' Report.

Debtors

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

Creditors and Provisions

Creditors and provisions are recognised where the school 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.

Leasing

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

Accumulated funds

The general fund represents funds available for use at the discretion of the Governors in furtherance of the objects of the charity and which have not been designated for other purposes.

Restricted funds

The restricted fund represents funds which are to be used in accordance with specific restrictions imposed by the donor.

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

1. ACCOUNTING POLICIES (continued)

Pensions

The teaching staff are members of the Department for Education superannuation scheme run by Teachers' Pensions.

This scheme is a multi-employer pension scheme. It is not possible to identify the school's share of the underlying assets and liabilities of the Teachers' Pension Scheme on a consistent and reasonable basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. The school's contributions, which are in accordance with the recommendations of the Government Actuary, are charged in the period in which the salaries to which they relate are payable.

The charity also contributes to defined contribution personal pension schemes for non-teaching staff. Contributions are charged to the Statement of Financial Activities in the period in which the salaries they relate to are paid.

2. SCHOOL FEES

| | 2021 £ | 2020 £ |
|--|-------------------------|-------------------------|
| Gross school fees | 4,867,924 | 4,703,720 |
| Less bursaries and allowances | (62,811) | (59,048) |
| | <u>4,805,113</u> | <u>4,644,672</u> |
| Add bursaries paid for by restricted funds | 62,811 | 55,008 |
| | <u><u>4,867,924</u></u> | <u><u>4,699,680</u></u> |

3. OTHER EDUCATIONAL INCOME

| | 2021 £ | 2020 £ |
|---|----------------|----------------|
| Music lessons | 836 | 6,448 |
| Deposits retained | 2,625 | 31,455 |
| Registration fees | 40,141 | 33,691 |
| School Fees Protection and Personal Accident Policies | 1,357 | 3,641 |
| Swimming | 8,110 | 14,322 |
| Excursions and visits | 21,526 | 14,028 |
| Other | 32,586 | 4,027 |
| | <u>107,181</u> | <u>107,612</u> |

4. INVESTMENT INCOME

| | 2021 £ | 2020 £ |
|---------------------|---------------|--------------|
| Rental income | 12,715 | - |
| Interest receivable | 308 | 6,734 |
| | <u>13,023</u> | <u>6,734</u> |

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

| 5. EXPENDITURE 2021 | Staff costs £ | Depreciation £ | Other Costs £ | Total 2021 £ | Total 2020 £ |
|--------------------------------|------------------|-------------------|---------------------|--------------------|--------------------|
| Costs of Raising Funds: | | | | | |
| Investment management fees | - | - | 4,618 | 4,618 | 3,923 |
| Finance costs | - | - | 442,195 | 442,195 | 292,003 |
| Charitable Activity: | | | | | |
| School Operating Costs: | | | | | |
| Teaching costs | 2,312,774 | - | 245,573 | 2,558,347 | 2,613,929 |
| Welfare costs | - | - | 168,715 | 168,715 | 205,136 |
| Premises costs | 44,754 | 542,807 | 359,169 | 946,730 | 885,494 |
| Support and governance costs | 458,868 | - | 251,733 | 710,601 | 672,798 |
| Grants and awards | - | - | 62,811 | 62,811 | 55,008 |
| | <u>2,816,396</u> | <u>542,807</u> | <u>1,534,814</u> | <u>4,894,017</u> | <u>4,728,291</u> |

Governance costs includes fees to the auditors of £13,250 (2020: £12,750) for audit and £3,510 (2020: £1,500) for other services. Finance costs include interest payable on the swap agreement to BNP Paribas and the loans to Metrobank – see note 14.

| EXPENDITURE 2020 Comparative | Staff costs £ | Depreciation £ | Other Costs £ | Total 2020 £ |
|--------------------------------|------------------|-------------------|---------------------|--------------------|
| Costs of Raising Funds: | | | | |
| Investment management fees | - | - | 3,923 | 3,923 |
| Finance costs | - | - | 292,003 | 292,003 |
| Charitable Activity: | | | | |
| School Operating Costs: | | | | |
| Teaching costs | 2,307,887 | - | 306,042 | 2,613,929 |
| Welfare costs | - | - | 205,136 | 205,136 |
| Premises costs | 38,581 | 508,147 | 338,766 | 885,494 |
| Support and governance costs | 365,585 | - | 307,213 | 672,798 |
| Grants and awards | - | - | 55,008 | 55,008 |
| | <u>2,712,053</u> | <u>508,147</u> | <u>1,508,091</u> | <u>4,728,291</u> |

6. GOVERNORS

During the year Governors were reimbursed expenses totalling £72 (2020: £169) but an amount of £485 (2020: £1,000) was spent on seminars that were attended by the Governors. None of the Governors (or any persons connected with them) received any remuneration or benefits from the charity during the year. The cost of Governors' indemnity insurance in the year amounted to £3,750 (2020: £3,360).

| 7. STAFF COSTS | 2021 £ | 2020 £ |
|-----------------------|------------------|------------------|
| Wages and salaries | 2,224,147 | 2,137,881 |
| Social security costs | 224,696 | 206,050 |
| Other pension costs | 367,553 | 368,122 |
| | <u>2,816,396</u> | <u>2,712,053</u> |

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

7. STAFF COSTS (continued)

The average number of employees during the year was:

| | 2021 Number | 2020 Number |
|----------------|----------------|----------------|
| Teachers | 49 | 47 |
| Domestic | 2 | 1 |
| Administration | 7 | 7 |
| | <u>58</u> | <u>55</u> |

The number of employees whose annual emoluments were £60,000 or more were:

| | Number | Number |
|---------------------|----------|----------|
| £60,001 - £70,000 | 1 | - |
| £70,001 - £80,000 | 2 | 3 |
| £80,001 - £90,000 | - | - |
| £90,001 - £100,000 | - | - |
| £100,001 - £110,000 | - | 1 |
| £110,001 - £120,000 | 1 | - |
| £120,001 - £130,000 | - | - |
| | <u>-</u> | <u>-</u> |

During the year pension contributions on behalf of these members of staff amounted to £68,832 (2020: £71,545).

Key management remuneration

| | 2021 £ | 2020 £ |
|--|----------------|----------------|
| Aggregate remuneration and benefits for the key management personnel | <u>506,509</u> | <u>443,363</u> |

8. TAXATION

The school has no liability for taxation due to its charitable status.

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2021

| 9. TANGIBLE FIXED ASSETS | Land and Buildings £ | Building improvements £ | Asset Under construction | Furniture/ Equipment £ | Total £ |
|--------------------------|----------------------------|-------------------------------|-----------------------------|------------------------------|-------------------|
| Cost or valuation | | | | | |
| At 1 September 2020 | 15,619,972 | 1,793,720 | 350,000 | 616,059 | £18,379,751 |
| Additions | 3,239,634 | 70,556 | 106,070 | 51,132 | 3,467,392 |
| Transfer | 350,000 | - | (350,000) | - | - |
| At 31 August 2021 | <u>19,209,606</u> | <u>1,864,276</u> | <u>106,070</u> | <u>667,191</u> | <u>21,847,143</u> |
| Depreciation | | | | | |
| At 1 September 2020 | 2,112,191 | 997,489 | - | 458,788 | £3,568,468 |
| Charge for the year | 294,647 | 183,485 | - | 64,675 | 542,807 |
| At 31 August 2021 | <u>2,406,838</u> | <u>1,180,974</u> | <u>-</u> | <u>523,463</u> | <u>4,111,275</u> |
| Net Book Value | | | | | |
| At 31 August 2021 | <u>16,802,768</u> | <u>683,302</u> | <u>106,070</u> | <u>143,728</u> | <u>17,735,868</u> |
| At 31 August 2020 | <u>13,507,781</u> | <u>796,231</u> | <u>350,000</u> | <u>157,271</u> | <u>14,811,283</u> |

All other tangible fixed assets are stated at historical cost.

| 10. DEBTORS | 2021 £ | 2020 £ |
|--------------------------------|------------------|------------------|
| Fees debtors | 1,280,369 | 1,204,600 |
| Prepayments and accrued income | 28,685 | 47,424 |
| Other debtors | - | 48,396 |
| | <u>1,309,054</u> | <u>1,300,420</u> |

11. CASH AND CASH EQUIVALENTS

This represents the bank current account plus a fixed deposit with Virgin Money of £86,044 (2020: £85,959).

