

WINDERMERE EDUCATIONAL TRUST LIMITED

England & Wales · Charity number 526973

Details

Other names	ST ANNE'S SCHOOL EDUCATIONAL TRUST LIMITED, WINDERMERE PREPARATORY SCHOOL, WINDERMERE SCHOOL
Status	Registered
Legal form	Charitable company
Company number	00914963
Registered	1967-11-28
Register	View on the Charity Commission register

Contact

Address	Windermere School Browhead Patterdale Road Windermere LA23 1NW
Phone	01539446164
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Website	www.windermereschool.co.uk

Activities

Objects: (A) TO ACQUIRE AND TAKE OVER AND CARRY ON ST ANNE'S SCHOOL, BROW HEAD, WINDERMERE, HERETOFORE CARRIED ON BY ST. ANNE'S SCHOOL LIMITED. (B)(I) TO ESTABLISH AND MAINTAIN AT THE SAID PREMISES, AND TO ESTABLISH OR ACQUIRE AND CARRY ON OR MANAGE ELSEWHERE, ANY SUBSIDIARY, AFFILIATED OR OTHER SCHOOLS FOR THE EDUCATION OF GIRLS, AND IF THOUGHT FIT, FOR THE EDUCATION OF BOYS, EITHER IN CONNEXION WITH ST. ANNE'S SCHOOL OR AS INDEPENDENT SCHOOLS, AND TO SUPPLY TO THE PUPILS GENERAL INSTRUCTION OF THE HIGHEST CLASS, TOGETHER WITH PHYSICAL, MORAL AND RELIGIOUS TRAINING, BUT SO THAT EACH SCHOOL SHALL BE CARRIED ON AS AN EDUCATIONAL CHARITY. (B)(II) TO EDUCATE AND ASSIST YOUNG PERSONS THROUGH THEIR LEISURE TIME ACTIVITIES SO AS TO DEVELOP THEIR PHYSICAL MENTAL AND SPIRITUAL CAPACITIES THAT THEY MAY GROW TO FULL MATURITY AS INDIVIDUALS AND MEMBERS OF SOCIETY AND THAT THEIR CONDITIONS OF LIFE MAY BE IMPROVED. (C) TO CARRY ON ANY SCHOOLS ACQUIRED BY ST. ANNE'S SCHOOL EDUCATIONAL TRUST LIMITED AS EDUCATIONAL CHARITIES.

Activities: Windermere Educational Trust Limited operates an Independent Boarding Preparatory and Senior School offering education to children aged 3 to 18.

Classification

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

Geography

- Cumbria

Finances

Period end	Income	Expenditure	Assets	Employees
2024-08-31	£6,478,641	£6,752,588	£20,771,972	113
2023-08-31	£7,823,109	£6,958,556	£21,064,209	120
2022-08-31	£6,401,890	£6,694,895	£20,199,656	116
2021-08-31	£5,971,797	£6,077,299	£20,492,661	119
2020-08-31	£6,024,920	£6,258,287	£20,598,163	127

Trustees

Name	Role	Appointed
Peter Anthony Hogan	Chair	2023-02-03
Cheryl Cox		2025-04-01
Claire Logan Stephens		2026-03-13
Claire McKeever		2025-04-01
Graham Hoyle		1971-09-21
LEO HOULDING		2022-05-11
Michael Anthony Hunter		2022-06-08

Linked charities

- BLACKWELL SCHOLARSHIPS FUND (526973-1)

WINDERMERE EDUCATIONAL TRUST LIMITED

England & Wales - Charity number 526973

Accounts

Charity registration number 526973

Company registration number 00914963 (England and Wales)

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
LEGAL AND ADMINISTRATIVE INFORMATION**

Governors	P A Hogan I C Kenny P Scott Reverend Canon J D Brewster L Houlding M A Hunter H J Nelson	(Appointed 21 September 2022)
Secretary	H J Nelson	
Charity number	526973	
Company number	00914963	
Principal address	Windermere Educational Trust Limited Browhead Windermere Cumbria LA23 1NW	
Registered office	Windermere Educational Trust Limited Browhead Windermere Cumbria LA23 1NW	
Auditor	JS. Audit Limited James House Stonecross Business Park Yew Yree Way Warrington Cheshire WA3 3JD	
Bankers	HSBC Bank plc 64 Highgate Cumbria Kendal LA9 4TF	

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
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WINDERMERE EDUCATIONAL TRUST LIMITED T/A WINDERMERE SCHOOL GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 AUGUST 2023

The Governors of Windermere Educational Trust Limited present their annual report and audited accounts for the year ended 31 August 2023 and confirm they comply with the requirements of the Charities Act 2011, the Charities SORP (FRS 102) and the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE INFORMATION

Windermere Educational Trust Limited ("The Trust") was founded in 1863 in Lytham St Anne's. It is constituted as a Company Limited by Guarantee, registered in England and Wales, no. 00914963, and is registered with the Charities Commission under Charity No. 526973.

The Trust operates on three sites known as Windermere School, the Browhead Campus, for those in Year 7 and above, the Elleray Campus, for pupils in Pre-School to Year 6 and Hodge Howe, our Sailing and Outdoors Centre on the shore of Windermere. The Trust also operates under the trading name Windermere International Summer School.

There is one Governing Body. Details of the members of the Governing Body, together with the Trust's officers and principal advisors, are given on the legal and administrative information page.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Documents

The Trust is governed by its Memorandum of Association and Articles of Association last amended on 20 January 2017.

Governing Body

The Governing Body is self-appointed with one third of its members required to retire by rotation at each AGM. The first appointed, or longest serving since last reappointment, are the first to retire. Governors retiring by rotation can be re-elected.

New members of a Governing Body are elected on the basis of nominations by the Governors and the executive officers based on the candidates' professional qualities, experience and personal competence.

Recruitment and Training of Governors

New Governors are inducted into the workings of the Trust, including Governing Body policy and procedures, at a series of induction meetings specially organised for them by the Head, the Clerk and other Governors. Governors carry out an annual skills audit and undertake to procure additional support or training to ensure the appropriate skills remain available to assist the School in meeting its strategic and operational objectives.

Organisational Structure

The Members of the Governing Body, as the Charity Trustees, are legally responsible for the overall management and control of the Trust. The Governing Body usually meets six times a year. The work of implementing their policies is carried out by five Committees:

The Finance and General Purposes Committee scrutinise revenue, the budget, the future capital plan, capital expenditure and monitor financial risk. This Committee also supervise and finalise the audited financial statements and annual report for approval by the Governing Body. The Finance and General Purposes Committee is chaired by Mr M A Hunter and reports to the Governing Body at each board meeting.

The Nominations Committee, chaired by Mrs A S Roberts up to her resignation from the Governing Body in July 2023, and latterly by Mr P A Hogan, oversees the orderly succession for appointments to the Board and senior management.

The Risk Management Group monitors the strategic risks facing the Trust. The group is chaired by the Bursar, Mr R Hennah and reports into the Board at each meeting via Mr I C Kenny.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023**

The Education Committee chaired by Mrs A S Roberts up to her resignation from the Governing Body in July 2023, and latterly by Mr P A Hogan, monitors and reviews the academic, co-curricular and pastoral provision of the School, and makes recommendations as appropriate to the Governors.

The Marketing Committee, chaired by Mr P Scott, monitors the recruitment of new pupils through marketing and admissions initiatives.

Some governors have delegated responsibilities. For example, Mrs A S Roberts oversaw all aspects of Safeguarding. Mrs A S Roberts also oversaw the Early Years Provision. Following her resignation in July 2023, these roles have been fulfilled by Reverend Canon, J D Brewster.

The Chair of each committee co-opts members of the Governing Body and any additional external expertise they deem appropriate for matters under consideration by each committee.

The day to day running of the school is delegated to the Headmaster supported by the Senior Leadership Team. The Headmaster, Head of Elleray and Bursar, attend all meetings of the Governing Body's Committees with the exception of the Nominations Committee.

Employment Policy

The School is an equal opportunities employer. Full and fair consideration is given to job applications from disabled persons and due consideration is given to their training and employment needs. Consultation with employees, or their representatives, has continued at all levels with the aim of taking the views of employees into account when decisions are made that are likely to affect their interests.

Trust Management

The Governors give consideration to the major risks to which the Trust is exposed. The Governing Body has ultimate responsibility for managing any risks faced by the Trust. Detailed consideration of risks is delegated to the appropriate sub-committee. The structure of these committees comprises appropriate membership from the Governing Body, assisted by the School's Senior Leadership Team and any external expertise that may be required from time to time.

The Trust management process and the resulting reports identify risks, assesses their impact and likelihood and, where necessary, recommends controls to mitigate and monitor those risks that are assessed as high.

The generic controls used by the Trust to minimise risks include:

- Terms of reference for each committee and Trust Board activity;
- Comprehensive budgeting and management accounting;
- Established organisational structures and lines of reporting;
- Formal written policies including clear authorisation and approval levels;
- Vetting procedures as required by law for the protection of children.

Health and safety is always a significant area for Risk Management. The risks range from fire and infrastructure to personal risks (most notably when away from the campus on trips and expeditions), and more recently contagion risk. The level and breadth of activity at the Trust's Schools is impressive and the risks associated with all activities are minimised by employing a competent and qualified Bursar with Health and Safety Co-ordinator responsibility, and a trained Educational Visits Coordinator. The Board used Kym Allen Associates to advise on Health & Safety and Educational Visits throughout 2022/23.

The School continues to recover from the COVID pandemic with fewer boarding pupils than at the start of 2020, as overseas students prove slow to return. The lower number of pupils has resulted in a sustained period of reduced fee income which in turn has increased profitability and liquidity risk.

The Governing Body is satisfied that for all major risks identified, appropriate controls have been put in place and maintained to mitigate those risks adequately. It is recognised that systems can provide only reasonable but not absolute assurance that major risks have been managed.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023**

OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

The Trust's Objects, as set out in the Memorandum of Association, are the advancement of education by providing general instruction of the highest class, together with physical and moral guidance in the School's management by the Trust. In furtherance of these Objects and for the public benefit, the Trust has established and administers bursaries, scholarships, awards and other benefactions, and acts as the Trustee and Manager of endowments, bequests and gifts given or established in pursuance of these Objects.

The Board is mindful of the long-standing need to provide public benefit and of the requirements of the Charities Act 2011. In this regard, the Board has monitored closely the supplemental guidance produced by the Charity Commission, in particular its public benefit guidance on advancement of education and on fee charging. Despite a continuing difficult economic climate, the Trust has exceeded £1m of support provided by way of bursary, discount or financial support. Of financial support provided, over half consists of hardship bursaries to local and national pupils. A quarter is allocated to overseas pupils, including pupils from Ukraine.

Vision

To be a school in which every pupil is inspired by the challenge, rooted in the land and brought into the fold: empowering compassionate change makers who seek to improve their world.

Mission Statement

The Trust's mission is to produce confident and compassionate people. Through teaching excellence, supportive pastoral care and experience of our environment, we encourage individual success for community good.

Our vision and mission are shaped by our determination to encourage self-knowledge, articulated by our school motto: Vincit qui se vincit – One conquers who conquers oneself. Today that means: overcome yourself and you will achieve.

The School challenges pupils to excel, to have sufficient self-reliance to know that determination can overcome adversity, and to be of value to society.

Intended Impact

Within its charitable Objects, the Trust's intention is to provide a first-class education through strong academic tuition and by developing broader skills that enable every pupil to realise his or her potential to the full. This involves emphasis on the co-curriculum through cerebral, adventure, sporting, performance, artistic, team-building and social skills.

This policy builds self-confidence and life skills in our pupils and inculcates a desire to learn and a willingness to contribute to the wider community whilst at school and in later life.

Aims

The Trust's aims for the public benefit are to:

1. Inspire our pupils through a broad and balanced curriculum that challenges inside and outside the classroom, where they learn about their strengths and weaknesses, and are encouraged to strive for **excellence** in all things;
2. Support our pupils to develop their **individual** academic, creative and sporting talents and skills of leadership to enable and empower them to make an active and real contribution to their world;
3. Use our **unique** location at the heart of mountains, lakes and rivers as our greater classroom for adventure and adventurous learning, where our pupils will learn directly about the environment, each other and themselves;
4. Foster a **democratic** and accountable culture where our pupils contribute fully to school and community life and take increasing responsibility for their own learning and actions;
5. Encourage a **global** perspective by providing opportunities for all our pupils irrespective of gender, race and beliefs and encouraging them to value and respect differences.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

Strategies to Achieve the Aims

The ongoing impact of the pandemic and wider socio-political considerations has resulted on the decision to focus on a 2-year plan to September 2024. The policy to recover lost financial ground through land sales and additional income streams is well advanced, with over 75% of a CBIL loan having been repaid in the 2022/23 year.

Principal Activity

The Trust's principal activity, as specified in the Memorandum of Association, is the advancement of education.

Public Benefit

Windermere Educational Trust Limited remains committed to the aim of providing public benefit in accordance with its founding principles. There is a requirement to demonstrate that public benefit for charitable purposes where it has hitherto been presumed in the absence of evidence to the contrary. This in turn calls for more detailed disclosures concerning our aims.

The awarding of bursaries for the needy is a measurable means of providing public benefit. The Board takes the view that bursaries awarded to those who would not otherwise be able to afford the fees are important, but not to the exclusion of the much wider benefit that the Trust provides within the community. Those pupils who attend our Schools and who receive financial support contribute to the School community in a variety of ways, and so the benefit is not purely to these pupils but to the Trust and, in some cases, to the wider community.

In 2022/23 the Trust awarded bursaries, scholarships and other awards totalling £1.1m (2021/22: £1m). Within this, means-tested awards based on a sliding scale according to financial circumstances totalling £565k were awarded to 43 pupils (2021/22: 43 bursaries totalling £370k). Bursary awards represented 9% of gross income in 2022/23 (2021/22: 5.8%).

In addition to bursaries, the Trust has engaged in many other activities that provide benefit to the public within the Trust's objectives. It is difficult to measure accurately the financial value of this public benefit. The benefit provided by bursaries and other activities can then be considered alongside the benefit of educating the 256 UK pupils which, in itself, has saved the exchequer some £1.5m.

The Trust is an important part of the local community with 121 full and part-time employees in 2022/23 making it one of the largest employers in the district. By far the largest proportion of the Trust's expenditure is accounted for by salaries and purchases from local and regional businesses. Thus a significant proportion of funds are invested directly into the local economy.

Other Charitable Activities

In addition to its primary purpose, in normal years the Trust provides a number of services and experiences to local primary schools free of charge. These include a Christmas production Show, Watersports Day, Languages Day and Geography Day, in addition to hosting an annual Cross-County Event for 26 local primary schools.

Sailing and Watersports tuition at the School's lake shore Watersports Centre is provided on a weekly basis to two local primary schools at minimal charge, and the Trust also provides a high quality School Meals Service to two other schools.

The Trust also frequently lets the School's facilities at no charge to local community or charitable groups such as the Community Choir, County Sports Associations and Blackwell Sailing who provide free of charge sailing activities for those with a disability.

Pupils also make significant contributions to the local community and charities. The School runs a Service programme for Years 10 and 11, where pupils engage in a variety of activities for one afternoon per fortnight for the benefit of the local community. Examples of activities undertaken include repairing footpaths on the fells, conservation work in the grounds of a local visitors' centre, planting trees and clearing litter from the National Park. Visiting local care homes to offer friendship and deliver performances.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023**

STRATEGIC REPORT ACHIEVEMENTS AND PERFORMANCE

Academic

In 2023 the Trust continued to celebrate impressive exam results despite the return to tighter, pre-pandemic marking across all qualifications. Our results remain very satisfying within the IB, BTECs and (I)GCSEs. As a non-selective school, with almost 50% of Year 11 pupils and 40% of Year 13 with SEND or mental health issues, resulting in specific exam access arrangements to help them succeed, these results are a testament to the hard work of both pupils and staff. More generally, across all pupils, building confidence and developing aspirations should be the priority moving forward.

Windermere School has always demonstrated a consistently high value-added score, and this year was no exception when the figure was a notable +0.667. This figure means that pupils are achieving well over a half grade above their nationally standardised GCSE CAT4 predictions.

68% of all grades were awarded at levels 9-8/ A*-B. In addition, over 47% of all grades were a level 7/ grade A or higher, and 30% of awards were at the highly coveted level 8/ grade A* or above. The overall pass rate of grades awarded at level 4/ grade C or above was 91%.

Year 10 results are comparable with Year 11 results year on year, despite taking the examinations a year earlier. 50% of the one-year Chemists in Year 10 achieved a level 7 or above, and 3 pupils in Year 10 achieved a top level 9.

Nationally girls outperform boys at this stage and this has been compounded with Teacher Assessed Grades (TAGs) which replaced exams in recent years following the pandemic. The gap has closed again in the return to normal formal examinations. Windermere School's results are no exception, although the gap is not vast.

In Year 11, the mean average grades for both boys and girls were very similar; 6.1 for boys, versus 6.4 for girls. In terms of overall Year 11 pass rate, 87% of boys achieved a grade 4-9 compared with 95% of girls.

The May 2023 Sixth Form cohort did not sit official GCSE examinations post COVID and despite the difficulties and challenges the candidates faced, the Trust celebrated a 97% pass rate in the International Baccalaureate Diploma Programme (IBDP) and a 100% pass rate in the International Baccalaureate Careers Programme (IBCP). One pupil did not pass the IBDP by two points and this was anticipated.

Seven pupils (39%) gained 34 or more points in the IB Diploma and seven IBDP pupils (39%) achieved the Bilingual Diploma. Our two top-scoring IBDP pupils achieved 40 points and have been with us throughout their whole secondary school career.

The Trust's IBDP mean score in 2023 was 31.6% which equates to the median score across the 12 years of the Trust's IB examinations, with a range from 31 (2009) – 36.4 (2021). In 2023 the World mean score was 30.2.

In the IBCP, pupils achieved a mean score of 100 UCAS tariff points. The Trust's IBCP mean exam grade was Merit and the coursework grade was Distinction. 75% of pupils achieved a D*D or above (which is equivalent to A*A at A level) in the BTEC Diploma.

Co-curricular Activities

The 2022-23 academic year saw sporting fixtures return to the level of activities seen before the pandemic.

Inter-school sporting fixtures and national tournaments returned to the calendar during the year and school teams were able to play in the region of 200 fixtures across hockey, netball, football, cross-country, basketball, tennis, cricket and athletics. Around 30% of these were victories and 50% were draws and losses, with multi participant events accounting for the remaining 20%. The under 16 Girls hockey team progressed through to the County finals tournament reaching the semi-final, the under 16 and under 19 netball teams also progressed into the County finals tournaments, the under 16 and under 14 Boys hockey teams progressed to the North West Tier 3 and Tier 2 finals respectively, and the under 16 and under 18 Boys football teams went through the first two rounds of their cup competitions. In cross-country, the Boys team were County champions and a number of these runners helped the South Lakes Team also take a county crown. One pupil ran in the National finals in Essex. In the Summer term the under 13 and under 15 Girls tennis teams made the county finals, with the under 13's finishing as runners-up, and the under 15's as Cumbria Champions. Notably, one pupil won the Cumbria 100m and High Jump competitions and was also crowned North West under 13 Pentathlon Champion.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

Pupils again were able to enjoy Inter House competitions in hockey, netball, football, basketball, cricket, rounders and at the Infant & Junior School, Tag Rugby, as well as getting back to the athletics track for a full sports day to end the year.

In Sailing, the race team continued to achieve fantastic results throughout the year with many achievements at the Regional and National Feva Championships and also the Feva World Championships in Weymouth where pupils competed against an international field.

In Adventure, Infant & Junior pupils had weekly lessons where they learned to navigate, climb, sail, canoe, kayak, bike safely and administer first aid. A number of residential trips were undertaken for Years 3 to 6, including wild camps and challenge activities. Early Years and Key Stage 1 pupils held their 'day camp' within the school grounds. The Infant & Junior School have hosted primary schools from around the county for Inter-Schools Cross Country with over 500 children competing. Inter House competitions take place annually, including an art competition, climbing wall competition, spelling bee and numerous sporting events.

Browhead students had a full programme of Adventure including climbing (indoors and out), ghyll scrambling, sailing, windsurfing, mountain biking, caving, kayaking, canoeing, dealing with incidents, orienteering and mountain navigation. Years 7, 8 and 13 undertook residential adventure trips, with adventure days for Years 10 and 11.

Besides the full programme of curricular Adventure, students are able to take part in optional after school activities to develop skills. These include paddle-sports, sailing (Elleray and Browhead), climbing, windsurfing and race sailing. Browhead students also took part in optional residential trips to North Wales climbing and Scotland winter walking and climbing. The Duke of Edinburgh Scheme continues to flourish at Windermere School with students completing Bronze/Silver expeditions. The Year 6 pupils work towards the John Muir Award.

FUTURE PLANS

The core elements of the Trust's Development Plan are:

- To continue to ensure the campuses offer a safe and attractive environment for pupils, staff and visitors;
- To provide a happy and secure pastoral environment, suitable for both day and boarding pupils, in which all pupils are offered opportunities for leadership and service to others;
- To provide a stimulating learning environment in which pupils can develop their academic potential to the full;
- To offer all pupils the opportunities of experiencing a broad range of intellectual, cultural, sporting and wider-community activities;
- To increase the capability of the Trust to offer education to children whose parents are unable to afford full fees;
- To provide an enjoyable and appropriately challenging environment within which members of staff may develop their careers;
- To ensure that the Trust plays a significant part in the life of the local community, sharing facilities and seeking local partnerships wherever possible.

FINANCIAL REVIEW

Results for the year

Net fee income for the year increased by 5.9% to £5,965k (2022:£5,631k), continuing the recovery from the pandemic. Total income was up by 22%, to £7,790k (2022: £6,402k), this was largely attributable to the disposal of a fixed asset which delivered net income of £1,013k, but also to a slight improvement in trading activities.

Costs remained broadly flat coming in at £6,944k (2022: £6,695k). Whilst operations returned to pre-pandemic levels, inflationary cost increases were offset by income from the asset disposal, a lower number of boarding pupils and an active cost management programme, resulting in net income for the year of £846k (2022:(£293k)).

Reserves Policy

The Trust's free reserves at the year-end amounted to £1,282k (2022: £148k) representing retained unrestricted income reserves. The Trust has adopted a policy of maintaining free reserves at a level to provide reasonable cover for operating costs with any surplus to be re-invested into improvement of the estates and school facilities.

Fixed Assets

Tangible fixed assets are held by the Trust for use by the School although there are some properties that could be divested should the need arise. Note 1.6 describes the Trust's accounting policy in relation to fixed assets.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023**

The Governors, who served during the year and up to the date of signature of the financial statements were:

A P Chamberlain	(Resigned 3 February 2023)
C J Rickart	(Resigned 18 November 2022)
A S Roberts	(Resigned 26 July 2023)
P A Hogan	
I C Kenny	
P Scott	
Reverend Canon J D Brewster	
L Houlding	
M A Hunter	
H J Nelson	(Appointed 21 September 2022)

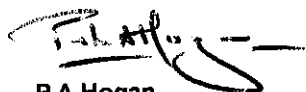
Auditor

The auditor, JS. Audit Limited, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

Disclosure of information to auditor

Each of the Governors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The Governors' report was approved by the Board of Governors.



P A Hogan
Chairman of Governing Body
Dated: 9 May 2024

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
STATEMENT OF GOVERNORS' RESPONSIBILITIES
FOR THE YEAR ENDED 31 AUGUST 2023**

The Governors, who are also the directors of Windermere Educational Trust Limited for the purpose 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 Trust and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Trust will continue in operation.

The Governors are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Trust 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 Trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF WINDERMERE EDUCATIONAL TRUST LIMITED**

Opinion

We have audited the financial statements of Windermere Educational Trust Limited (the 'Trust') for the year ended 31 August 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the 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 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 Trust 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 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 Trust'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 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the Governors' report has been prepared in accordance with applicable legal requirements.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE MEMBERS OF WINDERMERE EDUCATIONAL TRUST LIMITED**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Trust and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Governors' 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Governors

As explained more fully in the statement of Governors' responsibilities, the Governors, who are also the directors of the Trust for the purpose 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 Trust'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 sector, we identified that the principal risks of non-compliance with laws and regulations related to, but were not limited to, the Companies Act 2006, the Charities Act 2011, employment, pension, safeguarding and health and safety legislation and regulation through the Charity Commission for 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 the Charities' Statement of Recommended Practice.

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 and judgements and the risk of fraudulent revenue recognition.

Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management about actual and potential litigation and claims, their policies and procedures to prevent and detect fraud as well as whether they have knowledge of any actual, suspected or alleged fraud;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing regulatory correspondence with the Charity Commission;
- obtaining an understanding of provisions; and

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE MEMBERS OF WINDERMERE EDUCATIONAL TRUST LIMITED**

- in addressing the risk of fraud through management override of controls: testing the appropriateness of journal entries; assessing whether the accounting estimates, judgements and decisions made by management are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

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

JS, Audit Limited

**Peter Atkinson F.C.A. (Senior Statutory Auditor)
for and on behalf of JS, Audit Limited**

24 May 2024
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**Chartered Accountants
Statutory Auditor**

James House
Stonecross Business Park
Yew Yree Way
Warrington
Cheshire
WA3 3JD

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2023

Current financial year

	Notes	Unrestricted funds general 2023 £	Unrestricted funds designated 2023 £	Restricted funds 2023 £	Total 2023 £	Total 2022 £
<u>Income and endowments from:</u>						
Donations and legacies	3	3,000	-	-	3,000	4,000
Charitable activities	4	6,252,919	-	-	6,252,919	5,930,141
Other trading activities	5	520,737	-	-	520,737	467,503
Investments	6	219	-	-	219	246
Other income	7	1,301,021	(287,889)	-	1,013,132	-
Total income		8,077,896	(287,889)	-	7,790,007	6,401,890
<u>Expenditure on:</u>						
Raising funds	8	164,842	-	-	164,842	151,650
Charitable activities	9	6,613,319	-	-	6,613,319	6,421,132
Other	14	164,784	-	799	165,583	122,113
Total resources expended		6,942,945	-	799	6,943,744	6,694,895
Net movement in funds		1,134,951	(287,889)	(799)	846,263	(293,005)
Fund balances at 1 September 2022		147,545	20,047,615	4,496	20,199,656	20,492,661
Fund balances at 31 August 2023		1,282,496	19,759,726	3,697	21,045,919	20,199,656

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

Net income/(expenditure) before depreciation for the year totalled £953,877 (2022: £161,107).

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2023

Prior financial year

		Unrestricted funds general 2022 £	Unrestricted funds designated 2022 £	Restricted funds 2022 £	Total 2022 £
	Notes				
<u>Income and endowments from:</u>					
Donations and legacies	3	4,000	-	-	4,000
Charitable activities	4	5,930,141	-	-	5,930,141
Other trading activities	5	467,503	-	-	467,503
Investments	6	246	-	-	246
Total income		6,401,890	-	-	6,401,890
<u>Expenditure on:</u>					
Raising funds	8	151,650	-	-	151,650
Charitable activities	9	6,421,132	-	-	6,421,132
Other	14	120,317	-	1,796	122,113
Total resources expended		6,693,099	-	1,796	6,694,895
Net income/(expenditure) for the year/ Net movement in funds		(291,209)	-	(1,796)	(293,005)
Fund balances at 1 September 2021		438,754	20,047,615	6,292	20,492,661
Fund balances at 31 August 2022		147,545	20,047,615	4,496	20,199,656

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
BALANCE SHEET**

AS AT 31 AUGUST 2023

	Notes	2023		2022	
		£	£	£	£
Fixed assets					
Tangible assets	16		24,907,751		25,169,056
Current assets					
Stocks	17	6,704		7,732	
Debtors	18	291,474		298,057	
Cash at bank and in hand		425,412		1,422,614	
			<u>723,590</u>		<u>1,728,403</u>
Creditors: amounts falling due within one year	19	<u>(3,469,158)</u>		<u>(3,164,620)</u>	
Net current liabilities			<u>(2,745,568)</u>		<u>(1,436,217)</u>
Total assets less current liabilities			<u>22,162,183</u>		<u>23,732,839</u>
Creditors: amounts falling due after more than one year	20		<u>(1,116,264)</u>		<u>(3,533,183)</u>
Net assets			<u><u>21,045,919</u></u>		<u><u>20,199,656</u></u>
Income funds					
Restricted funds	22		3,697		4,496
Designated funds			19,759,726		20,047,615
Unrestricted funds - general			1,282,496		147,545
			<u><u>21,045,919</u></u>		<u><u>20,199,656</u></u>

The financial statements were approved by the Governors on 9 May 2024


P A Hogan
Trustee

Company Registration No. 00914963

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
STATEMENT OF CASH FLOWS**

FOR THE YEAR ENDED 31 AUGUST 2023

	Notes	2023 £	£	2022 £	£
Cash flows from operating activities					
Cash generated from operations	28		198,208		342,047
Investing activities					
Purchase of tangible fixed assets		(212,900)		(61,996)	
Interest paid		(165,583)		(122,113)	
Proceeds from disposal of tangible fixed assets		1,379,723		-	
Investment income received		219		246	
Net cash generated from/(used in) investing activities			1,001,459		(183,863)
Financing activities					
Fees in advance scheme		(457,658)		(443,828)	
Repayment of bank loans		(1,739,211)		(189,292)	
Net cash used in financing activities			(2,196,869)		(633,120)
Net decrease in cash and cash equivalents			(997,202)		(474,936)
Cash and cash equivalents at beginning of year			1,422,614		1,897,550
Cash and cash equivalents at end of year			<u>425,412</u>		<u>1,422,614</u>

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

1 Accounting policies

Charity information

Windermere Educational Trust Limited is a private company limited by guarantee incorporated in England and Wales and a registered charity in England and Wales. The registered office is Browhead, Windermere, Cumbria, LA23 1NW.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Trust's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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 Trust is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Trust. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared under the historical cost convention, modified to include the revaluation of freehold properties. The principal accounting policies adopted are set out below.

1.2 Going concern

At the balance sheet date The Trust had net current liabilities amounting to £2,745,568 (2022: £1,436,217). The Governors have prepared financial forecasts which show the trust has sufficient resources to continue in operational existence for the foreseeable future, with support confirmed by third parties should it be required. Thus the Governors continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Governors in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the Governors for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

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

1.4 Income

Income is recognised when the Trust is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Trust has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying the goods and services in order to raise funds and is recognised when entitlement has occurred.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

1 Accounting policies **(Continued)**

1.5 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes all costs associated with raising funds for its charitable purposes and includes all costs associated with non-charitable trading;
- Expenditure on charitable activities includes costs associated with UK educational operations; and
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	2% per annum straight line basis
Fixtures, fittings and equipment	10% to 33.3% per annum straight line basis
Motor vehicles	25% per annum straight line basis

No provision for depreciation of school buildings is made as the trust considers that the estimated useful life of the buildings is so long and the residual value so high that any depreciation charged is not material, either each year or cumulatively over the useful economic life of the asset.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

Properties whose fair value can be measured reliably are held under the revaluation model and are carried at a revalued amount, being their fair value at the date of valuation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The fair value of the land and buildings is usually considered to be their market value.

Revaluation gains and losses are recognised in other recognised gains and losses and accumulated in equity, except to the extent that a revaluation gain reverses a revaluation loss previously recognised in net income/(expenditure) or a revaluation loss exceeds the accumulated revaluation gains recognised in equity; such gains and loss are recognised in net income/(expenditure) for the year.

1.7 Impairment of fixed assets

At each reporting end date, the Trust reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell.

1.9 Cash and cash equivalents

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

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

1 Accounting policies

(Continued)

1.10 Financial instruments

The Trust has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Trust's balance sheet when the Trust becomes party to the contractual provisions of the instrument.

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

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets

Financial assets, other than those held at fair value through income and expenditure, are assessed for indicators of impairment at each reporting date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in net income/(expenditure) for the year.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in net income/(expenditure) for the year.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the Trust transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Trust's contractual obligations expire or are discharged or cancelled.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023**

1 Accounting policies

(Continued)

1.11 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Trust is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Pension benefits

Retirement benefits to employees of the charitable company are provided by the Teachers' Pension Scheme ('TPS') and The Pension Trust Growth Plan. These are defined benefit schemes and the assets are held separately from those of the charitable company.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charitable company in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit method. The TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. Consequently, the TPS is treated as a defined contribution scheme for accounting purposes and the contributions are recognised in the period to which they relate.

For The Pension Trust Growth Plan, the contributions are determined by a qualified actuary on the basis of financial valuations using a projected unit method. The Pension Trust Growth Plan is a multi-employer scheme and there is sufficient information available to unlock detailed benefit accounts. The plan is therefore treated as a defined contribution scheme for accounting purposes and contributions are recognised in the period to which they relate.

2 Critical accounting estimates and judgements

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

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

The trustees have considered the residual value and remaining useful economic life of the land and buildings and consider that the assumptions in arriving at these values are reasonable, as well as the methodology for calculating the property valuations.

Depreciation policies have also been considered again this year and are deemed reasonable.

The assumptions regarding the treatment of the Trust's pension schemes within the financial statements have also been considered again this year, with no adjustment to their treatment considered necessary.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023**

3 Income from donations and legacies

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Donations and gifts	3,000	4,000

4 Charitable activities

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Net fees	5,964,678	5,630,942
Other income	288,241	299,199
	<u>6,252,919</u>	<u>5,930,141</u>

5 Income from other trading activities

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Summer school	473,297	422,861
Rental income	7,157	22,317
Catering income	40,283	22,325
Other trading activities	<u>520,737</u>	<u>467,503</u>

6 Income from investments

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Interest receivable	<u>219</u>	<u>246</u>

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

7 Other income

	Unrestricted funds general 2023 £	Unrestricted funds designated 2023 £	Total 2023 £	Unrestricted funds general 2022 £	Unrestricted funds designated 2022 £	Total 2022 £
Net gain on disposal of tangible fixed assets	1,301,021	(287,889)	1,013,132	-	-	-

8 Raising funds

	Unrestricted funds general 2023 £	Unrestricted funds general 2022 £
Associated summer school costs	141,679	131,969
Associated catering costs	23,163	19,681
	<u>164,842</u>	<u>151,650</u>

9 Charitable activities

	2023 £	2022 £
Depreciation and impairment	107,614	131,898
Academic costs	3,273,327	3,143,801
Welfare costs	1,188,298	1,059,089
Property costs	942,436	1,027,678
Management and administration costs	773,457	740,653
Other expenses	48,756	68,776
Marketing costs	261,826	235,314
Governance costs	17,605	13,923
	<u>6,613,319</u>	<u>6,421,132</u>

10 Net movement in funds

	2023 £	2022 £
Net movement in funds is stated after charging/(crediting)		
Depreciation of owned tangible fixed assets	107,614	131,898
Profit on disposal of tangible fixed assets	<u>(1,013,132)</u>	<u>-</u>

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

11 Auditor's remuneration

The analysis of auditor's remuneration is as follows:

	2023	2022
	£	£
Audit of the annual accounts	10,250	9,100

12 Governors

None of the Governors (or any persons connected with them) received any remuneration or benefits from the Trust during the year.

13 Employees

Number of employees

The average monthly number of employees during the year was:

	2023	2022
	Number	Number
Teaching staff	66	61
Welfare staff	30	29
Maintenance and gardens	8	10
Administrative staff	16	16
	<u>120</u>	<u>116</u>

Wages and salaries	3,670,625	3,379,603
Social security costs	353,376	332,041
Other pension costs	564,956	534,150
	<u>4,588,957</u>	<u>4,245,794</u>

The number of employees whose annual remuneration was £60,000 or more were:

	2023	2022
	Number	Number
£60,001 - £70,000	-	2
£70,001 - £80,000	2	1
£80,001 - £90,000	1	1
£90,001 - £100,000	1	-

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

14 Other	Unrestricted funds general 2023 £	Restricted funds 2023	Total 2023 £	Unrestricted funds general 2022 £	Restricted funds 2022	Total 2022 £
Loan interest	134,972	-	134,972	76,863	-	76,863
Discounts on the fees in advance scheme	29,812	-	29,812	43,454	-	43,454
Other expenditure	-	799	799	-	1,796	1,796
	<u>164,784</u>	<u>799</u>	<u>165,583</u>	<u>120,317</u>	<u>1,796</u>	<u>122,113</u>

15 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

16 Tangible fixed assets

	Freehold land and buildings £	Fixtures, fittings and equipment £	Motor vehicles £	Total £
Cost or valuation				
At 1 September 2022	24,843,931	1,347,733	30,812	26,222,476
Additions	78,702	134,198	-	212,900
Disposals	(366,591)	(33,319)	-	(399,910)
At 31 August 2023	<u>24,556,042</u>	<u>1,448,612</u>	<u>30,812</u>	<u>26,035,466</u>
Depreciation and impairment				
At 1 September 2022	-	1,032,776	20,644	1,053,420
Depreciation charged in the year	-	101,410	6,204	107,614
Eliminated in respect of disposals	-	(33,319)	-	(33,319)
At 31 August 2023	<u>-</u>	<u>1,100,867</u>	<u>26,848</u>	<u>1,127,715</u>
Carrying amount				
At 31 August 2023	<u>24,556,042</u>	<u>347,745</u>	<u>3,964</u>	<u>24,907,751</u>
At 31 August 2022	<u>24,843,931</u>	<u>314,957</u>	<u>10,168</u>	<u>25,169,056</u>

The freehold land and buildings have been valued by the Trust on a depreciated replacement cost basis on 31 August 2023.