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2021

| 12. CREDITORS: amounts falling due within one year | 2021 £ | 2020 £ |
|---|-------------------|------------------|
| Other taxes and social security costs | 1,490 | 68,484 |
| Fees charged in advance | 1,789,086 | 1,721,521 |
| Fee deposits | 94,130 | 88,130 |
| Other creditors and accruals | 377,064 | 635,914 |
| Bank loans and overdrafts | - | - |
| | <u>2,261,770</u> | <u>2,514,049</u> |
| | | |
| 13. CREDITORS: amounts falling due after more than one year | 2021 £ | 2020 £ |
| Loan notes to parents | - | - |
| Fee deposits | 685,140 | 654,943 |
| Bank loan | 9,000,000 | 6,200,000 |
| Interest Rate Swap liability | 697,731 | 977,501 |
| | <u>10,382,871</u> | <u>7,832,444</u> |

Bank loans are repayable as follows:

| | | |
|-------------------------------|------------------|------------------|
| Within one year (see note 12) | - | - |
| Between one and two years | 144,605 | - |
| Between two and five years | 8,855,395 | 6,200,000 |
| Over five years | 9,000,000 | 6,200,000 |
| | <u>9,000,000</u> | <u>6,200,000</u> |

There are two bank loans in place, one of £6.2m which is secured by a legal charge on the school's freehold properties at 86 and 87 Queen's Gate and 86 Stanhope Mews East. It is interest only until February 2023. The loan interest is floating rate equal to the aggregate of the Margin (3.75%) and the Base Rate. For the year ended 31 August 2021, the interest rate was 3.85%.

The second bank loan of £2.8m is secured by a legal charge on the school's freehold properties at 86 and 87 Queen's Gate and 86 Stanhope Mews East. It is interest only until February 2023. The loan interest is floating rate equal to the aggregate of the Margin (3.75%) and the Base Rate. For the year ended 31 August 2021, the interest rate was 3.85%.

There is also an interest rate swap entered into with BNP Paribas. Due to the refinancing in the year, the swap is now held separately to the bank loans, with interest payable at a fixed rate of 5.2% until 2027, the swap amortised from 2019. The value of the swap has been included at the balance sheet date, in line with FRS 102 and the accounting policies set out in note 1.

14. SHARE CAPITAL

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

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2021

15. COMMITMENTS UNDER OPERATING LEASES

At 31 August 2021 the company had total commitments under non-cancellable operating leases as follows:

| | Computer Equipment | |
|--------------------------|--------------------|--------|
| | 2021 | 2020 |
| | £ | £ |
| Expiry date: | | |
| Within one year | 24,906 | 29,645 |
| Within two to five years | 39,600 | 39,598 |

16. CAPITAL COMMITMENTS

At 31 August 2021 the company had £Nil capital expenditure contracted for (2020: £Nil)

17. PENSIONS

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £312,669 (2020: £317,176) and at the year-end £nil (2020 - £38,981) was accrued in respect of contributions to this scheme.

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

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions, as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/Sargeant case'. This case has required the courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. The government announced on 4 February 2021 that it intends to proceed with a deferred choice underpin under which members will be able to choose either legacy or reformed scheme benefits in respect of their service during the period between 1 April 2015 and 31 March 2022 at the point they become payable.

Until the consultation and the cost cap mechanism review are completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly, no provision for any additional past benefit pension costs is included in these financial statements.

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2021

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020, and a consultation was launched on 24 June on proposed changes to the cost control mechanism following a review by the Government Actuary. Following a public consultation, the Government have accepted three key proposals recommended by the Government Actuary, and are aiming to implement these changes in time for the 2020 valuations.

In view of the above rulings and decisions the assumptions used in the 31 March 2016 Actuarial Valuation may become inappropriate. In this scenario, a valuation prepared in accordance with revised benefits and suitably revised assumptions would yield different results than those contained in the Actuarial Valuation.

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

| 18. FUNDS | 1 September 2020 £ | Income £ | Expenditure £ | Gains/(losses) and transfers £ | 31 August 2021 £ |
|---------------------------------|--------------------------|-------------------------|---------------------------|--------------------------------------|-------------------------|
| Restricted funds | | | | | |
| Bursary funds | 203,607 | 50,333 | (67,637) | - | 186,303 |
| Total restricted funds | <u>£203,607</u> | <u>50,333</u> | <u>(67,637)</u> | <u>-</u> | <u>186,303</u> |
| Unrestricted funds | | | | | |
| General funds | 7,820,367 | 5,005,176 | (4,826,380) | 279,770 | 8,278,933 |
| Total unrestricted funds | <u>£7,820,367</u> | <u>5,005,176</u> | <u>(4,826,380)</u> | <u>279,770</u> | <u>8,278,933</u> |
| Total funds | <u><u>£8,023,974</u></u> | <u><u>5,055,509</u></u> | <u><u>(4,894,017)</u></u> | <u><u>279,770</u></u> | <u><u>8,465,236</u></u> |

Bursary funds comprise donations received by the school for use in the provision of bursaries to children who meet the current requirements. The transfer represents total bursaries awarded in the year to be allocated against the fund.

| 18 PRIOR YEAR MOVEMENT IN FUNDS | 1 September 2019 £ | Income £ | Expenditure £ | Gains/(losses) and transfers £ | 31 August 2020 £ |
|---------------------------------|--------------------------|-------------------------|---------------------------|--------------------------------------|-------------------------|
| Restricted funds | | | | | |
| Bursary funds | 201,239 | 57,376 | (55,008) | - | 203,607 |
| Total restricted funds | <u>£201,239</u> | <u>£57,376</u> | <u>(55,008)</u> | <u>-</u> | <u>£203,607</u> |
| Unrestricted funds | | | | | |
| General funds | 7,448,726 | 4,915,665 | (4,673,283) | 129,259 | 7,820,367 |
| Total unrestricted funds | <u>7,448,726</u> | <u>4,915,665</u> | <u>(4,673,283)</u> | <u>129,259</u> | <u>7,820,367</u> |
| Total funds | <u><u>7,649,965</u></u> | <u><u>4,973,041</u></u> | <u><u>(4,728,291)</u></u> | <u><u>129,249</u></u> | <u><u>8,023,974</u></u> |