At 31 August 2023, had the revalued assets been carried at historic cost less accumulated depreciation and accumulated impairment losses, their carrying amount would have been approximately £4,796,316 (2022: £4,796,316).

Included within freehold land and buildings is an amount of £1,711,612 (2022: £1,755,500) attributable to land, which is not depreciated.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

17 Stocks		2023	2022
		£	£
Food stock		6,704	7,732
		<u>6,704</u>	<u>7,732</u>
18 Debtors		2023	2022
Amounts falling due within one year:		£	£
Trade debtors		107,498	129,169
Other debtors		3,190	3,032
Prepayments and accrued income		180,786	165,856
		<u>291,474</u>	<u>298,057</u>
19 Creditors: amounts falling due within one year		2023	2022
	Notes	£	£
Bank loans	21	636,158	196,935
Other taxation and social security		133,939	89,039
Deferred income		1,266,838	1,225,119
Trade creditors		256,693	304,122
Other creditors		1,075,614	1,264,892
Accruals and deferred income		99,916	84,513
		<u>3,469,158</u>	<u>3,164,620</u>
20 Creditors: amounts falling due after more than one year		2023	2022
	Notes	£	£
Bank loans	21	953,749	3,132,183
Other creditors		162,515	401,000
		<u>1,116,264</u>	<u>3,533,183</u>

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

21 Loans and overdrafts

	2023 £	2022 £
Bank loans	1,589,907	3,329,118
Payable within one year	636,158	196,935
Payable after one year	953,749	3,132,183
Amounts included above which fall due after five years:		
Payable by instalments	36,522	344,441

Three bank loans are repayable over ten and fifteen years. The loans are subject to an interest rate that is equal to the Bank of England base rate +2%. They are secured upon certain freehold land and buildings held by the School and a fixed and floating charge over other assets.

A Coronavirus Business Interruption Loan was received in the 2021 financial year, repayable in 3 years. This loan is subject to no interest in year 1, 8.3% in year 2, and 8% in year 3. The loan is secured upon certain freehold land and buildings held by the School.

22 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 September 2022 £	Resources expended £	At 31 August 2023 £
Hardship Fund	4,496	(799)	3,697
Previous year:	At 1 September 2021 £	Resources expended £	At 31 August 2022 £
Hardship Fund	6,292	(1,796)	4,496

The Hardship Fund was set up to help parents affected due to Covid-19.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

23 Analysis of net assets between funds

	Unrestricted funds general 2023 £	Unrestricted funds designated 2023 £	Restricted funds 2023 £	Total 2023 £
Fund balances at 31 August 2023 are represented by:				
Tangible assets	5,148,025	19,759,726	-	24,907,751
Current assets/(liabilities)	(2,749,265)	-	3,697	(2,745,568)
Long term liabilities	(1,116,264)	-	-	(1,116,264)
	<u>1,282,496</u>	<u>19,759,726</u>	<u>3,697</u>	<u>21,045,919</u>

	Unrestricted funds general 2022 £	Unrestricted funds designated 2022 £	Restricted funds 2022 £	Total 2022 £
Fund balances at 31 August 2022 are represented by:				
Tangible assets	5,121,441	20,047,615	-	25,169,056
Current assets/(liabilities)	(1,440,713)	-	4,496	(1,436,217)
Long term liabilities	(3,533,183)	-	-	(3,533,183)
	<u>147,545</u>	<u>20,047,615</u>	<u>4,496</u>	<u>20,199,656</u>

Designated funds relate to the revaluation of fixed assets.

24 Operating lease commitments

Lessee

At the reporting end date the Trust had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2023 £	2022 £
Within one year	44,005	81,873
Between two and five years	88,186	132,191
	<u>132,191</u>	<u>214,064</u>

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

25 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2023	2022
	£	£
Aggregate compensation	<u>553,463</u>	<u>504,628</u>

A number of Governors have children who attend the school. The fees paid by those Governors are on the same terms and conditions as are charged to any other parent who does not work at the school.

A Governor of the school had a balance at the year end with the school under the fees in advance scheme amounting to £20,577 (2022: £129). Discounts have been given from this scheme for the the year totalling £273 (2022: £821).

A Governor of the school had children who attended the school and were in receipt of a bursary. In the duration of office of the Governor those children received bursaries amounting to £25,799 (2022: £7,709) in line with bursary awards to other children.

26 Members liability

The charity has no share capital being a company limited by guarantee. Each member is required to contribute an amount not exceeding £1 per member in the event of a winding up situation.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

27 Pension costs

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff and The Pensions Trust's Growth Plan for non teaching staff. The total pension charge for the year was £564,956 (2022: £534,150) and at the year-end £204 (2022 - £707) was accrued in respect of contributions to this scheme.

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers and, from 1 January 2007, automatic for teachers in part-time employment following appointment or a change of contract, although they are able to opt out.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis - these contributions along with those made by employers are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016 and in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education on 5 March 2019

The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% employer administration charge)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. The assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The TPS valuation for 2016 determined an employer rate of 23.68%, which was payable from September 2019. The next valuation of the TPS will be based on the March 2020 data, whereupon the employer contribution rate is expected to be reassessed and will be payable from 1 September 2023.

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The trust has accounted for its contributions to the scheme as if it were a defined contribution scheme. The trust has set out above the information available on the scheme.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2023

28	Cash generated from operations	2023	2022
		£	£
	Surplus/(deficit) for the year	846,263	(293,005)
	Adjustments for:		
	Investment income recognised in statement of financial activities	(219)	(246)
	Gain on disposal of tangible fixed assets	(1,013,132)	-
	Interest paid	165,583	122,113
	Depreciation and impairment of tangible fixed assets	107,614	131,898
	Movements in working capital:		
	Decrease/(increase) in stocks	1,028	(1,769)
	Decrease in debtors	3,425	12,021
	Increase/(decrease) in creditors	45,927	(35,778)
	Increase in deferred income	41,719	406,813
	Cash generated from operations	<u>198,208</u>	<u>342,047</u>

29	Analysis of changes in net (debt)/funds	At 1 September	Cash flows	Other non-cash	At 31 August
		2022		changes	2023
		£	£	£	£
	Cash at bank and in hand	1,422,614	(997,202)	-	425,412
	Loans falling due within one year	(196,935)	1,739,211	(2,178,434)	(636,158)
	Loans falling due after more than one year	(3,132,183)	-	2,178,434	(953,749)
		<u>(1,906,504)</u>	<u>742,009</u>	<u>-</u>	<u>(1,164,495)</u>

WINDERMERE EDUCATIONAL TRUST LIMITED

England & Wales - Charity number 526973

Accounts

Charity registration number 526973

Company registration number 00914963 (England and Wales)

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
LEGAL AND ADMINISTRATIVE INFORMATION**

Governors	A P Chamberlain A S Roberts P A Hogan I C Kenny P Scott Reverend Canon J D Brewster L Houlding M A Hunter H J Nelson	(Appointed 4 January 2022) (Appointed 2 May 2022) (Appointed 11 May 2022) (Appointed 8 June 2022) (Appointed 21 September 2022)
Secretary	S Ross	
Charity number	526973	
Company number	00914963	
Principal address	T/a Windermere School and Windermere Preparatory School Browhead Windermere Cumbria LA23 1NW	
Registered office	T/a Windermere School and Windermere Preparatory School Browhead Windermere Cumbria LA23 1NW	
Auditor	Jackson Stephen LLP James House Stonecross Business Park Yew Tree Way Warrington Cheshire WA3 3JD	
Bankers	HSBC Bank plc 64 Highgate Cumbria Kendal LA9 4TF	

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
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**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT)
FOR THE YEAR ENDED 31 AUGUST 2022**

The Governors of Windermere Educational Trust Limited present their annual report and audited accounts for the year ended 31 August 2022 and confirm they comply with the requirements of the Charities Act 2011, the Charities SORP (FRS 102) and the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE INFORMATION

Windermere Educational Trust Limited ("The Trust") was founded in 1863 in Lytham St Anne's. It is constituted as a Company Limited by Guarantee, registered in England and Wales, no. 00914963, and is registered with the Charities Commission under Charity No. 526973.

The Trust operates on three sites known as Windermere School, the Browhead Campus, for those in Year 7 and above, the Elleray Campus, for pupils in Pre-School to Year 6 and Hodge Howe, our Sailing and Outdoors Centre on the shore of Windermere. The Trust also operates under the trading name Windermere International Summer School.

There is one Governing Body. Details of the members of the Governing Body, together with the Trust's officers and principal advisors, are given on the legal and administrative information page.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Documents

The Trust is governed by its Memorandum of Association and Articles of Association last amended on 20 January 2017.

Governing Body

The Governing Body is self-appointed with one third of its members required to retire by rotation at each AGM. The first appointed, or longest serving since last reappointment, are the first to retire. Governors retiring by rotation can be re-elected.

New members of a Governing Body are elected on the basis of nominations by the Governors and the executive officers based on the candidates' professional qualities, experience and personal competence.

Recruitment and Training of Governors

New Governors are inducted into the workings of the Trust, including Governing Body policy and procedures, at a series of induction meetings specially organised for them by the Head, the Clerk and other Governors. Governors carry out an annual skills audit and undertake to procure additional support or training to ensure the appropriate skills remain available to assist the School in meeting its strategic and operational objectives.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022**

Organisational Structure

The Members of the Governing Body, as the Charity Trustees, are legally responsible for the overall management and control of the Trust. The Governing Body usually meets six times a year. The work of implementing their policies is carried out by five Committees:

The Finance and General Purposes Committee scrutinise revenue, the budget, the future capital plan, capital expenditure and monitor financial risk. This Committee also supervise and finalise the audited financial statements and annual report for approval by the Governing Body. The Finance and General Purposes Committee is chaired by Mr P A Hogan and reports to the Governing Body at each board meeting.

The Nominations Committee, chaired by Mrs A S Roberts, oversees the orderly succession for appointments to the Board and senior management.

The Risk Management Group monitors the strategic risks facing the Trust. The group is chaired by the Operations Manager, Mr R Hennah and reports into the Board at each meeting via Mr I C Kenny.

The Education Committee chaired by Mr C J Rickart up to his resignation from the Governing Body in November 2022, and latterly by Mrs A S Roberts, monitors and reviews the academic, co-curricular and pastoral provision of the School, and makes recommendations as appropriate to the Governors.

The Marketing Committee, chaired by Mr P Scott, monitors the recruitment of new pupils through marketing and admissions initiatives.

Some governors have delegated responsibilities. For example, Mrs A S Roberts oversees all aspects of Safeguarding. Mrs A S Roberts also oversees the Early Years Provision.

The Chair of each committee co-opts members of the Governing Body and any additional external expertise they deem appropriate for matters under consideration by each committee.

The day to day running of the school is delegated to the Headmaster supported by the Senior Management Team and Senior Leadership Team. The Headmaster attends all meetings of the Governing Body's Committees with the exception of the Nominations Committee.

Employment Policy

The School is an equal opportunities employer. Full and fair consideration is given to job applications from disabled persons and due consideration is given to their training and employment needs. Consultation with employees, or their representatives, has continued at all levels with the aim of taking the views of employees into account when decisions are made that are likely to affect their interests.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022**

Trust Management

The Governors give consideration to the major risks to which the Trust is exposed. The Governing Body has ultimate responsibility for managing any risks faced by the Trust. Detailed consideration of risks is delegated to the appropriate sub-committee. The structure of these committees comprises appropriate membership from the Governing Body, assisted by the School's Senior Management and Leadership Teams and any external expertise that may be required from time to time.

The Trust management process and the resulting reports identify risks, assesses their impact and likelihood and, where necessary, recommends controls to mitigate and monitor those risks that are assessed as high.

The generic controls used by the Trust to minimise risks include:

- Terms of reference for each committee and Trust Board activity;
- Comprehensive budgeting and management accounting;
- Established organisational structures and lines of reporting;
- Formal written policies including clear authorisation and approval levels;
- Vetting procedures as required by law for the protection of children.

Health and safety is always a significant area for Risk Management. The risks range from fire and infrastructure to personal risks (most notably when away from the campus on trips and expeditions), and more recently contagion risk. The level and breadth of activity at the Trust's Schools is impressive and the risks associated with all activities are minimised by employing a competent and qualified Operations Manager, and a trained Educational Visits Coordinator. The Board used Kym Allen Associates to advise on Health & Safety and Educational Visits throughout 2021/22.

The Governing Body is satisfied that for all major risks identified, appropriate controls have been put in place and maintained to mitigate those risks adequately. It is recognised that systems can provide only reasonable but not absolute assurance that major risks have been managed.

OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

The Trust's Objects, as set out in the Memorandum of Association, are the advancement of education by providing general instruction of the highest class, together with physical and moral guidance in the School's management by the Trust. In furtherance of these Objects and for the public benefit, the Trust has established and administers bursaries, scholarships, awards and other benefactions, and acts as the Trustee and Manager of endowments, bequests and gifts given or established in pursuance of these Objects.

The Board is mindful of the long-standing need to provide public benefit and of the requirements of the Charities Act 2011. In this regard, the Board has monitored closely the supplemental guidance produced by the Charity Commission, in particular its public benefit guidance on advancement of education and on fee charging. Despite a continuing difficult economic climate the Trust has almost exceeded £1m of support provided by way of bursary, discount or financial support.

Vision

To be a school in which every pupil is inspired by the challenge, rooted in the land and brought into the fold: empowering compassionate change makers who seek to improve their world.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022**

Mission Statement

The Trust's mission is to produce confident and compassionate people. Through teaching excellence, supportive pastoral care and experience of our environment, we encourage individual success for community good.

Our vision and mission are shaped by our determination to encourage self-knowledge, articulated by our school motto: Vincit qui se vincit – One conquers who conquers oneself. Today that means: overcome yourself and you will achieve.

The School challenges pupils to excel, to have sufficient self-reliance to know that determination can overcome adversity, and to be of value to society.

Intended Impact

Within its charitable Objects, the Trust's intention is to provide a first-class education through strong academic tuition and by developing broader skills that enable every pupil to realise his or her potential to the full. This involves emphasis on the co-curriculum through cerebral, sporting, artistic, team-building and social skills.

This policy builds self-confidence and life skills in our pupils and inculcates a desire to learn and a willingness to contribute to the wider community whilst at school and in later life.

Aims

The Trust's aims for the public benefit are to:

1. Inspire our pupils through a broad and balanced curriculum that challenges inside and outside the classroom, where they learn about their strengths and weaknesses, and are encouraged to strive for excellence in all things;
2. Support our pupils to develop their individual academic, creative and sporting talents and skills of leadership to enable and empower them to make an active and real contribution to their world;
3. Use our unique location at the heart of mountains, lakes and rivers as our greater classroom for adventure and adventurous learning, where our pupils will learn directly about the environment, each other and themselves;
4. Foster a democratic and accountable culture where our pupils contribute fully to school and community life and take increasing responsibility for their own learning and actions;
5. Encourage a global perspective by providing opportunities for all our pupils irrespective of gender, race and beliefs and encouraging them to value and respect differences.

Strategies to Achieve the Aims

The ongoing impact of the pandemic and wider socio-political considerations has resulted on the decision to focus on a 2 year plan to September 2024. At the time of writing, the individual elements of this are in the process of being agreed by the Board and will largely focus on the core provision, a review of infrastructure and support systems, sustainability and a reimagining of the offer outside of school term time.

Principal Activity

The Trust's principal activity, as specified in the Memorandum of Association, is the advancement of education.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022**

Public Benefit

Windermere Educational Trust Limited remains committed to the aim of providing public benefit in accordance with its founding principles. There is a requirement to demonstrate that public benefit for charitable purposes where it has hitherto been presumed in the absence of evidence to the contrary. This in turn calls for more detailed disclosures concerning our aims.

The awarding of bursaries for the needy is a measurable means of providing public benefit. The Board takes the view that bursaries awarded to those who would not otherwise be able to afford the fees are important, but not to the exclusion of the much wider benefit that the Trust provides within the community. Those pupils who attend our Schools and who receive financial support contribute to the School community in a variety of ways, and so the benefit is not purely to these pupils but to the Trust and, in some cases, to the wider community.

In 2021/22 the Trust awarded bursaries, scholarships and other awards totalling £1m (2020/21: £1m). Within this, means-tested awards based on a sliding scale according to financial circumstances totalling £370k were awarded to 43 pupils (2020/21: 46 bursaries totalling £408k). Bursary awards represented 5.8% of gross income in 2021/22 (2020/21: 6.8%).

In addition to bursaries, the Trust has engaged in many other activities that provide benefit to the public within the Trust's objectives. It is difficult to measure accurately the financial value of this public benefit. The benefit provided by bursaries and other activities can then be considered alongside the benefit of educating the 256 UK pupils which, in itself, has saved the exchequer some £1.5m.

The Trust is an important part of the local community with 116 full and part-time employees in 2021/22 making it one of the largest employers in the district. By far the largest proportion of the Trust's expenditure is accounted for by salaries and purchases from local and regional businesses. Thus a significant proportion of funds are invested directly into the local economy.

Other Charitable Activities

In addition to its primary purpose, in normal years the Trust provides a number of services and experiences to local primary schools free of charge. These include a 'Chemical Magic' Show, Watersports Day, Languages Day and Geography Day, in addition to hosting an annual Cross-County Event for 26 local primary schools.

Sailing and Watersports tuition at the School's lake shore Watersports Centre is provided on a weekly basis to two local primary schools at minimal charge, and the Trust also provides a high quality School Meals Service to another school.

The Trust also frequently lets the School's facilities at no charge to local community or charitable groups such as the Community Choir, Rotary Club, County Sports Associations and Blackwell Sailing who provide free of charge sailing activities for those with a disability.

Pupils also make significant contributions to the local community and charities. The School runs a Service programme for Years 10 and 11, where pupils engage in a variety of activities for one afternoon per fortnight for the benefit of the local community. Examples of activities undertaken include repairing footpaths on the fells, conservation work in the grounds of a local visitors' centre, planting trees and clearing litter from the National Park.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022**

STRATEGIC REPORT ACHIEVEMENTS AND PERFORMANCE

Academic

In 2022 the Trust continued to celebrate impressive GCSE results. The School contradicted the national trend by gaining more top grades than in the past; this was therefore one of the best years for grades of A*, A, 9, 8 and 7.

Results have continued to significantly exceed the national averages. In Year 9 and 10, 100% of students attained a level 4 / grade C or above, in addition to 94.6% in Year 11. This gave an overall 'pass' rate of 95.4%, compared to 77% nationally. This was a drop of just 2.6% on 2021 (which were 100% teacher assessed grades, with a reduced syllabus and more generous grade boundaries) compared to a 4% drop nationally.

Furthermore, 54.2% of grades were a level 7 / grade A or above (an uplift of 0.8% on 2021). Additionally, 39.2% of grades were a level 8 / grade A* or above (an increase of 7% on 2021).

Despite the continued challenges of the pandemic, the Trust celebrated an unexpected 100% pass rates in both the International Baccalaureate Diploma Programme (IBDP) and the International Baccalaureate Careers Programme (IBCP) which students undertake in the Sixth Form.

Three IBDP students scored an impressive 40 points or more and eight IBDP students (47%) achieved the Bilingual Diploma. The Trust's mean IBDP score in 2022 was 33.1 (2021: 36.4 inflated due to the pandemic) which equates to the median score across the 14 years of the Trust's IB examinations, with a range from 31 (2009) – 36.4 (2021). In 2022 the World mean score was 31.9, compared to pre-pandemic score of 30. Eight students (47%) gained 34 or more points in the IB Diploma.

In the IBCP the distribution was skewed towards the higher grades this year with 60% achieving D*D (which is equivalent to A*A at A level). This was the first cohort where external exams were taken as part of the final grading.

Co-curricular Activities

The 2021-22 academic year was still affected by Covid restrictions to an extent, with a gradual return to the level of activities seen before the pandemic.

Sporting fixtures were still affected by individual schools' COVID procedures and outbreaks, however, inter-school national tournaments did begin to run again during the year and school teams were able to play in the region of 200 fixtures across hockey, netball, football, cross-country, basketball, tennis, cricket and athletics. Around 30% of these were victories and 50% were draws and losses, with multi participant events accounting for the remaining 20%. The under 16 Girls hockey team progressed through to the County finals tournament reaching the semi-final, the under 16 and under 19 netball teams also progressed into the County finals tournaments, the under 16 and under 14 Boys hockey teams progressed to the North West Tier 3 and Tier 2 finals respectively, and the under 16 and under 18 Boys football teams went through the first two rounds of their cup competitions. In cross-country, the Boys team were County champions and a number of these runners helped the South Lakes Team also take a county crown. One pupil ran in the National finals in Essex. In the Summer term the under 13 and under 15 Girls tennis teams made the county finals, with the under 13's finishing as runners-up, and the under 15's as Cumbria Champions. Notably, one pupil won the Cumbria 100m and High Jump competitions and was also crowned North West under 13 Pentathlon Champion.

Students again were able to enjoy Inter House competitions in hockey, netball, football, basketball, cricket and rounders as well as getting back to the athletics track for a full sports day to end the year.

In Sailing, the race team continued to achieve fantastic results throughout the year with many achievements at the Regional and National Feva Championships and also the Feva World Championships in Weymouth where students competed against an international field.

In Adventure, Elleray students had weekly lessons where they learnt to navigate, climb, sail, canoe, kayak, bike safely and administer first aid. A number of residential trips were undertaken for Years 3 to 6, including wild camps and challenge activities.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022**

Browhead students had a full programme of Adventure including climbing (indoors and out), ghyll scrambling, sailing, windsurfing, mountain biking, caving, kayaking, canoeing, dealing with incidents, orienteering and mountain navigation. Years 7, 8 and 13 undertook residential adventure trips, with adventure days for Years 10 and 11.

Besides the full programme of curricular Adventure, students are able to take part in optional after school activities to develop skills. These include Paddle-sports, sailing (Elleray and Browhead), climbing, windsurfing and race sailing. Browhead students also took part in optional residential trips to North Wales climbing and Scotland winter walking and climbing. Other trips were curtailed due to covid restrictions. The Duke of Edinburgh Scheme continues to flourish at Windermere School with students completing Bronze and Silver expeditions.

FUTURE PLANS

The core elements of the Trust's Development Plan are:

- To continue to ensure the campuses offer a safe and attractive environment for pupils, staff and visitors;
- To provide a happy and secure pastoral environment, suitable for both day and boarding pupils, in which all pupils are offered opportunities for leadership and service to others;
- To provide a stimulating learning environment in which pupils can develop their academic potential to the full;
- To offer all pupils the opportunities of experiencing a broad range of intellectual, cultural, sporting and wider-community activities;
- To increase the capability of the Trust to offer education to children whose parents are unable to afford full fees;
- To provide an enjoyable and appropriately challenging environment within which members of staff may develop their careers;
- To ensure that the Trust plays a significant part in the life of the local community, sharing facilities and seeking local partnerships wherever possible.

FINANCIAL REVIEW

Results for the year

Net fee income for the year increased by 11.5% to £5,631k (2021: £5,051k), demonstrating the start of the recovery from the pandemic. Total income was up by 7.2% to £6,402k (2021: £5,972k) due to an improvement in trading activities offset by the cessation of support from the government's Coronavirus Job Retention Scheme in the prior year.

Costs increased by 10.2% from the previous year coming in at £6,695k (2021: £6,077k) as operations returned to normal following the pandemic. As the increase in costs exceeded the increase in income, it resulted in net expenditure of £293k (2021: £106k). Depreciation costs of £132k (2021: £160k) are included in the cost figures above.

Reserves Policy

The Trust's free reserves at the year-end amounted to £148k (2021: £439k) representing retained unrestricted income reserves. The Trust has adopted a policy of maintaining free reserves at a level to provide reasonable cover for operating costs with any surplus to be re-invested into improvement of the estates and school facilities.

Fixed Assets

Tangible fixed assets are held by the Trust for use by the School although there are some properties that could be divested should the need arise. Note 1.6 describes the Trust's accounting policy in relation to fixed assets.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022**

The Governors, who served during the year and up to the date of signature of the financial statements were:

A P Chamberlain	
J M P Dearden	(Resigned 6 May 2022)
S F Hamilton	(Resigned 4 December 2021)
C J Rickart	(Resigned 18 November 2022)
A S Roberts	
P A Hogan	(Appointed 4 January 2022)
I C Kenny	
P Scott	
C A Dodwell	(Resigned 6 April 2022)
Reverend Canon J D Brewster	(Appointed 2 May 2022)
L Houlding	(Appointed 11 May 2022)
M A Hunter	(Appointed 8 June 2022)
H J Nelson	(Appointed 21 September 2022)

Auditor

The auditor, Jackson Stephen LLP, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

Disclosure of information to auditor

Each of the Governors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The Governors' report was approved by the Board of Governors.



A P Chamberlain
Chairman of Governing Body
Dated: 2 February 2023

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
STATEMENT OF GOVERNORS' RESPONSIBILITIES
FOR THE YEAR ENDED 31 AUGUST 2022**

The Governors, who are also the directors of Windermere Educational Trust Limited for the purpose 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 Trust and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Trust will continue in operation.

The Governors are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Trust 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 Trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF WINDERMERE EDUCATIONAL TRUST LIMITED**

Opinion

We have audited the financial statements of Windermere Educational Trust Limited (the 'Trust') for the year ended 31 August 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the 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 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 Trust 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 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 Trust'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 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the Governors' report has been prepared in accordance with applicable legal requirements.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE MEMBERS OF WINDERMERE EDUCATIONAL TRUST LIMITED**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Trust and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Governors' 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Governors

As explained more fully in the statement of Governors' responsibilities, the Governors, who are also the directors of the Trust for the purpose 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 Trust'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 sector, we identified that the principal risks of non-compliance with laws and regulations related to, but were not limited to, the Companies Act 2006, the Charities Act 2011, employment, pension and health and safety legislation and regulation through the Charity Commission for 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 the Charities' Statement of Recommended Practice.

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 and judgements and the risk of fraudulent revenue recognition.

Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE MEMBERS OF WINDERMERE EDUCATIONAL TRUST LIMITED**

- enquiring of management about actual and potential litigation and claims, their policies and procedures to prevent and detect fraud as well as whether they have knowledge of any actual, suspected or alleged fraud;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing regulatory correspondence with the Charities Commission;
- obtaining an understanding of provisions; and
- in addressing the risk of fraud through management override of controls: testing the appropriateness of journal entries; assessing whether the accounting estimates, judgements and decisions made by management are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

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



**Peter Atkinson F.C.A. (Senior Statutory Auditor)
for and on behalf of Jackson Stephen LLP**

03/02/2023
.....

**Chartered Accountants-
Statutory Auditor**

**James House
Stonecross Business Park
Yew Tree Way
Warrington
Cheshire
WA3 3JD**

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2022**

Current financial year

	Notes	Unrestricted funds general 2022 £	Unrestricted funds designated 2022 £	Restricted funds 2022 £	Total 2022 £	Total 2021 £
Income from:						
Donations and legacies	3	4,000	-	-	4,000	4,114
Charitable activities	4	5,930,141	-	-	5,930,141	5,692,372
Other trading activities	5	467,503	-	-	467,503	275,311
Investments	6	246	-	-	246	-
Total income		6,401,890	-	-	6,401,890	5,971,797
Expenditure on:						
Raising funds	7	151,650	-	-	151,650	104,736
Charitable activities	8	6,421,132	-	-	6,421,132	5,872,592
Other	13	120,317	-	1,796	122,113	99,971
Total resources expended		6,693,099	-	1,796	6,694,895	6,077,299
Net expenditure for the year/ Net movement in funds		(291,209)	-	(1,796)	(293,005)	(105,502)
Fund balances at 1 September 2021		438,754	20,047,615	6,292	20,492,661	20,598,163
Fund balances at 31 August 2022		147,545	20,047,615	4,496	20,199,656	20,492,661

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

Net income/(expenditure) before depreciation for the year totalled £(161,107) (2021: £54,958).

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2022**

Prior financial year

	Notes	Unrestricted funds general 2021 £	Unrestricted funds designated 2021 £	Restricted funds 2021 £	Total 2021 £
Income from:					
Donations and legacies	3	-	-	4,114	4,114
Charitable activities	4	5,692,372	-	-	5,692,372
Other trading activities	5	275,311	-	-	275,311
Total income		5,967,683	-	4,114	5,971,797
Expenditure on:					
Raising funds	7	104,736	-	-	104,736
Charitable activities	8	5,872,592	-	-	5,872,592
Other	13	99,971	-	-	99,971
Total resources expended		6,077,299	-	-	6,077,299
Net expenditure for the year/ Net movement in funds		(109,616)	-	4,114	(105,502)
Fund balances at 1 September 2020		548,370	20,047,615	2,178	20,598,163
Fund balances at 31 August 2021		438,754	20,047,615	6,292	20,492,661

The statement of financial activities includes all gains and losses recognised in the year.

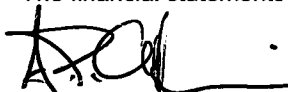
All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
BALANCE SHEET
AS AT 31 AUGUST 2022**

	Notes	2022		2021	
		£	£	£	£
Fixed assets					
Tangible assets	14		25,169,056		25,238,958
Current assets					
Stocks	15	7,732		5,963	
Debtors	16	298,057		310,078	
Cash at bank and in hand		1,422,614		1,897,550	
			<u>1,728,403</u>		<u>2,213,591</u>
Creditors: amounts falling due within one year	17	<u>(3,164,620)</u>		<u>(3,085,368)</u>	
Net current liabilities			<u>(1,436,217)</u>		<u>(871,777)</u>
Total assets less current liabilities			<u>23,732,839</u>		<u>24,367,181</u>
Creditors: amounts falling due after more than one year	18		<u>(3,533,183)</u>		<u>(3,874,520)</u>
Net assets			<u><u>20,199,656</u></u>		<u><u>20,492,661</u></u>
Income funds					
Restricted funds	20		4,496		6,292
Designated funds			20,047,615		20,047,615
Unrestricted funds - general			147,545		438,754
			<u>20,199,656</u>		<u>20,492,661</u>

The financial statements were approved by the Governors on 2 February 2023



A P Chamberlain
Trustee

Company Registration No. 00914963

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2022

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash generated from operations	26		342,047		171,267
Investing activities					
Purchase of tangible fixed assets		(61,996)		(17,478)	
Interest paid		(122,113)		(99,971)	
Investment income received		246		-	
Net cash used in investing activities			(183,863)		(117,449)
Financing activities					
Fees in advance scheme		(443,828)		(393,792)	
Proceeds from new bank loans		-		2,000,000	
Repayment of bank loans		(189,292)		(140,957)	
Net cash (used in)/generated from financing activities			(633,120)		1,465,251
Net (decrease)/increase in cash and cash equivalents			(474,936)		1,519,069
Cash and cash equivalents at beginning of year			1,897,550		378,481
Cash and cash equivalents at end of year			1,422,614		1,897,550

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022**

1 Accounting policies

Charity information

Windermere Educational Trust Limited is a private company limited by guarantee incorporated in England and Wales and a registered charity in England and Wales. The registered office is Browhead, Windermere, Cumbria, LA23 1NW.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Trust's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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 Trust is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Trust. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared under the historical cost convention, modified to include the revaluation of freehold properties. The principal accounting policies adopted are set out below.

1.2 Going concern

At the balance sheet date The Trust had net current liabilities amounting to £1,436,217 (2021: £871,777), however, at the time of approving the financial statements, the Governors have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. Thus the Governors continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Governors in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the Governors for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

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

1.4 Income

Income is recognised when the Trust is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Trust has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying the goods and services in order to raise funds and is recognised when entitlement has occurred.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022**

1 Accounting policies (Continued)

1.5 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes all costs associated with raising funds for its charitable purposes and includes all costs associated with non-charitable trading;
- Expenditure on charitable activities includes costs associated with UK educational operations; and
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold buildings	2% per annum straight line basis
Fixtures, fittings and equipment	10% to 33.3% per annum straight line basis
Motor vehicles	25% per annum straight line basis

No provision for depreciation of school buildings is made as the trust considers that the estimated useful life of the buildings is so long and the residual value so high that any depreciation charged is not material, either each year or cumulatively over the useful economic life of the asset.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Impairment of fixed assets

At each reporting end date, the Trust reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell.

1.9 Cash and cash equivalents

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

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022**

1 Accounting policies

(Continued)

1.10 Financial instruments

The Trust has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Trust's balance sheet when the Trust becomes party to the contractual provisions of the instrument.

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

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets

Financial assets, other than those held at fair value through income and expenditure, are assessed for indicators of impairment at each reporting date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in net income/(expenditure) for the year.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in net income/(expenditure) for the year.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the Trust transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Trust's contractual obligations expire or are discharged or cancelled.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022**

1 Accounting policies (Continued)

1.11 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Trust is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Pension benefits

Retirement benefits to employees of the charitable company are provided by the Teachers' Pension Scheme ('TPS') and The Pension Trust Growth Plan. These are defined benefit schemes and the assets are held separately from those of the charitable company.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charitable company in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit method. The TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. Consequently, the TPS is treated as a defined contribution scheme for accounting purposes and the contributions are recognised in the period to which they relate.

For The Pension Trust Growth Plan, the contributions are determined by a qualified actuary on the basis of financial valuations using a projected unit method. The Pension Trust Growth Plan is a multi-employer scheme and there is sufficient information available to unlock detailed benefit accounts. The plan is therefore treated as a defined contribution scheme for accounting purposes and contributions are recognised in the period to which they relate.

1.14 Government grants

Government grants received in respect of the Coronavirus Job Retention Scheme are included in other income within charitable activities and are accounted for on an accruals basis.

2 Critical accounting estimates and judgements

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

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

The trustees have considered the residual value and remaining useful economic life of the land and buildings and consider that the assumptions in arriving at these values are reasonable.

Depreciation policies have also been considered again this year and are deemed reasonable.

The assumptions regarding the treatment of the Trust's pension schemes within the financial statements have also been considered again this year, with no adjustment to their treatment considered necessary.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022**

3 Donations and legacies

	Unrestricted funds general 2022 £	Restricted funds 2021 £
Donations and gifts	4,000	4,114
	<u>4,000</u>	<u>4,114</u>

4 Charitable activities

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Net fees	5,630,942	5,051,039
Other income	299,199	641,333
	<u>5,930,141</u>	<u>5,692,372</u>

5 Other trading activities

	Unrestricted funds general 2022 £	Unrestricted funds general 2021 £
Summer school	422,861	189,486
Rental income	22,317	66,123
Catering income	22,325	19,702
	<u>467,503</u>	<u>275,311</u>

6 Investments

	Unrestricted funds general 2022 £	Total 2021 £
Interest receivable	246	-
	<u>246</u>	<u>-</u>

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

7 Raising funds

	Unrestricted funds general 2022 £	Unrestricted funds general 2021 £
Associated summer school costs	131,969	89,768
Associated catering costs	19,681	14,968
	<u>151,650</u>	<u>104,736</u>

8 Charitable activities

	2022 £	2021 £
Depreciation and impairment	131,898	160,460
Academic costs	3,143,801	3,100,491
Welfare costs	1,059,089	906,705
Property costs	1,027,678	720,072
Management and administration costs	740,653	709,436
Other expenses	68,776	85,050
Marketing costs	235,314	178,466
Governance costs	13,923	11,912
	<u>6,421,132</u>	<u>5,872,592</u>

9 Net movement in funds

	2022 £	2021 £
Net movement in funds is stated after charging/(crediting)		
Depreciation of owned tangible fixed assets	<u>131,898</u>	<u>160,460</u>

10 Auditor's remuneration

The analysis of auditor's remuneration is as follows:

	2022 £	2021 £
Audit of the annual accounts	<u>9,100</u>	<u>8,700</u>

11 Governors

None of the Governors (or any persons connected with them) received any remuneration or benefits from the Trust during the year.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022**

12 Employees

Number of employees

The average monthly number of employees during the year was:

	2022	2021
	Number	Number
Teaching staff	61	64
Welfare staff	29	29
Maintenance and gardens	10	8
Administrative staff	16	18
	<u>116</u>	<u>119</u>
Wages and salaries	3,379,603	3,392,007
Social security costs	332,041	319,653
Other pension costs	534,150	528,133
	<u>4,245,794</u>	<u>4,239,793</u>

The number of employees whose annual remuneration was £60,000 or more were:

	2022	2021
	Number	Number
£60,001 - £70,000	2	1
£110,001 - £120,000	-	1
	<u>-</u>	<u>1</u>

13 Other

	Unrestricted funds general 2022 £	Restricted funds 2022	Total 2022 £	Unrestricted funds general 2021 £
Loan interest	76,863	-	76,863	32,458
Discounts on the fees in advance scheme	43,454	-	43,454	67,513
Other expenditure	-	1,796	1,796	-
	<u>120,317</u>	<u>1,796</u>	<u>122,113</u>	<u>99,971</u>

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

14 Tangible fixed assets

	Freehold buildings	Fixtures, fittings and equipment	Motor vehicles	Total
	£	£	£	£
Cost or valuation				
At 1 September 2021	24,825,920	1,667,055	33,362	26,526,337
Additions	18,011	43,985	-	61,996
Disposals	-	(363,307)	(2,550)	(365,857)
At 31 August 2022	24,843,931	1,347,733	30,812	26,222,476
Depreciation and impairment				
At 1 September 2021	-	1,270,390	16,989	1,287,379
Depreciation charged in the year	-	125,693	6,205	131,898
Eliminated in respect of disposals	-	(363,307)	(2,550)	(365,857)
At 31 August 2022	-	1,032,776	20,644	1,053,420
Carrying amount				
At 31 August 2022	24,843,931	314,957	10,168	25,169,056
At 31 August 2021	24,825,920	396,665	16,373	25,238,958

The freehold land and buildings have been valued by the Trust on a depreciated replacement cost basis on 31 August 2022.