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2021

| 19. NET ASSETS BETWEEN FUNDS | Restricted Funds £ | General Funds £ | Total Funds £ |
|--|--------------------------|-----------------------|---------------------|
| Tangible fixed assets | - | 17,735,868 | 17,735,868 |
| Net current assets | 186,303 | 925,936 | 1,112,239 |
| Long term creditors | - | (10,382,871) | (10,382,871) |
| Net assets at the end of the year | <u>186,303</u> | <u>8,278,933</u> | <u>8,465,236</u> |
| | | | |
| NET ASSETS BETWEEN FUNDS 2020 | Restricted Funds £ | General Funds £ | Total Funds £ |
| Tangible fixed assets | - | 14,811,283 | 14,811,283 |
| Net current assets | 203,607 | 841,528 | 1,045,135 |
| Long term creditors | - | (7,832,444) | (7,832,444) |
| Net assets at the end of the year | <u>203,607</u> | <u>7,820,367</u> | <u>8,023,974</u> |

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2021

20 PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES

| | Notes | Unrestricted £ | Restricted £ | Total 2020 £ |
|---|-------|-------------------|-----------------|--------------------|
| INCOME FROM: | | | | |
| Income from charitable activities: | | | | |
| School fees | 2 | 4,699,680 | - | 4,699,680 |
| Other educational income | 3 | 107,612 | - | 107,612 |
| Investment income | 4 | 6,734 | - | 6,734 |
| Donations and legacies | | - | 57,376 | 57,376 |
| Government grants | | 101,639 | - | 101,639 |
| Total Income | | <u>4,915,665</u> | <u>57,376</u> | <u>4,973,041</u> |
| EXPENDITURE ON: | | | | |
| Costs of Raising Funds | | | | |
| Investment management fees | | 3,923 | - | 3,923 |
| Finance costs | | 292,003 | - | 292,003 |
| Charitable Activities | | | | |
| School Operating Costs: | | | | |
| Teaching costs | | 2,613,929 | - | 2,613,929 |
| Welfare costs | | 205,136 | - | 205,136 |
| Premises costs | | 885,494 | - | 885,494 |
| Support and governance costs | | 672,798 | - | 672,798 |
| Grants and awards | | - | 55,008 | 55,008 |
| Total Expenditure | 5 | <u>4,673,283</u> | <u>55,008</u> | <u>4,728,291</u> |
| Net income before other gains and losses | | 242,382 | 2,368 | 244,750 |
| Change in fair value of interest rate swap | | 129,259 | - | 129,259 |
| Net income and net movement in funds | | <u>371,641</u> | <u>2,368</u> | <u>374,009</u> |
| Fund balances at 1 September 2019 | | 7,448,726 | 201,239 | 7,649,965 |
| Fund balances at 31 August 2020 | | <u>£7,820,367</u> | <u>£203,607</u> | <u>£8,023,974</u> |

GLENDOWER SCHOOL TRUST LIMITED

England & Wales - Charity number 312717

Accounts

**GLENDOWER SCHOOL TRUST LIMITED
GOVERNORS' REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 AUGUST 2020**

Registered Company No: 960831
Registered Charity No: 312717

GLENDOWER SCHOOL TRUST LIMITED

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GLENDOWER SCHOOL TRUST LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 AUGUST 2020

| | |
|--|--|
| Governors | R K Harrison (Chair) S J S Martyrossian F Morton B Daffey P Vanni (resigned 30 June 2020) A Rawlinson S Kumbleben Z Pinkham (resigned 30 June 2020) J Richards G Apkarian Rev P Cowley D Nangia E Hewer (appointed 16 June 2020) |
| Headmistress | N Kingsmill Moore |
| Charity Number | 312717 |
| Company Number | 960831 |
| Principal address and registered office | 87 Queen's Gate London SW7 5JX |
| Auditors | Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG |
| Bankers | National Westminster Bank plc South Kensington Station (A) Branch PO Box 592 18 Cromwell Place London SW7 2LB |

GLENDOWER SCHOOL TRUST LIMITED

GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2020

The Governors present their report and accounts for the year ended 31 August 2020. The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2019) (Second Edition, effective 1 January 2019) applicable law and the Trust's Memorandum and Articles of Association.

REFERENCE AND ADMINISTRATIVE INFORMATION

Glendower School Trust Limited was founded by Trust Deed in 1969 which was amended in 1977.

The charity is a company limited by guarantee. The Governors, who are also the directors for the purpose of company law and the charity's trustees, who served during the period and up to the date of the signing of this report were:

R K Harrison (Chair)*
S J S Martyrossian *
F Morton
B Daffey
P Vanni (resigned 30 June 2020)
A Rawlinson
S Kumbleben
Z Pinkham (resigned 30 June 2020)
J Richards
G Apkarian*
Rev P Cowley
D Nangia
E Hewer (appointed 16 June 2020)

*Members of the Finance Committee

None of the Governors has any beneficial interest in the company. All of the Governors are members of the company and guarantee to contribute £1 in the event of a winding up.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Company is governed by its Memorandum and Articles of Association, last amended on 22 November 2005.

Governing Body

The Governors, who are also required under the Articles to serve as members of the company, are elected at a full Governors' meeting. They are chosen to represent a suitable cross section of expertise and at least one Governor is a parent of a pupil at the school.

Governor Training

New Governors are inducted into the workings of the school by the Head and Bursar and provided with an introductory pack of school information. Regular training workshops are organised and Governors are kept informed of other relevant training days run by outside organisations.

Organisational Management

The Governors meet as a Board at least three times a year to determine general policy. The Governors have set up five sub-committees which meet as needed but at least once a year: an Education sub-committee, chaired by Ms A Rawlinson which considers and advises on all aspects of the school's curriculum; a Finance sub-committee, chaired by Mr G Apkarian, which normally meets two weeks before each Board meeting, to discuss matters arising and to review budgets and termly management accounts; a Risk Management sub-committee chaired by Mrs S Martyrossian which considers the risks to which the school is exposed and the measures in place to mitigate them; and a Health and Safety Committee chaired by Mrs S Martyrossian. The day-to-day running of the school is delegated to the Head, supported by other teaching members of the Leadership team and the Bursar. These staff members along with Governors are the key management personnel.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

The Board reviews staff salaries annually at the Spring Board meeting and the Chair and Chair of the Finance sub-committee review the remuneration of the Senior Leadership Team which comprises the Head, Deputy Head, Head of Lower School and Bursar.

Group Structure and Relationships

The Headmistress is a member of IAPS and the school is also a member of the Girls' Schools Association. Both organisations are dedicated to promoting all round excellence in education and accredit only those schools that can demonstrate the highest standards of education.

As part of its commitment to providing Public Benefit the school operates a bursary scheme (see below).

Fundraising

The school benefits from a thriving Parents' Association, whose close support, hard work and generosity is greatly appreciated and gladly acknowledged. The Parents' Association hold regular special events to raise funds for the school (including for the bursary scheme). The usual main events are a Spring Dinner Dance (held bi-annually) and an annual Christmas Fair though these have been cancelled this year as a consequence of Covid-19. Separately, during the year parents gave £58,875 for two causes; the first to assist other parents who were facing financial difficulty as a result of the pandemic and the second to help finance the school's initiative to provide free lunches to vulnerable families in the locality and to NHS staff at the Chelsea and Westminster hospital. The school was also grateful to the kitchen staff who provided their services free of charge; at the peak the school provided some 130 meals a day during April and May 2020. In raising funds, neither the school nor the Parents' Association engage professional fundraising organisations. Donations are only sought and received from parents of past and current pupils. The school did not incur any costs in connection with donations which it received. The school follows the fundraising regulators code of practice in regard to any complaints on fundraising procedure. There were no complaints received in the year.