At 31 August 2022, had the revalued assets been carried at historic cost less accumulated depreciation and accumulated impairment losses, their carrying amount would have been approximately £4,796,316 (2021: £4,778,305).

Included within freehold land and buildings is an amount of £1,755,500 (2021: £1,755,500) attributable to land, which is not depreciated.

15 Stocks

	2022	2021
	£	£
Food stock	7,732	5,963

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

16 Debtors		2022	2021
		£	£
Amounts falling due within one year:			
Trade debtors		129,169	109,988
Other debtors		3,032	9,061
Prepayments and accrued income		165,856	191,029
		<u>298,057</u>	<u>310,078</u>
17 Creditors: amounts falling due within one year		2022	2021
	Notes	£	£
Bank loans	19	196,935	204,456
Other taxation and social security		89,039	285,811
Deferred income		1,225,119	818,306
Trade creditors		304,122	164,372
Other creditors		1,264,892	1,540,677
Accruals		84,513	71,746
		<u>3,164,620</u>	<u>3,085,368</u>
18 Creditors: amounts falling due after more than one year		2022	2021
	Notes	£	£
Bank loans	19	3,132,183	3,313,954
Other creditors		401,000	560,566
		<u>3,533,183</u>	<u>3,874,520</u>
19 Loans and overdrafts		2022	2021
		£	£
Bank loans		3,329,118	3,518,410
Payable within one year		196,935	204,456
Payable after one year		3,132,183	3,313,954
Amounts included above which fall due after five years:			
Payable by instalments		<u>344,441</u>	<u>496,130</u>

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

19 Loans and overdrafts

(Continued)

Three bank loans are repayable over ten and fifteen years. The loans are subject to an interest rate that is equal to the Bank of England base rate +2%. They are secured upon certain freehold land and buildings held by the School and a fixed and floating charge over other assets.

A Coronavirus Business Interruption Loan was received in the prior year, repayable in 3 years. This loan is subject to no interest in year 1, 8.3% in year 2, and 8% in year 3. The loan is secured upon certain freehold land and buildings held by the School.

20 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds				
	Balance at 1 September 2020	Income	Balance at 1 September 2021	Expenditure	Balance at 31 August 2022
	£	£	£	£	£
Hardship Fund	2,178	4,114	6,292	(1,796)	4,496
	<u>2,178</u>	<u>4,114</u>	<u>6,292</u>	<u>(1,796)</u>	<u>4,496</u>

The Hardship Fund was set up to help parents affected due to Covid-19.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

21 Analysis of net assets between funds

	Unrestricted fund 2022 £	Designated fund 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted fund 2021 £	Designated fund 2021 £	Restricted funds 2021 £	Total 2021 £
Fund balances at 31 August 2022 are represented by:								
Tangible assets	5,121,441	20,047,615	-	25,169,056	5,191,343	20,047,615	-	25,238,958
Current assets/(liabilities)	(1,440,713)	-	4,496	(1,436,217)	(878,069)	-	6,292	(871,777)
Long term liabilities	(3,533,183)	-	-	(3,533,183)	(3,874,520)	-	-	(3,874,520)
	<u>147,545</u>	<u>20,047,615</u>	<u>4,496</u>	<u>20,199,656</u>	<u>438,754</u>	<u>20,047,615</u>	<u>6,292</u>	<u>20,492,661</u>

Designated funds relate to the revaluation of fixed assets.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

22 Operating lease commitments

At the reporting end date the Trust had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2022 £	2021 £
Within one year	81,873	59,617
Between two and five years	132,191	77,739
	<u>214,064</u>	<u>137,356</u>

23 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2022 £	2021 £
Aggregate compensation	<u>504,628</u>	<u>612,657</u>

A number of Governors have children who attend the school. The fees paid by those Governors are on the same terms and conditions as are charged to any other parent who does not work at the school.

A Governor of the school had a balance at the year end with the school under the fees in advance scheme amounting to £129 (2021: £25,768). Discounts have been given from this scheme for the the year totalling £821 (2021: £116).

A Governor of the school had children who attended the school and were in receipt of a bursary. In the duration of office of the Governor those children received bursaries amounting to £7,709 in line with bursary awards to other children.

24 Members liability

The charity has no share capital being a company limited by guarantee. Each member is required to contribute an amount not exceeding £1 per member in the event of a winding up situation.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

25 Pension costs

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff and The Pensions Trust's Growth Plan for non teaching staff. The total pension charge for the year was £535,567 (2021: £528,133) and at the year-end £707 (2021 - £65,970) was accrued in respect of contributions to this scheme.

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers and, from 1 January 2007, automatic for teachers in part-time employment following appointment or a change of contract, although they are able to opt out.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis - these contributions along with those made by employers are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016 and in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education on 5 March 2019

The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% employer administration charge)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million giving a notional past service deficit of £22,000 million
- an employer cost cap of 10.9% of pensionable pay will be applied to future valuations

The TPS valuation for 2016 determined an employer rate of 23.68%, which was payable from September 2019. The next valuation of the TPS will be based on the March 2020 data, whereupon the employer contribution rate is expected to be reassessed and will be payable from 1 September 2023.

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The trust has accounted for its contributions to the scheme as if it were a defined contribution scheme. The trust has set out above the information available on the scheme.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2022

26	Cash generated from operations	2022	2021
		£	£
	Deficit for the year	(293,005)	(105,502)
	Adjustments for:		
	Investment income recognised in statement of financial activities	(246)	-
	Interest paid	122,113	99,971
	Depreciation and impairment of tangible fixed assets	131,898	160,460
	Movements in working capital:		
	(Increase) in stocks	(1,769)	(810)
	Decrease/(increase) in debtors	12,021	(159,621)
	(Decrease)/increase in creditors	(35,778)	2,660
	Increase in deferred income	406,813	174,109
	Cash generated from operations	<u>342,047</u>	<u>171,267</u>

27	Analysis of changes in net (debt)/funds	At 1 September	Cash flows	Other non-cash	At 31 August
		2021		changes	2022
		£	£	£	£
	Cash at bank and in hand	1,897,550	(474,936)	-	1,422,614
	Loans falling due within one year	(204,456)	189,292	(181,771)	(196,935)
	Loans falling due after more than one year	(3,313,954)	-	181,771	(3,132,183)
		<u>(1,620,860)</u>	<u>(285,644)</u>	<u>-</u>	<u>(1,906,504)</u>

WINDERMERE EDUCATIONAL TRUST LIMITED

England & Wales - Charity number 526973

Accounts

Charity Registration No. 526973

Company Registration No. 00914963 (England and Wales)

WINDERMERE EDUCATIONAL TRUST LIMITED

T/A WINDERMERE SCHOOL

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
LEGAL AND ADMINISTRATIVE INFORMATION**

Governors	A Chamberlain J Dearden C Rickart A Roberts (Appointed 7 October 2020) P Hogan (Appointed 4 January 2022) I C Kenny (Appointed 5 May 2021) P Scott (Appointed 5 May 2021) C A Dodwell (Appointed 5 May 2021)
Secretary	S Ross
Charity number	526973
Company number	00914963
Principal address	T/a Windermere School and Windermere Preparatory School Browhead Windermere Cumbria LA23 1NW
Registered office	T/a Windermere School and Windermere Preparatory School Browhead Windermere Cumbria LA23 1NW
Auditor	Jackson Stephen LLP James House Stonecross Business Park Yew Tree Way Warrington Cheshire WA3 3JD
Bankers	HSBC Bank plc 64 Highgate Cumbria Kendal LA9 4TF

WINDERMERE EDUCATIONAL TRUST LIMITED T/A WINDERMERE SCHOOL CONTENTS

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WINDERMERE EDUCATIONAL TRUST LIMITED

T/A WINDERMERE SCHOOL

GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 AUGUST 2021

The Governors of Windermere Educational Trust Limited present their annual report and audited accounts for the year ended 31 August 2021 and confirm they comply with the requirements of the Charities Act 2016, the Charities SORP (FRS 102) and the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE INFORMATION

Windermere Educational Trust Limited ("The Trust") was founded in 1863 in Lytham St Anne's. It is constituted as a Company Limited by Guarantee, registered in England and Wales, no. 00914963, and is registered with the Charities Commission under Charity No. 526973.

The Trust operates on three sites known as Windermere School, the Browhead Campus, for those in Year 7 and above, the Elleray Campus, for pupils in Pre-School to Year 6 and Hodge Howe, our Sailing and Outdoors Centre on the shore of Windermere. The Trust also operates under the trading name Windermere International Summer School.

There is one Governing Body. Details of the members of the Governing Body, together with the Trust's officers and principal advisors, are given on the legal and administrative information page.

COVID 19

The global pandemic has continued to affect the nation and the School throughout the academic year 2020-2021 and into 2021-22. Although the School has continued to demonstrate resilience and adaptability, the impact of the pandemic can be seen in the financial results. In May 2021, the School took on a Coronavirus Business Interruption Loan in order to ensure cash flow stability throughout the next period. The School is also looking at opportunities for planning gain on parts of the estate which are not used currently, in line with the Board's responsibility to ensure the viability of the School through the current challenging business environment.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Documents

The Trust is governed by its Memorandum of Association and Articles of Association last amended on 20 January 2017.

Governing Body

The Governing Body is self-appointed with one third of its members required to retire by rotation at each AGM. The first appointed, or longest serving since last reappointment, are the first to retire. Governors retiring by rotation can be re-elected.

New members of the Governing Body are elected on the basis of nominations of the Governors and the executive officers based on the candidates' professional qualities, experience, personal competence and local availability.

Recruitment and Training of Governors

New Governors are inducted into the workings of the Trust, including Governing Body policy and procedures, at a series of induction meetings specially organised for them by the Head, the Clerk and other Governors. Governors carry out an annual skills audit and undertake to procure additional support or training to ensure the appropriate skills remain available to assist the School in meeting its strategic and operational objectives.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Organisational Structure

The Members of the Governing Body, as the Charity Trustees, are legally responsible for the overall management and control of the Trust. The Governing Body usually meets six times a year. The work of implementing their policies is carried out by five Committees:

The Finance and General Purposes Committee scrutinise revenue, the budget, the future capital plan, capital expenditure and monitor financial risk. This Committee also supervise and finalise the audited financial statements and annual report for approval by the Governing Body. The Finance and General Purposes Committee is chaired by Mr J Dearden and reports to the Governing Body at each board meeting.

The Nominations Committee, chaired by Mrs A Roberts, oversees the orderly succession for appointments to the Board and senior management.

The Risk Management Group monitors the strategic risks facing the Trust. The group is chaired by the Operations Manager, Mr R Hennah and reports into the Board at each meeting via Mr I C Kenny.

The Education Committee chaired by Mr C Rickart, monitors and reviews the academic, co-curricular and pastoral provision of the School, and makes recommendations as appropriate to the Governors.

The Marketing Committee, chaired by Mr P Scott, monitors the recruitment of new pupils through marketing and admissions initiatives.

Some governors have delegated responsibilities. For example, Mrs A Roberts (previously Mrs S Hamilton until her resignation) oversees all aspects of Safeguarding. Mrs A Roberts also oversees the Early Years Provision.

The Chair of each committee co-opts members of the Governing Body and any additional external expertise they deem appropriate for matters under consideration by each committee.

The day to day running of the school is delegated to the Headmaster supported by the Senior Management Team and Senior Leadership Team. The Headmaster attends all meetings of the Governing Body's Committees with the exception of the Nominations Committee.

Employment Policy

The School is an equal opportunities employer. Full and fair consideration is given to job applications from disabled persons and due consideration is given to their training and employment needs. Consultation with employees, or their representatives, has continued at all levels with the aim of taking the views of employees into account when decisions are made that are likely to affect their interests.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Trust Management

The Governors give consideration to the major risks to which the Trust is exposed. The Governing Body has ultimate responsibility for managing any risks faced by the Trust. Detailed consideration of risks is delegated to the appropriate sub-committee. The structure of these committees comprises appropriate membership from the Governing Body, assisted by the School's Senior Management and Leadership Teams and any external expertise that may be required from time to time.

The Trust management process and the resulting reports identify risks, assesses their impact and likelihood and, where necessary, recommends controls to mitigate and monitor those risks that are assessed as high.

The generic controls used by the Trust to minimise risks include:

- Terms of reference for each committee and Trust Board activity;
- Comprehensive budgeting and management accounting;
- Established organisational structures and lines of reporting;
- Formal written policies including clear authorisation and approval levels;
- Vetting procedures as required by law for the protection of children.

Health and safety is always a significant area for Risk Management. The risks range from fire and infrastructure to personal risks (most notably when away from the campus on trips and expeditions), and more recently contagion risk. The level and breadth of activity at the Trust's Schools is impressive and the risks associated with all activities are minimised by employing a competent and qualified Operations Manager, and a trained Educational Visits Coordinator. The Board used Kym Allen Associates to advise on Health & Safety and Educational Visits throughout 2020/21.

The Governing Body is satisfied that for all major risks identified, appropriate controls have been put in place and maintained to mitigate those risks adequately. It is recognised that systems can provide only reasonable but not absolute assurance that major risks have been managed.

OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

The Trust's Objects, as set out in the Memorandum of Association, are the advancement of education by providing general instruction of the highest class, together with physical and moral guidance in the School's management by the Trust. In furtherance of these Objects and for the public benefit, the Trust has established and administers bursaries, scholarships, awards and other benefactions, and acts as the Trustee and Manager of endowments, bequests and gifts given or established in pursuance of these Objects.

The Board is mindful of the long-standing need to provide public benefit and of the requirements of the Charities Act 2016. In this regard, the Board has monitored closely the supplemental guidance produced by the Charity Commission, in particular its public benefit guidance on advancement of education and on fee charging. Despite a continuing difficult economic climate the Trust has almost exceeded £1m of support provided by way of bursary, discount or financial support.

Vision

To be the best small school in Britain.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Mission Statement

The Trust's mission is to produce confident and compassionate people. Through teaching excellence, supportive pastoral care and experience of our environment, we encourage individual success for community good.

Our vision and mission are shaped by our determination to encourage self-knowledge, articulated by our school motto: Vincit qui se vincit – One conquers who conquers oneself. Today that means: overcome yourself and you will achieve.

The School challenges pupils to excel, to have sufficient self-reliance to know that determination can overcome adversity, and to be of value to society.

Intended Impact

Within its charitable Objects, the Trust's intention is to provide a first-class education through strong academic tuition and by developing broader skills that enable every pupil to realise his or her potential to the full. This involves emphasis on the co-curriculum through cerebral, sporting, artistic, team-building and social skills.

This policy builds self-confidence and life skills in our pupils and inculcates a desire to learn and a willingness to contribute to the wider community whilst at school and in later life.

Aims

The Trust's aims for the public benefit are to:

1. Inspire our pupils through a broad and balanced curriculum that challenges inside and outside the classroom, where they learn about their strengths and weaknesses, and are encouraged to strive for **excellence** in all things;
2. Support our pupils to develop their **individual** academic, creative and sporting talents and skills of leadership to enable and empower them to make an active and real contribution to their world;
3. Use our **unique** location at the heart of mountains, lakes and rivers as our greater classroom for adventure and adventurous learning, where our pupils will learn directly about the environment, each other and themselves;
4. Foster a **democratic** and accountable culture where our pupils contribute fully to school and community life and take increasing responsibility for their own learning and actions;
5. Encourage a **global** perspective by providing opportunities for all our pupils irrespective of gender, race and beliefs and encouraging them to value and respect differences.

Strategies to Achieve the Aims

The Governors began a major review of Strategy in 2018 resulting in the '5 Year Strategic Plan 2018-2023' which was shared with employees and parents in 2019. The Plan created a roadmap for development under the four main areas of Curriculum, Community, Estates and Funding, broken down into a series of Initiatives, each with a Governor Sponsor and an Owner from the Senior Management Teams.

Examples of initiatives currently in the plan are:

Curriculum – Further development of Pupil Pathways, a focus on Experiential Learning outside the classroom and a review of the provision of Adventure, Special Educational Needs & Disabilities and the Able Gifted and Talented program.

Community – Partnerships with Charities and Community Groups, a public lecture series and strengthening mentoring and exchange programs.

Estates – Development of the extensive estate to the best advantage of pupils.

Funding – Development of the International Summer School, a review of the fee discount model and Fundraising.

During the pandemic, the focus has largely been on the route back to normal operations, rather than on the furtherance of the initiatives above. It is likely that the pandemic will result in the need for some revision, and as such, the strategy will be reviewed within the next two years.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Principal Activity

The Trust's principal activity, as specified in the Memorandum of Association, is the advancement of education.

Public Benefit

Windermere Educational Trust Limited remains committed to the aim of providing public benefit in accordance with its founding principles. There is a requirement to demonstrate that public benefit for charitable purposes where it has hitherto been presumed in the absence of evidence to the contrary. This in turn calls for more detailed disclosures concerning our aims.

The awarding of bursaries for the needy is a measurable means of providing public benefit. The Board takes the view that bursaries awarded to those who would not otherwise be able to afford the fees are important, but not to the exclusion of the much wider benefit that the Trust provides within the community. Those pupils who attend our Schools and who receive financial support contribute to the School community in a variety of ways, and so the benefit is not purely to these pupils but to the Trust and, in some cases, to the wider community.

In 2020/21 the Trust awarded bursaries, scholarships and other awards almost totalling £1m (2019/20: £1.2m). Within this, means-tested awards based on a sliding scale according to financial circumstances totalling £408k were awarded to 46 pupils (2019/20: 69 bursaries totalling £558k). Bursary awards represented 6.8% of gross income in 2020/21 (2019/20: 8.1%).

In addition to bursaries, the Trust has engaged in many other activities that provide benefit to the public within the Trust's objectives. It is difficult to measure accurately the financial value of this public benefit. The benefit provided by bursaries and other activities can then be considered alongside the benefit of educating the 260 UK pupils which, in itself, has saved the exchequer some £1.5m.

The Trust is an important part of the local community with 119 full and part-time employees in 2020/21 making it one of the largest employers in the district. By far the largest proportion of the Trust's expenditure is accounted for by salaries and purchases from local and regional businesses. Thus a significant proportion of funds are invested directly into the local economy.

Other Charitable Activities

In addition to its primary purpose, in normal years the Trust provides a number of services and experiences to local primary schools free of charge. These include a 'Chemical Magic' Show, Watersports Day, Languages Day and Geography Day, in addition to hosting an annual Cross-County Event for 26 local primary schools.

Sailing and Watersports tuition at the School's lake shore Watersports Centre is provided on a weekly basis to two local primary schools at minimal charge, and the Trust also provides a high quality School Meals Service to another school.

The Trust also frequently lets the School's facilities at no charge to local community or charitable groups such as the Community Choir, Rotary Club, County Sports Associations and Blackwell Sailing who provide free of charge sailing activities for those with a disability.

Pupils also make significant contributions to the local community and charities. The School runs a Service programme for Years 10 and 11, where pupils engage in a variety of activities for one afternoon per fortnight for the benefit of the local community. Examples of activities undertaken include repairing footpaths on the fells, conservation work in the grounds of a local visitors' centre, planting trees and clearing litter from the National Park.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021**

STRATEGIC REPORT ACHIEVEMENTS AND PERFORMANCE

Academic

In 2021 the Trust celebrated impressive GCSE results with 98% (2020: 98%) of pupils obtaining 5 or more level 4-9 / A* - C GCSEs, and 53.4% (2020: 53.3%) of grades were a level 7 or above (A* or A), when the national average for level 7+ was 28.9%.

Despite the challenges of the pandemic, in 2021 the Trust enjoyed its best ever International Baccalaureate results with a mean average score of 36.4 (2020: 34.4) against a 2021 world average of 33.0 points. 36.4 points is equivalent to achieving 3 A levels with grades of A*AA.

An impressive ten students scored 40 points or more, which is equivalent to 4 or 5 A* at A Level. The pass rate was 96.4% (2020 - 94.7%). Ten students took the IB Career-related Programme with equally impressive results; four students achieved D*D*, (equivalent to achieving an A*A* grade at A Level), which ties with 2020 as the highest number of students achieving a maximum score the School has ever had, with a further 2 students achieving D*D.

These are remarkable results given that the School is non-selective. The Sunday Times guide to the very best schools in Britain ranked the School as 9th in the North West and is the highest placed boarding school on the list. For the country as a whole, out of 2,450 schools, the School is ranked 144th which is in the top 6 percent.

Co-curricular Activities

The 2020-21 academic year was one affected hugely by the COVID pandemic.

In Sport, inter school fixtures could not take place and even competitions were extremely challenging with the restrictions that were in place for most of the year. The School continued to stretch the students in lesson time and through a significantly altered extra-curricular programme which students attended in their bubbles in order to maintain physical activity and some element of competition, albeit within their own peer group.

In Sailing, many of the usual events could not take place, however despite that, 5 students qualified for the British Youth Sailing Feva North Squad and have attended summer training camps around the North and Midlands, in order to progress their skills with other local sailors. In July 2021, the School's sailors competed at Bassenthwaite Sailing Club for one of the only events that did go ahead in the RYA North West Regional champs, attended by over 100 sailors from all over the country. The School had 12 sailors competing at the event, taking 1st and 3rd podium places for two of our sailing pairs.

The Duke of Edinburgh Award Scheme was able to continue despite restrictions, with pupils allowed by the Scheme to move to higher awards without taking part in an expedition. As soon as expeditions were possible, the School put on a number of catch up expeditions allowing even those that had passed with the certificate of achievement to take part in an expedition with their peers. In total four separate D of E trips went out in 2021.

Although many of the usual outdoor activities could not take place, the School was able to offer voluntary posts through the pandemic, including working in bubbles to improve the grounds at the Hodge Howe Sailing Centre and bike maintenance with the School's fleet of bikes.

The staff and pupils are looking forward to a more normal year in 2022.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

FUTURE PLANS

The core elements of the Trust's Development Plan are:

- To continue to ensure the campuses offer a safe and attractive environment for pupils, staff and visitors;
- To provide a happy and secure pastoral environment, suitable for both day and boarding pupils, in which all pupils are offered opportunities for leadership and service to others;
- To provide a stimulating learning environment in which pupils can develop their academic potential to the full;
- To offer all pupils the opportunities of experiencing a broad range of intellectual, cultural, sporting and wider-community activities;
- To increase the capability of the Trust to offer education to children whose parents are unable to afford full fees;
- To provide an enjoyable and appropriately challenging environment within which members of staff may develop their careers;
- To ensure that the Trust plays a significant part in the life of the local community, sharing facilities and seeking local partnerships wherever possible.

FINANCIAL REVIEW

Results for the year

Net fee income decreased by 8.56% to £5,051k (2020: £5,526k) due to a fall in the number of boarders caused by the pandemic. Total income was roughly comparable to the prior year however at £5,972k (2020: £6,025k) on account of being able to run a Summer School (although not a residential one), some new income generating activities, and continued support from the government's Coronavirus Job Retention Scheme.

Costs reduced by £181k from the previous year coming in at £6,077k (2020: £6,258k) due to cost saving measures in all areas. Net expenditure was therefore an improvement on the prior year at £106k (2020: £233k). Depreciation costs of £160k (2020: £203k) are included in the cost figures above.

Reserves Policy

The Trust's free reserves at the year-end amounted to £439k (2020: £548k) representing retained unrestricted income reserves. The Trust has adopted a policy of maintaining free reserves at a level to provide reasonable cover for operating costs with any surplus to be re-invested into improvement of the estates and school facilities.

Fixed Assets

Tangible fixed assets are held by the Trust for use by the School although there are some properties that could be divested should the need arise. Note 1.6 describes the Trust's accounting policy in relation to fixed assets.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021**

The Governors, who served during the year and up to the date of signature of the financial statements were:

A Chamberlain	
J Dearden	
C Burrow	(Resigned 31 December 2020)
S Hamilton	(Appointed 7 October 2020 and resigned 4 December 2021)
J Harris	(Resigned 5 March 2021)
A Hodson	(Resigned 2 July 2021)
C Rickart	
A Roberts	(Appointed 7 October 2020)
A Smith	(Resigned 10 March 2021)
P Hogan	(Appointed 4 January 2022)
I C Kenny	(Appointed 5 May 2021)
P Scott	(Appointed 5 May 2021)
C A Dodwell	(Appointed 5 May 2021)

Additionally, P Hogan was appointed on 5 May 2021 and resigned on 6 July 2021.

Auditor

The auditor, Jackson Stephen LLP, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

Disclosure of information to auditor

Each of the Governors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The Governors' report was approved by the Board of Governors.

A Chamberlain

Chairman of Governing Body

Dated: 21 January 2022

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
STATEMENT OF GOVERNORS' RESPONSIBILITIES
FOR THE YEAR ENDED 31 AUGUST 2021

The Governors, who are also the directors of Windermere Educational Trust Limited for the purpose 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 Trust and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Trust will continue in operation.

The Governors are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Trust 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 Trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
INDEPENDENT AUDITOR'S REPORT
TO THE GOVERNORS OF WINDERMERE EDUCATIONAL TRUST LIMITED

Opinion

We have audited the financial statements of Windermere Educational Trust Limited (the 'Trust') for the year ended 31 August 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the 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 its incoming resources and application of resources, 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 Trust 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 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 Trust'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 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Governors' report has been prepared in accordance with applicable legal requirements.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE GOVERNORS OF WINDERMERE EDUCATIONAL TRUST LIMITED**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Trust and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Governors' 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the 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

As explained more fully in the statement of Governors' responsibilities, the Governors, who are also the directors of the Trust for the purpose 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 Trust'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 sector, we identified that the principal risks of non-compliance with laws and regulations related to, but were not limited to, the Companies Act 2006, the Charities Act 2016, employment, pension and health and safety legislation and regulation through the Charity Commission for 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 the Charities' Statement of Recommended Practice.

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 and judgements.

Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE GOVERNORS OF WINDERMERE EDUCATIONAL TRUST LIMITED**

- enquiring of management about actual and potential litigation and claims, their policies and procedures to prevent and detect fraud as well as whether they have knowledge of any actual, suspected or alleged fraud;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing regulatory correspondence with the Charities Commission;
- obtaining an understanding of provisions; and
- in addressing the risk of fraud through management override of controls: testing the appropriateness of journal entries; assessing whether the accounting estimates, judgements and decisions made by management are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

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

Peter Atkinson F.C.A. (Senior Statutory Auditor)
for and on behalf of Jackson Stephen LLP

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**Chartered Accountants
Statutory Auditor**

James House
Stonecross Business Park
Yew Tree Way
Warrington
Cheshire
WA3 3JD

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2021

Current financial year

	Notes	Unrestricted funds general 2021 £	Unrestricted funds designated 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
<u>Income from:</u>						
Donations and legacies	3	-	-	4,114	4,114	28,951
Charitable activities	4	5,692,372	-	-	5,692,372	5,964,316
Other trading activities	5	275,311	-	-	275,311	31,653
Total income		5,967,683	-	4,114	5,971,797	6,024,920
<u>Expenditure on:</u>						
Raising funds	6	104,736	-	-	104,736	65,187
Charitable activities	7	5,872,592	-	-	5,872,592	6,046,218
Other	12	99,971	-	-	99,971	146,882
Total resources expended		6,077,299	-	-	6,077,299	6,258,287
Net (expenditure)/income for the year/ Net movement in funds		(109,616)	-	4,114	(105,502)	(233,367)
Fund balances at 1 September 2020		548,370	20,047,615	2,178	20,598,163	20,831,530
Fund balances at 31 August 2021		438,754	20,047,615	6,292	20,492,661	20,598,163

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

Net income/(expenditure) before depreciation for the year totalled £54,958 (2020: £(30,845)).

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2021

Prior financial year

	Notes	Unrestricted funds general 2020 £	Unrestricted funds designated 2020 £	Restricted funds 2020 £	Total 2020 £
<u>Income from:</u>					
Donations and legacies	3	4,917	-	24,034	28,951
Charitable activities	4	5,964,316	-	-	5,964,316
Other trading activities	5	31,653	-	-	31,653
Total income		6,000,886	-	24,034	6,024,920
<u>Expenditure on:</u>					
Raising funds	6	65,187	-	-	65,187
Charitable activities	7	6,024,362	-	21,856	6,046,218
Other	12	146,882	-	-	146,882
Total resources expended		6,236,431	-	21,856	6,258,287
Net (expenditure)/income for the year/ Net movement in funds		(235,545)	-	2,178	(233,367)
Fund balances at 1 September 2019		783,915	20,047,615	-	20,831,530
Fund balances at 31 August 2020		548,370	20,047,615	2,178	20,598,163

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
BALANCE SHEET
AS AT 31 AUGUST 2021

	Notes	2021 £	£	2020 £	£
Fixed assets					
Tangible assets	13	25,238,958		25,381,940	
Current assets					
Stocks	14	5,963		5,153	
Debtors	15	310,078		150,457	
Cash at bank and in hand		1,897,550		378,481	
		<u>2,213,591</u>		<u>534,091</u>	
Creditors: amounts falling due within one year	16	<u>(3,085,368)</u>		<u>(2,708,748)</u>	
Net current liabilities			(871,777)		(2,174,657)
Total assets less current liabilities			<u>24,367,181</u>		<u>23,207,283</u>
Creditors: amounts falling due after more than one year	17		<u>(3,874,520)</u>		<u>(2,609,120)</u>
Net assets			<u><u>20,492,661</u></u>		<u><u>20,598,163</u></u>
Income funds					
Restricted funds	19		6,292		2,178
Designated funds			20,047,615		20,047,615
Unrestricted funds - general			438,754		548,370
			<u><u>20,492,661</u></u>		<u><u>20,598,163</u></u>

The financial statements were approved by the Governors on 21 January 2022

A Chamberlain
Trustee

Company Registration No. 00914963

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from operations	25		171,267		45,287
Investing activities					
Purchase of tangible fixed assets		(17,478)		(88,492)	
Interest paid		(99,971)		(146,882)	
Net cash used in investing activities			(117,449)		(235,374)
Financing activities					
Fees in advance scheme		(393,792)		(482,636)	
Proceeds of new bank loans		2,000,000		-	
Repayment of bank loans		(140,957)		(112,354)	
Net cash generated from/(used in) financing activities			1,465,251		(594,990)
Net increase/(decrease) in cash and cash equivalents			1,519,069		(785,077)
Cash and cash equivalents at beginning of year			378,481		1,163,558
Cash and cash equivalents at end of year			1,897,550		378,481

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

1 Accounting policies

Charity information

Windermere Educational Trust Limited is a private company limited by guarantee incorporated in England and Wales and a registered charity in England and Wales. The registered office is Browhead, Windermere, Cumbria, LA23 1NW.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Trust's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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 Trust is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Trust. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared under the historical cost convention, modified to include the revaluation of freehold properties. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Governors have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. Thus the Governors continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Governors in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the Governors for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

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

1.4 Income

Income is recognised when the Trust is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Trust has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying the goods and services in order to raise funds and is recognised when entitlement has occurred.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

1 Accounting policies

(Continued)

1.5 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes all costs associated with raising funds for its charitable purposes and includes all costs associated with non-charitable trading;
- Expenditure on charitable activities includes costs associated with UK educational operations; and
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold buildings	2% per annum straight line basis
Fixtures, fittings and equipment	10% to 33.3% per annum straight line basis
Motor vehicles	25% per annum straight line basis

No provision for depreciation of school buildings is made as the trust considers that the estimated useful life of the buildings is so long and the residual value so high that any depreciation charged is not material, either each year or cumulatively over the useful economic life of the asset.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Impairment of fixed assets

At each reporting end date, the Trust reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell.

1.9 Cash and cash equivalents

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

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

1 Accounting policies

(Continued)

1.10 Financial instruments

The Trust has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Trust's balance sheet when the Trust becomes party to the contractual provisions of the instrument.

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

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the Trust transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Trust's contractual obligations expire or are discharged or cancelled.

1.11 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Trust is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

1 Accounting policies

(Continued)

1.13 Pension benefits

Retirement benefits to employees of the charitable company are provided by the Teachers' Pension Scheme ('TPS') and The Pension Trust Growth Plan. These are defined benefit schemes and the assets are held separately from those of the charitable company.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charitable company in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit method. The TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. Consequently, the TPS is treated as a defined contribution scheme for accounting purposes and the contributions are recognised in the period to which they relate.

For The Pension Trust Growth Plan, the contributions are determined by a qualified actuary on the basis of financial valuations using a projected unit method. The Pension Trust Growth Plan is a multi-employer scheme and there is sufficient information available to unlock detailed benefit accounts. The plan is therefore treated as a defined contribution scheme for accounting purposes and contributions are recognised in the period to which they relate.

1.14 Government grants

Government grants received in respect of the Coronavirus Job Retention Scheme are included in other income within charitable activities and are accounted for on an accruals basis.

2 Critical accounting estimates and judgements

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

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

The trustees have considered the residual value and remaining useful economic life of the land and buildings and consider that the assumptions in arriving at these values are reasonable.

Depreciation policies have also been considered again this year and are deemed reasonable.

The assumptions regarding the treatment of the Trust's pension schemes within the financial statements have also been considered again this year, with no adjustment to their treatment considered necessary.

3 Donations and legacies

	Restricted funds	Unrestricted funds general	Restricted funds	Total
	2021	2020	2020	2020
	£	£	£	£
Donations and gifts	4,114	4,917	24,034	28,951
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

4 Charitable activities

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Net fees	5,051,039	5,526,195
Other income	641,333	438,121
	<u>5,692,372</u>	<u>5,964,316</u>

5 Other trading activities

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
Summer school	189,486	-
Rental income	66,123	1,825
Catering income	19,702	29,828
Other trading activities	<u>275,311</u>	<u>31,653</u>

6 Raising funds

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
Associated summer school costs	89,768	47,765
Associated catering costs	14,968	17,422
	<u>104,736</u>	<u>65,187</u>

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

7 Charitable activities

	2021	2020
	£	£
Depreciation and impairment	160,460	202,522
Academic costs	3,100,491	3,332,494
Welfare costs	906,705	801,866
Property costs	720,072	715,559
Management and administration costs	709,436	679,036
Other expenses	85,050	104,937
Marketing costs	178,466	196,245
Governance costs	11,912	13,559
	<u>5,872,592</u>	<u>6,046,218</u>
Analysis by fund		
Unrestricted funds - general	5,872,592	6,024,362
Restricted funds	-	21,856
	<u>5,872,592</u>	<u>6,046,218</u>

8 Net movement in funds

	2021	2020
	£	£
Net movement in funds is stated after charging/(crediting)		
Depreciation of owned tangible fixed assets	<u>160,460</u>	<u>202,522</u>

9 Auditor's remuneration

The analysis of auditor's remuneration is as follows:

	2021	2020
	£	£
Audit of the annual accounts	<u>8,700</u>	<u>8,530</u>

10 Governors

None of the Governors (or any persons connected with them) received any remuneration or benefits from the Trust during the year.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

11 Employees

Number of employees

The average monthly number of employees during the year was:

	2021	2020
	Number	Number
Teaching staff	64	72
Welfare staff	29	28
Maintenance and gardens	8	9
Administrative staff	18	18
	<u>119</u>	<u>127</u>
	<u><u>119</u></u>	<u><u>127</u></u>
Wages and salaries	3,392,007	3,464,010
Social security costs	319,653	322,335
Other pension costs	528,133	548,687
	<u>4,239,793</u>	<u>4,335,032</u>
	<u><u>4,239,793</u></u>	<u><u>4,335,032</u></u>

The number of employees whose annual remuneration was £60,000 or more were:

	2021	2020
	Number	Number
£60,001 - £70,000	1	-
£100,001 - £110,000	-	1
£110,001 - £120,000	1	-
	<u>1</u>	<u>-</u>
	<u><u>1</u></u>	<u><u>-</u></u>

12 Other

	Unrestricted	Unrestricted
	funds	funds
	general	general
	2021	2020
	£	£
Loan interest	32,458	40,224
Discounts on the fees in advance scheme	67,513	106,658
	<u>99,971</u>	<u>146,882</u>
	<u><u>99,971</u></u>	<u><u>146,882</u></u>

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

13 Tangible fixed assets

	Freehold buildings	Fixtures, fittings and equipment	Motor vehicles	Total
	£	£	£	£
Cost or valuation				
At 1 September 2020	24,825,920	1,664,152	35,088	26,525,160
Additions	-	9,204	8,274	17,478
Disposals	-	(6,301)	(10,000)	(16,301)
	<u>24,825,920</u>	<u>1,667,055</u>	<u>33,362</u>	<u>26,526,337</u>
Depreciation and impairment				
At 1 September 2020	-	1,121,613	21,607	1,143,220
Depreciation charged in the year	-	155,078	5,382	160,460
Eliminated in respect of disposals	-	(6,301)	(10,000)	(16,301)
	<u>-</u>	<u>1,270,390</u>	<u>16,989</u>	<u>1,287,379</u>
Carrying amount				
At 31 August 2021	<u>24,825,920</u>	<u>396,665</u>	<u>16,373</u>	<u>25,238,958</u>
At 31 August 2020	<u>24,825,920</u>	<u>542,539</u>	<u>13,481</u>	<u>25,381,940</u>

The freehold land and buildings have been valued by the Trust on a depreciated replacement cost basis on 31 August 2021.

At 31 August 2021, had the revalued assets been carried at historic cost less accumulated depreciation and accumulated impairment losses, their carrying amount would have been approximately £4,778,305 (2020 - £4,778,305).

Included within freehold land and buildings is an amount of £1,755,500 (2020: £1,755,500) attributable to land, which is not depreciated.