Principal Risks and Uncertainties

The Board, with particular assistance from the Risk Management sub-committee and the Head and Bursar, continue to keep the school's activities under review, particularly with regard to any major risks that may arise from time to time as well as the systems and procedures established to manage them. The principal risks and their effective mitigation are set out below:

- COVID 19 pandemic: the school closed from 23 March to 31 May 2020 in accordance with Government instructions. The school continued to provide education via online learning using platforms such as Teams, SeeSaw and Zoom. Recognising that pupils were not receiving the all-round education usually provided, Governors agreed to reduce fees for the summer term by £1,000 per pupil and £1,500 per pupil for those in Reception classes. This reduction reflected savings made as a result of less sport and drama, lower catering costs and Job Retention Scheme payments received from HM Government. Governors also agreed to hold fees for the academic year 2020/21 at the same level as the previous year. Before reopening the school prepared a comprehensive risk assessment, which was approved by Governors. Arrangements included deep cleaning, temperature checking, cleaning throughout the school day, signage highlighting the need to maintain social distancing and additional handwashing facilities. An inset day was set aside to provide appropriate training for all staff.
- Health and safety and fire: the school has a Health and Safety Committee (chaired by a Governor) which meets termly to consider the effectiveness of practices and procedures. Unannounced fire practices take place at least once a term. The school also employs Health and Safety and Fire Consultants to provide appropriate training and to monitor the school's policies and practices. The consultants produce regular written reports to the Health and Safety Committee. Every member of staff receives Fire Safety induction and regular training.
- Poor financial management: the school produces an annual budget and termly management accounts which are carefully considered by the Finance Committee at their termly meetings. The Committee makes enquiries where items of income and expenditure are at variance with the annual budget and ensures that the school has adequate reserves to meet its needs.
- Safeguarding children. The Pastoral Deputy Head is the Designated Safeguarding Lead who is supported by three other members of staff and two Safeguarding Governors who check the schools' recruitment procedures and files as well as records of cases brought to their attention. Every member of staff receives safeguarding training annually.

The Governors continue to monitor political events which may affect the future of independent schools. Potential risks include the removal of charitable status, which may have significant negative financial consequences.

GLENDOWER SCHOOL TRUST LIMITED

GOVERNORS' REPORT (continued)

FOR THE YEAR ENDED 31 AUGUST 2020

PURPOSE, AIMS, OBJECTIVES AND PRINCIPAL ACTIVITIES

Purpose

The Purpose of the Trust is to own and operate Glendower Preparatory School as an independent preparatory and pre-preparatory day school for girls aged 4 to 11.

Aims

The school aims to do more than simply teach young children. Rather, the aim is to introduce them to the pleasure and excitement of learning, stimulating their curiosity, their imagination and competitive spirit and developing their critical thinking skills. Whilst aiming for the highest academic and sporting results, the school is equally concerned with fostering the kind of skills that help young girls grow into capable young women with a sense of self-worth and a developing awareness of the contribution they can make to society as a whole. The school aims to provide an educational environment where each pupil can develop to her potential, inculcating a desire to contribute to the wider community, thus preparing each child for the opportunities, responsibilities and experiences of later life.

Objectives for the year

The Board's main objective continued to be to educate the school's pupils to the same high standard achieved in previous years, so that they will be able to gain a place at their chosen senior school and to benefit fully from their future education. The strategy for achieving this is to maintain a high teacher-to-pupil ratio and excellent teaching standards. In setting objectives and planning activities, Governors have given careful consideration to the Charity Commission's general guidance on Public Benefit. The Governors confirm that they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on Public Benefit, "Charities and Public Benefit".

Other key objectives are outlined below:

- To continue to develop the first-class pastoral care for pupils.
- To support pupils in need through means-tested bursaries.
- To continue the development of the school's infrastructure to provide teachers with the necessary facilities to provide an outstanding and up-to-date education for its pupils.
- To continue to develop our teaching link programme and joint working with local state primary schools. In this connection two members of the school's leadership team are Governors respectively of state primary schools in south west London.

Principal Activity

Glendower School Trust's principal activity continues to be the operation of a day school for 4 to 11 year-old girls.

Bursaries

The Trust operates an entrance bursary scheme to assist parents who would otherwise be unable to afford to pay the fees. Four children benefitted from bursary assistance during the year. The school continues to follow the ISBA's guidance on bursaries, assessing all pupils that apply for a bursary place within the school. The Governors view the bursary awards as important in helping to ensure that children from families who could not otherwise afford the fees can access the education offered at Glendower. In assessing means account is taken of investments, family income, savings and also family circumstances for example siblings and dependent relatives.

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

Operational performance of the school

There were a number of significant events during the year:

1. Mrs Kingsmill Moore joined the school as Headmistress on 1 September 2019. She has already had a significant and positive impact and has been warmly welcomed by pupils, parents, staff and Governors.
2. From the beginning of the Autumn Term 2019 three new classrooms and ancillary facilities were opened. These were formerly three residential flats already owned by the school. The new classrooms are spacious and of a high standard and have been much appreciated by pupils and staff.
3. Improvements to the connectivity of various parts of the school have also been made as a result of new breakthroughs between 86 and 87 Queen's Gate leading to much better circulation.
4. A new Reception Area and office was opened on 1 November 2019. This replaced the cramped basement accommodation previously in use. This basement area was converted, after extension, into a comfortable new staff room which opened in January 2020.

GLENDOWER SCHOOL TRUST LIMITED

GOVERNORS' REPORT (continued)

FOR THE YEAR ENDED 31 AUGUST 2020

5. The school was inspected in March 2020 by the Independent School Inspectorate. The assessment was extremely favourable with the school achieving 'outstanding' in all categories and confirmation that it is compliant with all current school regulations.

The school had an average of 249 pupils during the year (2019: 235).

In Spring 2020 pupils achieved excellent results in the 11+ examinations, which included nineteen scholarships, twelve of which were academic awards. Places were offered at the very best day and boarding schools. There were pleasing results in both music and music theatre exams again this academic year.

Every girl was involved in her annual year play; these plays being staged at intervals throughout the school year. Although an exciting programme of outings and educational visits were planned, including separate residential trips for years four, five and six in the Spring and Summer Terms these all were cancelled as a result of the pandemic. Young Enterprise Day was repeated in the Summer Term for year six pupils who were introduced to aspects of global trade. The aim was to encourage the girls to understand that just as friends, families and communities rely on each other, so do nations of the world. It opens the minds of pupils, who at a young age start to consider possibilities of careers in later life.

Every year each form, year group and House is encouraged to raise funds for their chosen charity. Amongst the donations made in the year were to: Save the Children (£396), Comic Relief (£670), Winter Warmth (£796), UNICEF (£682) and the Kensington and Chelsea Foundation (£1,097). Separately the Parents' Association supports the William Wilberforce Trust which provides facilities and resources to the homeless in Kensington.

The school continues to focus on the need to ensure that there is no parking, dropping off or collecting outside the school between 8am and 9am and again between 3:15pm and 4:15pm. The School Travel Plan has been approved by the local authority RBK&C and Transport for London, and the school has achieved a Bronze Award for Sustainable Travel. RBK&C have painted 'school keep clear' road marking outside the school to establish the area as an official School No Parking Zone. This has ensured that the area will be monitored by RBK&C parking attendants. RBK&C have installed green man crossings on all four corners of Queen's Gate and Stanhope Gardens, which are in use. Glendower's traffic management is used as an example of best practice by the Borough and another local school has been asked to observe how the no-parking zone is managed. The school continues to take part in the "Walk on Weekdays" scheme and other Borough led initiatives for road safety and traffic management.