14 Stocks

	2021 £	2020 £
Food stock	<u>5,963</u>	<u>5,153</u>

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

15 Debtors		2021	2020
Amounts falling due within one year:		£	£
Trade debtors		109,988	71,469
Other debtors		9,061	7,152
Prepayments and accrued income		191,029	71,836
		<u>310,078</u>	<u>150,457</u>
		<u><u>310,078</u></u>	<u><u>150,457</u></u>
16 Creditors: amounts falling due within one year		2021	2020
	Notes	£	£
Bank loans	18	204,456	112,647
Other taxation and social security		285,811	229,317
Deferred income		818,306	644,197
Trade creditors		164,372	33,804
Other creditors		1,540,677	1,619,174
Accruals		71,746	69,609
		<u>3,085,368</u>	<u>2,708,748</u>
		<u><u>3,085,368</u></u>	<u><u>2,708,748</u></u>
17 Creditors: amounts falling due after more than one year		2021	2020
	Notes	£	£
Bank loans	18	3,313,954	1,546,720
Other taxation and social security		-	203,569
Other creditors		560,566	858,831
		<u>3,874,520</u>	<u>2,609,120</u>
		<u><u>3,874,520</u></u>	<u><u>2,609,120</u></u>
18 Loans and overdrafts		2021	2020
		£	£
Bank loans		3,518,410	1,659,367
		<u>3,518,410</u>	<u>1,659,367</u>
		<u><u>3,518,410</u></u>	<u><u>1,659,367</u></u>
Payable within one year		204,456	112,647
Payable after one year		3,313,954	1,546,720
		<u>3,518,410</u>	<u>1,659,367</u>
		<u><u>3,518,410</u></u>	<u><u>1,659,367</u></u>
Amounts included above which fall due after five years:			
Payable by instalments		496,130	1,096,131
		<u>496,130</u>	<u>1,096,131</u>
		<u><u>496,130</u></u>	<u><u>1,096,131</u></u>

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

18 Loans and overdrafts

(Continued)

Three bank loans are repayable over ten and fifteen years. The loans are subject to an interest rate that is equal to the Bank of England base rate +2%. They are secured upon certain freehold land and buildings held by the School and a fixed and floating charge over other assets.

A Coronavirus Business Interruption Loan was received in the year, repayable in 3 years. This loan is subject to no interest in year 1, 8.3% in year 2, and 8% in year 3. The loan is secured upon certain freehold land and buildings held by the School.

19 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 September 2019	Movement		Balance at 1 September 2020	Movement	Balance at 31 August 2021
	£	Income	Expenditure	£	Income	£
Hardship Fund	-	24,034	(21,856)	2,178	4,114	6,292
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

The Hardship Fund was set up to help parents affected due to Covid-19.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

20 Analysis of net assets between funds

	Unrestricted fund 2021 £	Designated fund 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted fund 2020 £	Designated fund 2020 £	Restricted funds 2020 £	Total 2020 £
Fund balances at 31 August 2021 are represented by:								
Tangible assets	5,191,343	20,047,615	-	25,238,958	5,332,147	20,047,615	2,178	25,381,940
Current assets/(liabilities)	(878,069)	-	6,292	(871,777)	(2,174,657)	-	-	(2,174,657)
Long term liabilities	(3,874,520)	-	-	(3,874,520)	(2,609,120)	-	-	(2,609,120)
	<u>438,754</u>	<u>20,047,615</u>	<u>6,292</u>	<u>20,492,661</u>	<u>548,370</u>	<u>20,047,615</u>	<u>2,178</u>	<u>20,598,163</u>

Designated funds relate to the revaluation of fixed assets.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

21 Operating lease commitments

At the reporting end date the Trust had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021	2020
	£	£
Within one year	59,617	31,202
Between two and five years	77,739	17,146
	<u>137,356</u>	<u>48,348</u>

22 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2021	2020
	£	£
Aggregate compensation	<u>612,657</u>	<u>584,551</u>

A number of Governors have children who attend the school. The fees paid by those Governors are on the same terms and conditions as are charged to any other parent who does not work at the school.

During the period to 5 March 2021 the school incurred costs from Windermere Wine Stores Limited totalling £12 (2020: £769). J Harris was a Governor of the school until 5 March 2021.

As at 31 August 2021, J Dearden, a Governor of the school, had a balance with the school under the fees in advance scheme amounting to £1,990 (2020: £48,749). Discounts have been given from this scheme in the year totalling £1,637 (2020: £3,735).

A Hodson, a Governor of the school until 2 July 2021, had a balance with the school under the fees in advance scheme amounting to £nil (2020: £nil). Discounts have been given from this scheme to the period ending 2 July 2021 totalling £nil (2020: £552).

I C Kenny, a Governor of the school appointed on 5 May 2021, had a balance with the school under the fees in advance scheme as at 31 August 2021 amounting to £25,768. Discounts have been given from this scheme for the period between appointment and year end of £116.

23 Members liability

The charity has no share capital being a company limited by guarantee. Each member is required to contribute an amount not exceeding £1 per member in the event of a winding up situation.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

24 Pension costs

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff and The Pensions Trust's Growth Plan for non teaching staff. The total pension charge for the year was £528,133 (2020: £548,687) and at the year-end £65,970 (2020 - £15,182) was accrued in respect of contributions to this scheme.

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers and, from 1 January 2007, automatic for teachers in part-time employment following appointment or a change of contract, although they are able to opt out.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis - these contributions along with those made by employers are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016 and in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education on 5 March 2019

The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% employer administration charge)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million giving a notional past service deficit of £22,000 million
- an employer cost cap of 10.9% of pensionable pay will be applied to future valuations

The TPS valuation for 2016 determined an employer rate of 23.68%, which was payable from September 2019. The next valuation of the TPS will be based on the March 2020 data, whereupon the employer contribution rate is expected to be reassessed and will be payable from 1 September 2023.

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The trust has accounted for its contributions to the scheme as if it were a defined contribution scheme. The trust has set out above the information available on the scheme.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

25	Cash generated from operations		2021	2020
			£	£
	Deficit for the year		(105,502)	(233,367)
	Adjustments for:			
	Interest paid		99,971	146,882
	Depreciation and impairment of tangible fixed assets		160,460	202,522
	Movements in working capital:			
	(Increase)/decrease in stocks		(810)	1,082
	(Increase) in debtors		(159,621)	(16,884)
	Increase in creditors		2,660	463,973
	Increase/(decrease) in deferred income		174,109	(518,921)
	Cash generated from operations		<u>171,267</u>	<u>45,287</u>
26	Analysis of changes in net (debt)/funds			
		At 1 September	Cash flows	At 31 August
		2020		2021
		£	£	£
	Cash at bank and in hand	378,481	1,519,069	1,897,550
	Loans falling due within one year	(112,647)	(91,809)	(204,456)
	Loans falling due after more than one year	(1,546,720)	(1,767,234)	(3,313,954)
		<u>(1,280,886)</u>	<u>(339,974)</u>	<u>(1,620,860)</u>

WINDERMERE EDUCATIONAL TRUST LIMITED

England & Wales - Charity number 526973

Accounts

Charity Registration No. 526973

Company Registration No. 00914963 (England and Wales)

WINDERMERE EDUCATIONAL TRUST LIMITED

T/A WINDERMERE SCHOOL

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2020

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
LEGAL AND ADMINISTRATIVE INFORMATION**

Governors

A Chamberlain	
J Dearden	
S Hamilton	(Appointed 7 October 2020)
A Hodson	
C Rickart	(Appointed 6 May 2020)
A Roberts	(Appointed 7 October 2020)
P Hogan	(Appointed 5 May 2021)
C Kenny	(Appointed 5 May 2021)

Secretary S Ross

Charity number 526973

Company number 00914963

Principal address

T/a Windermere School and
Windermere Preparatory School
Browhead
Windermere
Cumbria
LA23 1NW

Registered office

T/a Windermere School and
Windermere Preparatory School
Browhead
Windermere
Cumbria
LA23 1NW

Auditor

Jackson Stephen LLP
James House
Stonecross Business Park
Yew Tree Way
Warrington
Cheshire
WA3 3JD

Bankers

HSBC Bank plc
64 Highgate
Cumbria
Kendal
LA9 4TF

WINDERMERE EDUCATIONAL TRUST LIMITED T/A WINDERMERE SCHOOL CONTENTS

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WINDERMERE EDUCATIONAL TRUST LIMITED

T/A WINDERMERE SCHOOL

GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 AUGUST 2020

The Governors of Windermere Educational Trust Limited present their annual report and audited accounts for the year ended 31 August 2020 and confirm they comply with the requirements of the Charities Act 2016, the Charities SORP (FRS 102) and the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE INFORMATION

Windermere Educational Trust Limited ("The Trust") was founded in 1863 in Lytham St Anne's. It is constituted as a Company Limited by Guarantee, registered in England and Wales, no. 00914963, and is registered with the Charities Commission under Charity No. 526973.

The Trust operates on three sites known as Windermere School, the Browhead Campus, for those in Year 7 and above, the Elleray Campus, for pupils in Pre-School to Year 6 and Hodge Howe, our Sailing and Outdoors Centre on the shore of Windermere. The Trust also operates under the trading name Windermere International Summer School.

There is one Governing Body. Details of the members of the Governing Body, together with the Trust's officers and principal advisors, are given on the legal and administrative information page.

COVID 19

The global pandemic which became known to the School in early 2020 has had a significant impact on the School, as it has on every other school, business and household in the country. The scale and speed of the changes imposed upon the nation could not have been foreseen, nor could the constantly evolving guidance and control measures which followed, and which are still in place at the time of writing. It has been an unprecedented year, and one which has affected every aspect of School life. It is testament to the resilience and adaptability of the leadership and staff that the School has continued to thrive academically. The pandemic is not over yet, and the effect will be felt for some time to come. It is likely that the post-pandemic world will be different in many ways, and the Governing Body and Leadership are mindful that the School will need to adapt to the new future.

The pandemic had a significant financial impact on the School, and this will be apparent in the reading of these accounts.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Documents

The Trust is governed by its Memorandum of Association and Articles of Association last amended on 20 January 2017.

Governing Body

The Governing Body is self-appointed with one third of its members required to retire by rotation at each AGM. The first appointed, or longest serving since last reappointment, are the first to retire. Governors retiring by rotation can be re-elected.

New members of a Governing Body are elected on the basis of nominations of the Governors and the executive officers based on the candidates' professional qualities, experience, personal competence and local availability.

Recruitment and Training of Governors

New Governors are inducted into the workings of the Trust, including Governing Body policy and procedures, at a series of induction meetings specially organised for them by the Head, the Clerk and other Governors. Governors carry out an annual skills audit and undertake to procure additional support or training to ensure the appropriate skills remain available to assist the School in meeting its strategic and operational objectives.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Organisational Structure

The Members of the Governing Body, as the Charity Trustees, are legally responsible for the overall management and control of the Trust. In normal times, the Governing Body meets between four and six times a year. The need for meetings increased during 2020 from the onset of the Covid-19 pandemic, and as such there were 17 meetings during the year to 31 August 2020.

The work of implementing their policies is carried out by four Committees:

The Finance and General Purposes Committee scrutinise revenue, the budget, capital expenditure and monitor financial risk. This Committee also supervise and finalise the audited financial statements and annual report for approval by the Governing Body. The Finance and General Purposes Committee is chaired by Mr J Dearden and reports to the Governing Body at each board meeting.

The Nominations Committee, chaired by Mrs C Burrow until her resignation and then by Mrs A Roberts, oversees the orderly succession for appointments to the Board and senior management.

The Estates Committee meet when required to discuss the capital plan and the current curriculum and boarding needs.

The Risk Management Group monitors the strategic risks facing the Trust. The group is chaired by the Operations Manager, and reports into the Board at each meeting via Mrs A Hodson.

Some governors have delegated responsibilities. For example, Mrs S Hamilton (previously Mrs J Harris until her resignation) oversees all aspects of Safeguarding and Mrs A Roberts (previously Mrs A Hodson) oversees the Early Years Provision.

The Chair of each committee co-opt members of the Governing Body and any additional external expertise they deem appropriate for matters under consideration by each committee.

The day to day running of the school is delegated to the Headmaster supported by the Senior Management Team and Senior Leadership Team. The Headmaster attends all meetings of the Governing Body's Committees with the exception of the Nominations Committee.

Post year end the following committees were formed:

The Education Committee, chaired by Mr C Rickart, reviews academic provision and performance, and meets at least three times per year.

The Marketing Committee, also chaired by Mr C Rickart, monitors the recruitment of new pupils through marketing and admissions initiatives.

Employment Policy

The School is an equal opportunities employer. Full and fair consideration is given to job applications from disabled persons and due consideration is given to their training and employment needs. Consultation with employees, or their representatives, has continued at all levels with the aim of taking the views of employees into account when decisions are made that are likely to affect their interests.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

Trust Management

The Governors give consideration to the major risks to which the Trust is exposed. The Governing Body has ultimate responsibility for managing any risks faced by the Trust. Detailed consideration of risks is delegated to the appropriate subcommittee. The structure of these committees comprises appropriate membership from the Governing Body, assisted by the School's Senior Management and Leadership Teams and any external expertise that may be required from time to time.

The Trust management process and the resulting reports identify risks, assesses their impact and likelihood and, where necessary, recommends controls to mitigate and monitor those risks that are assessed as high.

The generic controls used by the Trust to minimise risks include:

- Terms of reference for each committee and Trust Board activity;
- Comprehensive budgeting and management accounting;
- Established organisational structures and lines of reporting;
- Formal written policies including clear authorisation and approval levels;
- Vetting procedures as required by law for the protection of children.

Health and safety is always a significant area for Risk Management. The risks range from fire and infrastructure to personal risks (most notably when away from the campus on trips and expeditions), and more recently contagion risk. The level and breadth of activity at the Trust Schools is impressive and the risks associated with all activities are minimised by employing a competent and qualified Operations Manager, and a trained Educational Visits Coordinator. The Board used Kym Allen Associates to advise on Health & Safety and Educational Visits throughout 2019/20.

During 2020, financial risks became high on the Board's agenda, and this was monitored frequently during the year.

The Governing Body is satisfied that for all major risks identified, appropriate controls have been put in place and maintained to mitigate those risks adequately. It is recognised that systems can provide only reasonable but not absolute assurance that major risks have been managed.

OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

Charitable Objects

The Trust's Objects, as set out in the Memorandum of Association, are the advancement of education by providing general instruction of the highest class, together with physical and moral guidance in the School's management by the Trust. In furtherance of these Objects and for the public benefit, the Trust has established and administers bursaries, scholarships, awards and other benefactions, and acts as the Trustee and Manager of endowments, bequests and gifts given or established in pursuance of these Objects.

The Board is mindful of the long-standing need to provide public benefit and of the requirements of the Charities Act 2016. In this regard, the Board has monitored closely the supplemental guidance produced by the Charity Commission, in particular its public benefit guidance on advancement of education and on fee charging. Despite a continuing difficult economic climate the Trust has again exceeded £1.2m of support provided by way of bursary, discount or financial support.

Vision

To be the best small school in Britain.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Mission Statement

The Trust's mission is to produce confident and compassionate people. Through teaching excellence, supportive pastoral care and experience of our environment, we encourage individual success for community good.

Our vision and mission are shaped by our determination to encourage self-knowledge, articulated by our school motto: Vincit qui se vincit – One conquers who conquers oneself. Today that means: overcome yourself and you will achieve.

The School challenges pupils to excel, to have sufficient self-reliance to know that determination can overcome adversity, and to be of value to society.

Intended Impact

Within its charitable Objects, the Trust's intention is to provide a first-class education through strong academic tuition and by developing broader skills that enable every pupil to realise his or her potential to the full. This involves emphasis on the co-curriculum through cerebral, sporting, artistic, team-building and social skills. This policy builds self-confidence and life skills in our pupils and inculcates a desire to learn and a willingness to contribute to the wider community whilst at school and in later life.

Aims

The Trust's aims for the public benefit are to:

1. Inspire our pupils through a broad and balanced curriculum that challenges inside and outside the classroom, where they learn about their strengths and weaknesses, and are encouraged to strive for **excellence** in all things;
2. Support our pupils to develop their **individual** academic, creative and sporting talents and skills of leadership to enable and empower them to make an active and real contribution to their world;
3. Use our **unique** location at the heart of mountains, lakes and rivers as our greater classroom for adventure and adventurous learning, where our pupils will learn directly about the environment, each other and themselves;
4. Foster a **democratic** and accountable culture where our pupils contribute fully to school and community life and take increasing responsibility for their own learning and actions;
5. Encourage a **global** perspective by providing opportunities for all our pupils irrespective of gender, race and beliefs and encouraging them to value and respect differences.

Strategies to Achieve the Aims

The Governors began a major review of Strategy in 2018 resulting in the '5 Year Strategic Plan 2018-2023' which was shared with employees and parents in 2019. The Plan created a roadmap for development under the four main areas of Curriculum, Community, Estates and Funding, broken down into a series of Initiatives, each with a Governor Sponsor and an Owner from the Senior Management Teams.

Examples of initiatives currently in the plan are:

Curriculum – Further development of Pupil Pathways, a focus on Experiential Learning outside the classroom and a review of the provision of Adventure, Special Educational Needs & Disabilities and the Able Gifted and Talented program.

Community – Partnerships with Charities and Community Groups, a public lecture series and strengthening mentoring and exchange programs.

Estates – Development of the extensive estate to the best advantage of pupils.

Funding – Development of the International Summer School, a review of the fee discount model and Fundraising.

Clearly 2020 has been an unusual year, and the focus has largely been on the route back to normal operations, rather than on the furtherance of the initiatives above. Once the School has returned to normality, the Strategy will be reviewed and refreshed.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Principal Activity

The Trust's principal activity, as specified in the Memorandum of Association, is the advancement of education.

Public Benefit

Windermere Educational Trust Limited remains committed to the aim of providing public benefit in accordance with its founding principles. Charity law has recently introduced a requirement to demonstrate that public benefit for charitable purposes where it has hitherto been presumed in the absence of evidence to the contrary. This in turn calls for more detailed disclosures concerning our aims.

The awarding of bursaries for the needy is a measurable means of providing public benefit. The Board takes the view that bursaries awarded to those who would not otherwise be able to afford the fees are important, but not to the exclusion of the much wider benefit that the Trust provides within the community. Those pupils who attend our Schools and who receive financial support contribute to the School community in a variety of ways, and so the benefit is not purely to these pupils but to the Trust and, in some cases, to the wider community. In 2019/20 the Trust awarded bursaries, scholarships and other awards totalling £1.2m (2019: £1.4m). Within this, means-tested awards based on a sliding scale according to financial circumstances totalling £558k were awarded to 69 pupils, including 3 for full fees (2019: 82 bursaries totalling £671k). Bursary awards represented 8.1% of gross income in 2020 (2019: 8.8%).