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The accounts for the year show net income before other recognised gains or losses of £244,750 (2019: £158,686). This includes £101,639 in government grants claimed under the Job Retention Scheme from April to August 2020. Income was reduced by the discount of £1,000 offered to parents in the Summer term, with an additional rebate of £500 offered to Reception parents. Expenditure on coaches, venue hire and catering was reduced but expenditure on cleaning, including an all-day cleaner, and PPE increased.

Investment Policy, Powers and Performance

There are no restrictions on the school's absolute powers of investment. The school's policy continues to be to achieve long-term capital growth through risk-averse investments.

Included within these financial statements is the fair value of an interest rate swap contract the school has in place. The fair value of the interest rate swap is provided by the bank counterpart. The value of the swap is estimated based on the bank's market projection of future libor rates and is therefore subject to market conditions.

Reserves Policy

The school currently has unrestricted funds of £7,820,367 (2019: £7,448,726). It has been the policy of the Trust that unrestricted free reserves which have not been designated for a specific use should be maintained at a level between nine and twelve months' expenditure (between approximately £3.2 million and £4.2 million). As part of its re-development plan, the school has invested heavily in fixed assets and so currently has no free reserves when taking into account the loan used to fund the capital works. The school is satisfied that it has sufficient reserves and cash resources to meet its foreseeable financial obligations. There are also restricted funds of £203,067 (2019: £201,239), which will be used to finance bursaries.

GLENDOWER SCHOOL TRUST LIMITED

GOVERNORS' REPORT (continued)

FOR THE YEAR ENDED 31 AUGUST 2020

STATEMENT OF GOVERNORS' RESPONSIBILITIES

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

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

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

In so far as we are aware:

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

AUDITORS

In accordance with section 485 of the Companies Act 2006, a resolution proposing Haysmacintyre LLP to be reappointed as auditors of the company, will be put to the Annual General Meeting.

This report of the Board of Trustees has been prepared taking advantage of the small companies exemption of section 415A of the Companies Act 2006.

On behalf of the Board of Governors on 26 November 2020



R K Harrison (Chair)
Governor

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GLENOWER SCHOOL TRUST LIMITED

Opinion

We have audited the financial statements of Glendower School Trust Limited for the year ended 31 August 2020 which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2020 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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.

Responsibilities of Governors for the financial statements

As explained more fully in the Governors' responsibilities statement set out on page 6 the Governors (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 Governors' 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 Governors 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 Governors' either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GLENLOWER SCHOOL TRUST LIMITED

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 Governors use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Governors 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 Governors are responsible for the other information. The other information comprises the information included in the Governors' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' Report (which incorporates the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Governors' Report (which incorporates the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Governors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemptions in preparing the Governors' Report and from the requirement to prepare a strategic report.

Use of our report

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



Steven Harper (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

30 November 2020

GLENDOWER SCHOOL TRUST LIMITED
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2020

| | Notes | Unrestricted £ | Restricted £ | Total 2020 £ | Total 2019 £ |
|---|-------|-------------------|-----------------|--------------------|--------------------|
| INCOME FROM: | | | | | |
| Income from charitable activities: | | | | | |
| School fees | 2 | 4,699,680 | - | 4,699,680 | 4,529,765 |
| Other educational income | 3 | 107,612 | - | 107,612 | 167,372 |
| Investment income | 4 | 6,734 | - | 6,734 | 32,967 |
| Donations and legacies | | - | 57,376 | 57,376 | 13,324 |
| Government grants | | 101,639 | - | 101,639 | - |
| Total Income | | <u>4,915,665</u> | <u>57,376</u> | <u>4,973,041</u> | <u>4,743,428</u> |
| EXPENDITURE ON: | | | | | |
| Costs of Raising Funds | | | | | |
| Investment management fees | | 3,923 | - | 3,923 | 2,137 |
| Finance costs | | 292,003 | - | 292,003 | 311,674 |
| Charitable Activities | | | | | |
| School Operating Costs: | | | | | |
| Teaching costs | | 2,613,929 | - | 2,613,929 | 2,570,747 |
| Welfare costs | | 205,136 | - | 205,136 | 280,245 |
| Premises costs | | 885,494 | - | 885,494 | 790,338 |
| Support and governance costs | | 672,798 | - | 672,798 | 563,426 |
| Grants and awards | | - | 55,008 | 55,008 | 66,176 |
| Total Expenditure | 5 | <u>4,673,283</u> | <u>55,008</u> | <u>4,728,291</u> | <u>4,584,743</u> |
| Net income before other gains and losses | | 242,382 | 2,368 | 244,750 | 158,685 |
| Change in fair value of interest rate swap | | 129,259 | - | 129,259 | (33,235) |
| Net income and net movement in funds | | <u>371,641</u> | <u>2,368</u> | <u>374,009</u> | <u>125,450</u> |
| Fund balances at 1 September 2019 | | 7,448,726 | 201,239 | 7,649,965 | 7,524,515 |
| Fund balances at 31 August 2020 | | <u>£7,820,367</u> | <u>£203,607</u> | <u>£8,023,974</u> | <u>£7,649,965</u> |

All amounts relate to continuing activities.

All recognised gains and losses are included in the income and expenditure account.

The prior year Statement of Financial Activities are included in note 20.

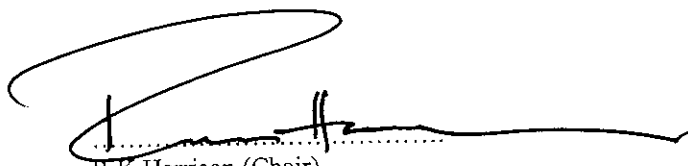
The notes on pages 12 to 22 form part of these financial statements.

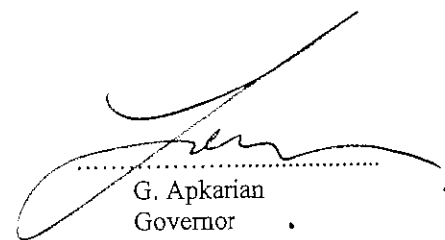
BALANCE SHEET

AS AT 31 AUGUST 2020

| | Notes | 2020 | | 2019 | |
|---|-------|--------------------|--------------------------|--------------------|--------------------------|
| | | £ | £ | £ | £ |
| FIXED ASSETS | | | | | |
| Tangible assets | 9 | | 14,811,283 | | 13,911,197 |
| | | | <u>14,811,283</u> | | <u>13,911,197</u> |
| CURRENT ASSETS | | | | | |
| Debtors | 10 | 1,300,420 | | 1,155,383 | |
| Cash and cash equivalents | 11 | <u>2,258,764</u> | | <u>3,255,033</u> | |
| | | | | 4,410,416 | |
| CREDITORS: amounts falling due within one year | 12 | <u>(2,514,049)</u> | | <u>(2,660,002)</u> | |
| NET CURRENT ASSETS | | | <u>1,045,135</u> | | <u>1,750,414</u> |
| TOTAL ASSETS LESS CURRENT LIABILITIES | | | 15,856,418 | | 15,673,611 |
| CREDITORS: due after more than one year | 13 | | <u>(7,832,444)</u> | | <u>(8,011,646)</u> |
| NET ASSETS | | | <u><u>8,023,974</u></u> | | <u><u>7,649,965</u></u> |
| FUNDS | | | | | |
| Unrestricted funds: | 18 | | 7,820,367 | | 7,448,726 |
| Restricted funds | 18 | | <u>203,607</u> | | <u>201,239</u> |
| | 19 | | <u><u>£8,023,974</u></u> | | <u><u>£7,649,965</u></u> |

The financial statements were approved and authorised for issue by the Board of Governors 26/11/2020 and were signed below on its behalf by:


 R K Harrison (Chair)
 Governor


 G. Apkarian
 Governor

The notes on pages 12 to 22 form part of these financial statements.

GLENDOWER SCHOOL TRUST LIMITED

STATEMENT OF CASH FLOWS AND MOVEMENT IN NET DEBT

FOR THE YEAR ENDED 31 AUGUST 2020

| | 2020 £ | 2019 £ |
|--|-------------|-------------|
| Cash flows from operating activities | 697,233 | 1,283,707 |
| Cash flows from investing activities | | |
| Interest income | 6,734 | 32,967 |
| Purchase of property, plant and equipment | (1,408,234) | (1,531,147) |
| Net cash (used in) investing activities | (1,401,499) | (1,498,180) |
| Cash flows from financing activities | | |
| Finance costs | (292,003) | (311,674) |
| Net cash (used in) financing activities | (292,003) | (311,674) |
| Change in cash and cash equivalents in the reporting period | (996,269) | (526,147) |
| Cash and cash equivalents at the beginning of the reporting period | 3,255,033 | 3,781,180 |
| Cash and cash equivalents at the end of the reporting period | 2,258,764 | £3,255,033 |

NOTES TO THE STATEMENT OF CASH FLOWS

| | 2020 £ | 2019 £ |
|--|------------|------------|
| Reconciliation of net movement in funds to net cash flow from operating activities | | |
| Net movement in funds | 374,009 | 125,451 |
| Depreciation | 508,147 | 496,093 |
| Increase in debtors | (145,037) | (166,338) |
| (Decrease) in creditors – including swap liability | (325,156) | 549,794 |
| Interest income | (6,734) | (32,967) |
| Finance costs | 292,003 | 311,674 |
| Net cash provided by operating activities | £697,233 | £1,283,707 |
| Analysis of cash and cash equivalents | | |
| Cash at bank and in hand | 2,258,764 | 3,255,033 |
| | £2,258,764 | £3,255,033 |

| Movement in net debt | Cash and cash equivalents | Borrowings | Interest rate swap | Total |
|-----------------------------|---------------------------|--------------|--------------------|--------------|
| At 1 September 2018 | 3,781,180 | (6,200,000) | (1,073,525) | 3,492,345 |
| Cashflow | (526,147) | - | - | (526,147) |
| Fair value gains and losses | - | - | 33,235 | 33,235 |
| Interest charges | - | - | - | - |
| At 31 August 2019 | £3,255,033 | (£6,200,000) | (£1,106,760) | £(4,051,727) |
| At 1 September 2019 | 3,255,033 | (6,200,000) | (1,106,760) | (4,051,727) |
| Cashflow | (996,269) | - | - | (996,269) |
| Fair value gains and losses | - | - | (129,259) | (129,259) |
| Interest charges | - | - | - | - |
| At 1 September 2020 | £2,258,764 | (£6,200,000) | (£977,501) | £(4,918,737) |

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2020

1. ACCOUNTING POLICIES

Basis of accounting

The accounts have been prepared in accordance with 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) (Second Edition, effective 1 January 2019) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

Critical accounting judgements and estimates

In preparing these accounts, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the accounts. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

A significant estimate is used for the annual re-valuation obtained for the changes in fair value for the interest rate swap derivative.

Income

Fees receivable and charges for services are accounted for in the year in which the services are provided. Fees receivable are stated after deducting allowances.

Investment income is accounted for in the period in which the school is entitled to the income.

Rental income is accounted for in the period which the school is entitled to the income.

Donations are accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the school is considered probable.

The income is attributable to the principal activities of the charity, and is earned entirely within the UK.

Government grant income relates to the Coronavirus Job Retention Scheme (CJRS) and is recognised as receivable in line with the period that the relevant expense has been incurred.

Expenditure

Expenditure is accounted for on an accruals basis and is summarised under functional headings in the Statement of Financial Activities, with the irrecoverable element of value added tax included with the item of expense to which it relates.

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

Tangible fixed assets and depreciation

Tangible fixed assets other than freehold land and buildings are stated at cost less depreciation.

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

| | |
|-------------------------|-------------|
| Freehold buildings | 2% on cost |
| Building improvements | 10% on cost |
| Furniture and equipment | 20% on cost |
| Computers | 33% on cost |

No depreciation is provided on land.

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2020

1. ACCOUNTING POLICIES (continued)

Hedging arrangements

The Company applies hedge accounting for transactions entered into to manage the cash flow exposures of borrowings.

Changes in the fair values of derivatives designated as cash flow hedges, and which are effective, are recognised directly in other recognised gains and losses in the Statement of Financial Activities statement – in line with the hedge accounting treatment above.

Valuation of interest rate swaps

Included within these financial statements are the fair value of an interest rate swap contract. The fair value of this interest rate swap is provided by the counterparty. However, the value of the swap is estimated based on the bank's projection of future libor rates and is therefore subject to the interest rate market.

Going concern

The financial statements have been drawn up using the going-concern basis as the Governors, after the review of relevant budgets and forecasts, have a reasonable expectation that the organisation will continue in operational existence for a minimum of twelve months from the date of the signing of the accounts.

Debtors

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

Creditors and Provisions

Creditors and provisions are recognised where the school 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.

Leasing

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

Accumulated funds

The general fund represents funds available for use at the discretion of the Governors in furtherance of the objects of the charity and which have not been designated for other purposes.

Restricted funds

The restricted fund represents funds which are to be used in accordance with specific restrictions imposed by the donor.

GLENDOWER SCHOOL TRUST LIMITED**NOTES TO THE ACCOUNTS****FOR THE YEAR ENDED 31 AUGUST 2020****1. ACCOUNTING POLICIES (continued)****Pensions**

The teaching staff are members of the Department for Education superannuation scheme run by Teachers' Pensions.

This scheme is a multi-employer pension scheme. It is not possible to identify the school's share of the underlying assets and liabilities of the Teachers' Pension Scheme on a consistent and reasonable basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. The school's contributions, which are in accordance with the recommendations of the Government Actuary, are charged in the period in which the salaries to which they relate are payable.

The charity also contributes to defined contribution personal pension schemes for non-teaching staff. Contributions are charged to the Statement of Financial Activities in the period in which the salaries they relate to are paid.

| | | |
|---|-------------------|-------------------|
| 2. SCHOOL FEES | 2020 | 2019 |
| | £ | £ |
| Gross school fees | 4,703,720 | 4,534,715 |
| Less bursaries and allowances | (59,048) | (71,126) |
| | <u>4,644,672</u> | <u>4,463,589</u> |
| Add bursaries paid for by restricted funds | 55,008 | 66,176 |
| | <u>£4,699,680</u> | <u>£4,529,765</u> |
| | <u><u>£</u></u> | <u><u>£</u></u> |
| 3. OTHER EDUCATIONAL INCOME | 2020 | 2019 |
| | £ | £ |
| Music lessons | 6,448 | 3,100 |
| Deposits retained | 31,455 | - |
| Registration fees | 33,691 | 36,996 |
| School Fees Protection and Personal Accident Policies | 3,641 | 4,498 |
| Swimming | 14,322 | 23,179 |
| Other | 18,055 | 99,599 |
| | <u>£107,612</u> | <u>£167,372</u> |
| | <u><u>£</u></u> | <u><u>£</u></u> |
| 4. INVESTMENT INCOME | 2020 | 2019 |
| | £ | £ |
| Rental income | - | 20,868 |
| Interest receivable | 6,734 | 12,099 |
| | <u>£6,734</u> | <u>£32,967</u> |
| | <u><u>£</u></u> | <u><u>£</u></u> |

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2020

5. EXPENDITURE 2020

| | Staff costs £ | Depreciation £ | Other Costs £ | Total 2020 £ | Total 2019 £ |
|--------------------------------|-------------------|-------------------|---------------------|--------------------|--------------------|
| Costs of Raising Funds: | | | | | |
| Investment management fees | - | - | 3,923 | 3,923 | 2,137 |
| Finance costs | - | - | 292,003 | 292,003 | 311,674 |
| Charitable Activity: | | | | | |
| School Operating Costs: | | | | | |
| Teaching costs | 2,307,887 | - | 306,042 | 2,613,929 | 2,570,747 |
| Welfare costs | - | - | 205,136 | 205,136 | 280,245 |
| Premises costs | 38,581 | 508,147 | 338,766 | 885,494 | 790,338 |
| Support and governance costs | 365,585 | - | 307,213 | 672,798 | 563,426 |
| Grants and awards | - | - | 55,008 | 55,008 | 66,176 |
| | <u>£2,712,053</u> | <u>£508,147</u> | <u>£1,508,091</u> | <u>£4,728,291</u> | <u>£4,584,743</u> |

Governance costs includes fees to the auditors of £12,750 (2019: £11,250) for audit and £1,500 (2019: £2,025) for other services. Finance costs include interest payable on the loan to BNP Paribas – see note 14.

EXPENDITURE 2019 Comparative

| | Staff costs £ | Depreciation £ | Other Costs £ | Total 2019 £ |
|--------------------------------|-------------------|-------------------|---------------------|--------------------|
| Costs of Raising Funds: | | | | |
| Investment management fees | - | - | 2,137 | 2,137 |
| Investment property costs | - | - | - | - |
| Finance costs | - | - | 311,674 | 311,674 |
| Charitable Activity: | | | | |
| School Operating Costs: | | | | |
| Teaching costs | 2,096,668 | - | 474,079 | 2,570,747 |
| Welfare costs | - | - | 280,245 | 280,245 |
| Premises costs | 38,001 | 496,093 | 256,244 | 790,338 |
| Support and governance costs | 305,522 | - | 257,904 | 563,426 |
| Grants and awards | - | - | 66,176 | 66,176 |
| | <u>£2,440,191</u> | <u>£496,093</u> | <u>£1,582,283</u> | <u>£4,584,743</u> |

6. GOVERNORS

During the year Governors were reimbursed expenses totalling £169 (2019: £907) but an amount of £1,000 (2019: £6,750) was spent on seminars that were attended by the Governors. None of the Governors (or any persons connected with them) received any remuneration or benefits from the charity during the year. The cost of Governors' indemnity insurance in the year amounted to £3,360 (2019: £3,000).

7. STAFF COSTS

| | 2020 £ | 2019 £ |
|-----------------------|-------------------|-------------------|
| Wages and salaries | 2,137,881 | 1,988,484 |
| Social security costs | 206,050 | 203,972 |
| Other pension costs | 368,122 | 247,735 |
| | <u>£2,712,053</u> | <u>£2,440,191</u> |

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2020

7. STAFF COSTS (continued)

The average number of employees during the year was:

| | 2020 Number | 2019 Number |
|----------------|----------------|----------------|
| Teachers | 47 | 43 |
| Domestic | 1 | 1 |
| Administration | 7 | 6 |
| | <u>54</u> | <u>50</u> |

The number of employees whose annual emoluments were £60,000 or more were:

| | Number | Number |
|---------------------|----------|----------|
| £60,001 - £70,000 | - | 1 |
| £70,001 - £80,000 | 3 | 2 |
| £80,001 - £90,000 | - | - |
| £90,001 - £100,000 | - | - |
| £100,001 - £110,000 | 1 | - |
| £110,001 - £120,000 | - | - |
| £120,001 - £130,000 | - | 1 |
| | <u>4</u> | <u>4</u> |

During the year pension contributions on behalf of these members of staff amounted to £71,545 (2019: £55,322).

Key management remuneration

| | 2020 £ | 2019 £ |
|--|-----------------|-----------------|
| Aggregate remuneration and benefits for the key management personnel | <u>£443,363</u> | <u>£443,000</u> |

8. TAXATION

The school has no liability for taxation due to its charitable status.

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2020

| 9. TANGIBLE FIXED ASSETS | Land and Buildings £ | Building improvements £ | Asset Under construction | Furniture/ Equipment £ | Total £ |
|--------------------------|----------------------------|-------------------------------|-----------------------------|------------------------------|--------------------|
| Cost or valuation | | | | | |
| At 1 September 2019 | 13,123,533 | 1,726,234 | 1,669,203 | 452,548 | 16,971,518 |
| Additions | 913,396 | 67,486 | 350,000 | 77,351 | 1,408,233 |
| Transfer | 1,583,043 | - | (1,669,203) | 86,160 | - |
| At 31 August 2020 | <u>£15,619,972</u> | <u>£1,793,720</u> | <u>£350,000</u> | <u>£616,059</u> | <u>£18,379,751</u> |
| Depreciation | | | | | |
| At 1 September 2019 | 1,857,949 | 824,866 | - | 377,506 | 3,060,321 |
| Charge for the year | 254,242 | 172,623 | - | 81,282 | 508,147 |
| At 31 August 2020 | <u>£2,112,191</u> | <u>£997,489</u> | <u>-</u> | <u>£458,788</u> | <u>£3,568,468</u> |
| Net Book Value | | | | | |
| At 31 August 2020 | <u>13,507,781</u> | <u>796,231</u> | <u>350,000</u> | <u>157,271</u> | <u>14,811,283</u> |
| At 31 August 2019 | <u>£11,265,584</u> | <u>£901,368</u> | <u>£1,669,203</u> | <u>£75,042</u> | <u>£13,911,197</u> |

The School previously held investment properties comprising three flats at 86 Queen's Gate and in 2016 and 2018 the school transferred these to tangible fixed assets within the land and buildings category. The investment properties were held at valuation of £2,384,016 and £2,039,222 respectively at time of transfer. On transfer to tangible fixed assets the valuation was taken to be deemed cost. In line with the School's accounting policy for tangible fixed assets, the assets are now held at depreciated cost.

All other tangible fixed assets are stated at historical cost.

| 10. DEBTORS | 2020 £ | 2019 £ |
|--------------------------------|-------------------|-------------------|
| Fees debtors | 1,204,600 | 1,123,747 |
| Prepayments and accrued income | 47,424 | 31,636 |
| Other debtors | 48,396 | - |
| | <u>£1,300,420</u> | <u>£1,155,383</u> |

11. CASH AND CASH EQUIVALENTS

This represents the bank current account plus a fixed deposit with Virgin Money of £85,959 (2019: £85,534).

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2020

| 12. CREDITORS: amounts falling due within one year | 2020 £ | 2019 £ |
|--|-------------------|-------------------|
| Other taxes and social security costs | 68,484 | - |
| Fees charged in advance | 1,721,521 | 1,683,283 |
| Fee deposits | 88,130 | 91,815 |
| Other creditors and accruals | 635,914 | 884,904 |
| | <u>£2,514,049</u> | <u>£2,660,002</u> |

| 13. CREDITORS: amounts falling due after more than one year | 2020 £ | 2019 £ |
|---|-------------------|-------------------|
| Loan notes to parents | - | 49,988 |
| Fee deposits | 654,943 | 654,898 |
| Bank loan | 6,200,000 | 6,200,000 |
| Interest Rate Swap liability | 977,501 | 1,106,760 |
| | <u>£7,832,444</u> | <u>£8,011,646</u> |

The bank loan is secured by a legal charge on the school's freehold properties at 86 and 87 Queen's Gate. It is interest only until April 2032. The loan interest is floating rate but is effectively fixed at 5.2% until 2027 through the associated interest rate swap; the swap amortises from 2019. The value of the swap has been included at the balance sheet date, in line with FRS 102 and the accounting policies set out in note 1.

All Loan notes were fully repaid in the year.

14. SHARE CAPITAL

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

15. COMMITMENTS UNDER OPERATING LEASES

At 31 August 2020 the company had total commitments under non-cancellable operating leases as follows:

| | Computer Equipment | |
|--------------------------|--------------------|----------------|
| | 2020 £ | 2019 £ |
| Expiry date: | | |
| Within one year | £29,645 | £7,306 |
| Within two to five years | £39,598 | £13,394 |
| | <u>£69,243</u> | <u>£20,700</u> |

16. CAPITAL COMMITMENTS

At 31 August 2020 the company had £Nil capital expenditure contracted for (2019: £982,805)

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2020

17. PENSIONS

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £317,176 (2019: £210,279) and at the year-end £38,981 (2019 - £Nil) was accrued in respect of contributions to this scheme.

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

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions, as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/Sargeant case'. This case has required the courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. A consultation was launched by the government on 16 July 2020, and closed to responses on 11 October 2020.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020 and the government is preparing to complete the cost control element of the 2016 valuations, which is expected to be completed in 2021.

In view of the above rulings and decisions the assumptions used in the 31 March 2016 Actuarial Valuation may become inappropriate. In this scenario, a valuation prepared in accordance with revised benefits and suitably revised assumptions would yield different results than those contained in the Actuarial Valuation.

Until the consultation and the cost cap mechanism review are completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly no provision for any additional past benefit pension costs is included in these financial statements.

For non-teaching staff the school contributes to individual personal pension plans. The school made contributions of £50,946 (2019: £37,456) during the year. Contributions of £5,665 (2019: £8,849) were outstanding at the yearend.

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2020

| 18. FUNDS | 1 September 2019 £ | Income £ | Expenditure £ | Gains/(losses) and transfers £ | 31 August 2020 £ |
|---------------------------------|--------------------------|--------------------------|----------------------------|--------------------------------------|--------------------------|
| Restricted funds | | | | | |
| Bursary funds | 201,239 | 57,376 | (55,008) | - | 203,607 |
| Total restricted funds | <u>£201,239</u> | <u>£57,376</u> | <u>£(55,008)</u> | <u>£-</u> | <u>£203,607</u> |
| Unrestricted funds | | | | | |
| General funds | 7,448,726 | 4,915,665 | (4,673,283) | 129,259 | 7,820,367 |
| Total unrestricted funds | <u>£7,448,726</u> | <u>£4,915,665</u> | <u>£(4,673,283)</u> | <u>£129,259</u> | <u>£7,820,367</u> |
| Total funds | <u><u>£7,649,965</u></u> | <u><u>£4,973,041</u></u> | <u><u>£(4,728,291)</u></u> | <u><u>£129,249</u></u> | <u><u>£8,023,974</u></u> |

Bursary funds comprise donations received by the school for use in the provision of bursaries to children who meet the current requirements. The transfer represents total bursaries awarded in the year to be allocated against the fund.

18. PRIOR YEAR MOVEMENT IN FUNDS

| | 1 September 2018 £ | Income £ | Expenditure £ | Gains/(losses) and transfers £ | 31 August 2019 £ |
|---------------------------------|--------------------------|--------------------------|----------------------------|--------------------------------------|--------------------------|
| Restricted funds | | | | | |
| Bursary funds | 254,091 | 13,324 | (66,176) | - | 201,239 |
| Total restricted funds | <u>£254,091</u> | <u>£13,324</u> | <u>£(66,176)</u> | <u>£-</u> | <u>201,239</u> |
| Unrestricted funds | | | | | |
| General funds | 7,270,424 | 4,730,104 | (4,518,567) | (33,235) | 7,448,726 |
| Total unrestricted funds | <u>£7,270,424</u> | <u>£4,730,104</u> | <u>£(4,518,567)</u> | <u>£(33,235)</u> | <u>£7,448,726</u> |
| Total funds | <u><u>£7,524,515</u></u> | <u><u>£4,743,428</u></u> | <u><u>£(4,584,743)</u></u> | <u><u>£(33,235)</u></u> | <u><u>£7,649,965</u></u> |

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2020

| 19. NET ASSETS BETWEEN FUNDS | Restricted Funds £ | General Funds £ | Total Funds £ |
|--|-----------------------------------|--------------------------------|------------------------------|
| Tangible fixed assets | - | 14,811,283 | 14,811,283 |
| Net current assets | 203,607 | 841,528 | 1,045,135 |
| Long term creditors | - | (7,832,444) | (7,832,444) |
| Net assets at the end of the year | £203,607 | £7,820,367 | £8,023,974 |

| NET ASSETS BETWEEN FUNDS 2019 | Restricted Funds £ | General Funds £ | Total Funds £ |
|--|-----------------------------------|--------------------------------|------------------------------|
| Tangible fixed assets | - | 13,911,197 | 13,911,197 |
| Net current assets | 201,239 | 1,549,175 | 1,750,414 |
| Long term creditors | - | (8,011,646) | (8,011,646) |
| Net assets at the end of the year | £201,239 | £7,448,726 | £7,649,965 |

GLENDOWER SCHOOL TRUST LIMITED

NOTES TO THE ACCOUNTS (continued)

FOR THE YEAR ENDED 31 AUGUST 2020

20 PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES

| | Notes | Unrestricted £ | Restricted £ | Total 2019 £ |
|---|-------|-------------------|-----------------|--------------------|
| INCOME FROM: | | | | |
| Income from charitable activities: | | | | |
| School fees | 2 | 4,529,765 | - | 4,529,765 |
| Other educational income | 3 | 167,372 | - | 167,372 |
| Investment income | 4 | 32,967 | - | 32,967 |
| Donations and legacies | | - | 13,324 | 13,324 |
| Total Income | | <u>4,730,104</u> | <u>13,324</u> | <u>4,743,428</u> |
| EXPENDITURE ON: | | | | |
| Costs of Raising Funds | | | | |
| Investment management fees | | 2,137 | - | 2,137 |
| Investment property costs | | - | - | - |
| Finance costs | | 311,674 | - | 311,674 |
| Charitable Activities | | | | |
| School Operating Costs: | | | | |
| Teaching costs | | 2,570,747 | - | 2,570,747 |
| Welfare costs | | 280,245 | - | 280,245 |
| Premises costs | | 790,338 | - | 790,338 |
| Support and governance costs | | 563,426 | - | 563,426 |
| Grant expenditure | | - | 66,176 | 66,176 |
| Total Expenditure | 5 | <u>4,518,567</u> | <u>66,176</u> | <u>4,584,743</u> |
| Net income before other gains and losses | | 211,537 | (52,852) | 158,685 |
| Change in fair value of interest rate swap | | (33,235) | - | (33,235) |
| Net income and net movement in funds | | <u>178,302</u> | <u>(52,852)</u> | <u>125,450</u> |
| Fund balances at 1 September 2018 | | <u>7,270,424</u> | <u>254,091</u> | <u>7,524,515</u> |
| Fund balances at 31 August 2019 | | <u>£7,448,726</u> | <u>£201,239</u> | <u>£7,649,965</u> |