In addition to bursaries, the Trust has engaged in many other activities that provide benefit to the public within the Trust's objectives. It is difficult to measure accurately the financial value of this public benefit. The benefit provided by bursaries and other activities can then be considered alongside the benefit of educating the 280 UK pupils which, in itself, has saved the exchequer some £1.6m.

The Trust is an important part of the local community with 127 full and part-time employees in 2019/20 making it one of the largest employers in the district. By far the largest proportion of the Trust's expenditure is accounted for by salaries and purchases from local and regional businesses. Thus a significant proportion of funds are invested directly into the local economy.

Other Charitable Activities

In addition to its primary purpose, in normal years the Trust provides a number of services and experiences to local primary schools free of charge. These include a 'Chemical Magic' Show, Watersports Day, Languages Day and Geography Day, in addition to hosting an annual Cross-County Event for 26 local primary schools. Sailing and Watersports tuition at the School's lake shore Watersports Centre is provided on a weekly basis to two local primary schools at minimal charge, and the Trust also provides a high quality School Meals Service to two other schools.

The Trust also frequently lets the School's facilities at no charge to local community or charitable groups such as the Community Choir, Rotary Club, County Sports Associations and Blackwell Sailing who provide free of charge sailing activities for those with a disability.

Pupils also make significant contributions to the local community and charities. The School runs a Service programme for Years 10 and 11, where pupils engage in a variety of activities for one afternoon per fortnight for the benefit of the local community. Examples of activities undertaken include repairing footpaths on the fells, conservation work in the grounds of a local visitors' centre, assisting at the local food bank and visits to the residents of local care homes.

Clearly many of these events and services were disrupted during the year due to the pandemic, but the School fully intends to reinstate all the community links and activities as soon as it is able to.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020**

STRATEGIC REPORT ACHIEVEMENTS AND PERFORMANCE

Academic

Due to the pandemic, students did not sit examinations as usual and their grades were assessed by teachers based on the grades staff felt students would have achieved if the pandemic had not hit.

In 2020 the Trust celebrated impressive GCSE and IGCSE results with 98% (2019: 92%) of pupils obtaining 5 or more level 4-9 / A* - C GCSEs, and 53.3% (2019: 45.9%) of grades were either A* or A.

With regards to the International Baccalaureate, the School achieved a pass rate of 94.7% (2019 – 100%). The two students who did not achieve their Diploma were anticipated and had a planned pathway with Windermere School or a secured place at university. The average score was 34.4 (2019: 34.04) out of a possible 45, against a 2020 world average of 29.92. 34 points is equivalent to obtaining AAB at A Level. 57.9% of the cohort achieved 34 points or more, and 7 pupils (18.4%) gained 40 points or more (equivalent to 3 A*s at A Level). Results for the IB Career-related Programme were again particularly impressive; four students achieved D*D*, which is the highest number of students achieving a maximum score the School has ever had. This grade is equivalent to achieving a A*A* grade at A level.

Co-curricular Activities

The School encourages sport for all whilst supporting those pupils aiming to excel. During normal times the School has a full program of sporting and Outdoor Adventure activities, trips and fixtures, including Hockey, Football, Netball, Basketball, Cross-Country, Table Tennis, Cricket, Tennis, Athletics, Rounders, Climbing, Adventure Racing, Sailing, Canoeing and Windsurfing. During the pandemic many of the fixtures and trips were disrupted, however, these will resume as soon as the rules allow.

The School's Outdoor Education provision was described by the ISI Inspection Report as exceptional, and continues to be the only recognised British Youth Sailing Club in the UK.

FUTURE PLANS

The core elements of the Trust's Development Plan are:

To continue to ensure the campuses offer a safe and attractive environment for pupils, staff and visitors;

To provide a happy and secure pastoral environment, suitable for both day and boarding pupils, in which all pupils are offered opportunities for leadership and service to others;

To provide a stimulating learning environment in which pupils can develop their academic potential to the full;

To offer all pupils the opportunities of experiencing a broad range of intellectual, cultural, sporting and wider-community activities;

To increase the capability of the Trust to offer education to children whose parents are unable to afford full fees;

To provide an enjoyable and appropriately challenging environment within which members of staff may develop their careers;

To ensure that the Trust plays a significant part in the life of the local community, sharing facilities and seeking local partnerships wherever possible.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

FINANCIAL REVIEW

Results for the year

Net fee income decreased by 9.97% to £5,526k (2019: £6,138k) largely due to a reduction in boarding income during the Summer Term. Total income was down by 9.73% to £6,025k (2019: £6,675k) on account of no Summer School income, offset by monies received from the government's Coronavirus Job Retention Scheme. Costs reduced by 5.56% from the previous year coming in at £6,258k (2019: £6,626k) largely as there were no Summer School running costs, but also due to cost saving measures in all areas. Net expenditure for the year was £233k (2019: net income of £49k). Depreciation costs of £203k (2019: £202k) are included in the cost figures above.

Reserves Policy

The Trust's free reserves at the year-end amounted to £548k (2019: £784k) representing retained unrestricted income reserves. The Trust has adopted a policy of maintaining free reserves at a level to provide reasonable cover for operating costs with any surplus to be re-invested into improvement of the estates and school facilities.

Fixed Assets

Tangible fixed assets are held by the Trust for use by the School although there are some properties that could be divested should the need arise. Note 1.6 describes the Trust's accounting policy in relation to fixed assets.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

Statement of Governors' responsibilities

The Governors, who are also the directors of Windermere Educational Trust Limited for the purpose 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 Trust and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Trust will continue in operation.

The Governors are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Trust 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 Trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Governors, who served during the year and up to the date of signature of the financial statements were:

A Chamberlain	
J Dearden	
C Burrow	(Resigned 31 December 2020)
S Hamilton	(Appointed 7 October 2020)
J Harris	(Resigned 5 March 2021)
A Hodson	
C Rickart	(Appointed 6 May 2020)
A Roberts	(Appointed 7 October 2020)
A Smith	(Resigned 10 March 2021)
P Hogan	(Appointed 5 May 2021)
C Kenny	(Appointed 5 May 2021)

Auditor

The auditor, Jackson Stephen LLP, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

Disclosure of information to auditor

Each of the Governors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

The Governors' report was approved by the Board of Governors.

A Chamberlain

Chairman of Governing Body

Dated: 6 May 2021

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
INDEPENDENT AUDITOR'S REPORT
TO THE GOVERNORS OF WINDERMERE EDUCATIONAL TRUST LIMITED

Opinion

We have audited the financial statements of Windermere Educational Trust Limited (the 'Trust') for the year ended 31 August 2020 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the 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 its incoming resources and application of resources, 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 Trust in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the 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 Trust'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 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. 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 our audit:

- the information given in the Governors' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Governors' report has been prepared in accordance with applicable legal requirements.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE GOVERNORS OF WINDERMERE EDUCATIONAL TRUST LIMITED**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Trust and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Governors' 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the 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

As explained more fully in the statement of Governors' responsibilities, the Governors, who are also the directors of the Trust for the purpose 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 Trust'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: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

**WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE GOVERNORS OF WINDERMERE EDUCATIONAL 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 auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Peter Atkinson F.C.A. (Senior Statutory Auditor)
for and on behalf of Jackson Stephen LLP

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Chartered Accountants
Statutory Auditor

James House
Stonecross Business Park
Yew Tree Way
Warrington
Cheshire
WA3 3JD

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2020

Current financial year

	Notes	Unrestricted funds general 2020 £	Unrestricted funds designated 2020 £	Restricted funds 2020 £	Total 2020 £	Total 2019 £
Income from:						
Donations and legacies	3	4,917	-	24,034	28,951	6,520
Charitable activities	4	5,964,316	-	-	5,964,316	6,279,575
Other trading activities	5	31,653	-	-	31,653	388,771
Total income		6,000,886	-	24,034	6,024,920	6,674,866
Expenditure on:						
Raising funds	6	65,187	-	-	65,187	242,543
Charitable activities	7	6,024,362	-	21,856	6,046,218	6,229,249
Other	12	146,882	-	-	146,882	154,251
Total resources expended		6,236,431	-	21,856	6,258,287	6,626,043
Net (expenditure)/income for the year/ Net movement in funds		(235,545)	-	2,178	(233,367)	48,823
Fund balances at 1 September 2019		783,915	20,047,615	-	20,831,530	20,782,707
Fund balances at 31 August 2020		548,370	20,047,615	2,178	20,598,163	20,831,530

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

Net (expenditure)/ income before depreciation for the year totalled £(30,248) (2019: £250,961).

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 AUGUST 2020

Prior financial year

	Notes	Unrestricted funds general 2019 £	Unrestricted funds designated 2019 £	Total 2019 £
<u>Income from:</u>				
Donations and legacies	3	6,520	-	6,520
Charitable activities	4	6,279,575	-	6,279,575
Other trading activities	5	388,771	-	388,771
Total income		6,674,866	-	6,674,866
<u>Expenditure on:</u>				
Raising funds	6	242,543	-	242,543
Charitable activities	7	6,229,249	-	6,229,249
Other	12	154,251	-	154,251
Total resources expended		6,626,043	-	6,626,043
Net (expenditure)/income for the year/ Net movement in funds		48,823	-	48,823
Fund balances at 1 September 2018		735,092	20,047,615	20,782,707
Fund balances at 31 August 2019		783,915	20,047,615	20,831,530

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
BALANCE SHEET
AS AT 31 AUGUST 2020

	Notes	2020		2019	
		£	£	£	£
Fixed assets					
Tangible assets	13		25,381,940		25,495,970
Current assets					
Stocks	14	5,153		6,235	
Debtors	15	150,457		133,573	
Cash at bank and in hand		378,481		1,163,558	
			<u>534,091</u>		<u>1,303,366</u>
Creditors: amounts falling due within one year	17	<u>(2,708,748)</u>		<u>(3,260,071)</u>	
Net current liabilities			<u>(2,174,657)</u>		<u>(1,956,705)</u>
Total assets less current liabilities			<u>23,207,283</u>		<u>23,539,265</u>
Creditors: amounts falling due after more than one year	18		<u>(2,609,120)</u>		<u>(2,707,735)</u>
Net assets			<u><u>20,598,163</u></u>		<u><u>20,831,530</u></u>
Income funds					
Restricted funds	19		2,178		-
Designated funds			20,047,615		20,047,615
Unrestricted funds - general			548,370		783,915
			<u>20,598,163</u>		<u>20,831,530</u>

The financial statements were approved by the Governors on 6 May 2021

A Chamberlain
Trustee

Company Registration No. 00914963

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2020

	Notes	2020 £	£	2019 £	£
Cash flows from operating activities					
Cash generated from operations	25		45,287		274,107
Investing activities					
Purchase of tangible fixed assets		(88,492)		(160,281)	
Interest paid		(146,882)		(154,251)	
Net cash used in investing activities			(235,374)		(314,532)
Financing activities					
Fees in advance scheme		(482,636)		504,182	
Repayment of bank loans		(112,354)		(171,652)	
Net cash (used in)/generated from financing activities			(594,990)		332,530
Net (decrease)/increase in cash and cash equivalents			(785,077)		292,105
Cash and cash equivalents at beginning of year			1,163,558		871,453
Cash and cash equivalents at end of year			<u>378,481</u>		<u>1,163,558</u>

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

1 Accounting policies

Charity information

Windermere Educational Trust Limited is a private company limited by guarantee incorporated in England and Wales and a registered charity in England and Wales. The registered office is Browhead, Windermere, Cumbria, LA23 1NW.

1.1 Accounting convention

The accounts have been prepared in accordance with the Trust's governing document, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2016). The Trust is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Trust. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared under the historical cost convention, modified to include the revaluation of freehold properties. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Governors have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. Thus the Governors continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Governors in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the Governors for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

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

1.4 Income

Income is recognised when the Trust is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Trust has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying the goods and services in order to raise funds and is recognised when entitlement has occurred.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

1 Accounting policies

(Continued)

1.5 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes all costs associated with raising funds for its charitable purposes and includes all costs associated with non-charitable trading;
- Expenditure on charitable activities includes costs associated with UK educational operations; and
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold buildings	0% - 2% per annum straight line basis
Fixtures, fittings and equipment	10% to 33.3% per annum straight line basis
Motor vehicles	25% per annum straight line basis

No provision for depreciation of school buildings is made as the trust considers that the estimated useful life of the buildings is so long and the residual value so high that any depreciation charged is not material, either each year or cumulatively over the useful economic life of the asset.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Impairment of fixed assets

At each reporting end date, the Trust reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell.

1.9 Cash and cash equivalents

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

WINDERMERE EDUCATIONAL TRUST LIMITED
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

1 Accounting policies

(Continued)

1.10 Financial instruments

The Trust has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Trust's balance sheet when the Trust becomes party to the contractual provisions of the instrument.

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

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the Trust transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Trust's contractual obligations expire or are discharged or cancelled.

1.11 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Trust is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

WINDERMERE EDUCATIONAL TRUST LIMITED
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

1 Accounting policies

(Continued)

1.13 Pension benefits

Retirement benefits to employees of the charitable company are provided by the Teachers' Pension Scheme ('TPS') and The Pension Trust Growth Plan. These are defined benefit schemes and the assets are held separately from those of the charitable company.

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charitable company in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit method. The TPS is an unfunded multi-employer scheme with no underlying assets to assign between employers. Consequently, the TPS is treated as a defined contribution scheme for accounting purposes and the contributions are recognised in the period to which they relate.

For The Pension Trust Growth Plan, the contributions are determined by a qualified actuary on the basis of financial valuations using a projected unit method. The Pension Trust Growth Plan is a multi-employer scheme and there is sufficient information available to unlock detailed benefit accounts. The plan is therefore treated as a defined contribution scheme for accounting purposes and contributions are recognised in the period to which they relate.

2 Critical accounting estimates and judgements

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

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

The trustees have considered the residual value and remaining useful economic life of the land and buildings and consider that the assumptions in arriving at these values are reasonable.

Depreciation policies have also been considered again this year and are deemed reasonable.

The assumptions regarding the treatment of the Trust's pension schemes within the financial statements have also been considered again this year, with no adjustment to their treatment considered necessary.

3 Donations and legacies

	Unrestricted funds general 2020 £	Restricted funds 2020 £	Total 2020 £	Unrestricted funds general 2019 £
Donations and gifts	4,917	24,034	28,951	6,520

WINDERMERE EDUCATIONAL TRUST LIMITED
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

4 Charitable activities

	Unrestricted funds 2020 £	Unrestricted funds 2019 £
Net fees	5,526,195	6,137,950
Other income	438,121	141,625
	<u>5,964,316</u>	<u>6,279,575</u>

5 Other trading activities

	Unrestricted funds general 2020 £	Unrestricted funds general 2019 £
Summer school	-	296,859
Rental income	1,825	6,487
Catering income	29,828	85,425
Other trading activities	<u>31,653</u>	<u>388,771</u>

6 Raising funds

	Unrestricted funds general £	Unrestricted funds general £
Associated summer school costs	47,765	181,080
Associated catering costs	17,422	61,463
	<u>65,187</u>	<u>242,543</u>

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

7 Charitable activities

	2020	2019
	£	£
Depreciation and impairment	202,522	202,158
Academic costs	3,332,494	3,370,614
Welfare costs	801,866	877,946
Property costs	715,559	819,435
Management and administration costs	679,036	698,943
Other expenses	104,937	45,107
Marketing costs	196,245	203,210
Governance costs	13,559	11,836
	<u>6,046,218</u>	<u>6,229,249</u>
	<u>6,046,218</u>	<u>6,229,249</u>
Analysis by fund		
Unrestricted funds - general	6,024,362	6,229,249
Restricted funds	21,856	-
	<u>6,046,218</u>	<u>6,229,249</u>

8 Net movement in funds

	2020	2019
	£	£
Net movement in funds is stated after charging/(crediting)		
Depreciation of owned tangible fixed assets	<u>202,522</u>	<u>202,158</u>

9 Auditor's remuneration

The analysis of auditor's remuneration is as follows:

	2020	2019
	£	£
Audit of the annual accounts	<u>8,530</u>	<u>8,365</u>

10 Governors

None of the Governors (or any persons connected with them) received any remuneration or benefits from the Trust during the year.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
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FOR THE YEAR ENDED 31 AUGUST 2020

11 Employees

Number of employees

The average monthly number of employees during the year was:

	2020	2019
	Number	Number
Teaching staff	72	74
Welfare staff	28	30
Maintenance and gardens	9	10
Administrative staff	18	18
	<u>127</u>	<u>132</u>

Employment costs

	2020	2019
	£	£
Wages and salaries	3,464,010	3,538,357
Social security costs	322,335	324,887
Other pension costs	548,687	436,163
	<u>4,335,032</u>	<u>4,299,407</u>

The number of employees whose annual remuneration was £60,000 or more were:

	2020	2019
	Number	Number
£100,001 - £110,000	<u>1</u>	<u>1</u>

12 Other

	Unrestricted funds general 2020	Unrestricted funds general 2019
Loan interest	40,224	50,076
Discounts on the fees in advance scheme	106,658	104,175
	<u>146,882</u>	<u>154,251</u>

WINDERMERE EDUCATIONAL TRUST LIMITED
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

13 Tangible fixed assets

	Freehold buildings	Fixtures, fittings and equipment	Motor vehicles	Total
	£	£	£	£
Cost or valuation				
At 1 September 2019	24,825,920	1,623,875	24,031	26,473,826
Additions	-	71,948	16,544	88,492
Disposals	-	(31,671)	(5,487)	(37,158)
	<u>24,825,920</u>	<u>1,664,152</u>	<u>35,088</u>	<u>26,525,160</u>
Depreciation and impairment				
At 1 September 2019	-	956,187	21,669	977,856
Depreciation charged in the year	-	197,097	5,425	202,522
Eliminated in respect of disposals	-	(31,671)	(5,487)	(37,158)
	<u>-</u>	<u>1,121,613</u>	<u>21,607</u>	<u>1,143,220</u>
Carrying amount				
At 31 August 2020	<u>24,825,920</u>	<u>542,539</u>	<u>13,481</u>	<u>25,381,940</u>
At 31 August 2019	<u>24,825,920</u>	<u>667,688</u>	<u>2,362</u>	<u>25,495,970</u>

The freehold land and buildings have been valued by the Trust on a depreciated replacement cost basis on 31 August 2020.

At 31 August 2020, had the revalued assets been carried at historic cost less accumulated depreciation and accumulated impairment losses, their carrying amount would have been approximately £5,170,355 (2019 - £5,170,355).

Included within freehold land and buildings is an amount of £1,755,500 (2019: £1,755,500) attributable to land, which is not depreciated.

14 Stocks

	2020 £	2019 £
Food stock	<u>5,153</u>	<u>6,235</u>

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

15 Debtors

	2020	2019
Amounts falling due within one year:	£	£
Trade debtors	71,469	76,805
Other debtors	7,152	2,370
Prepayments and accrued income	71,836	54,398
	<u>150,457</u>	<u>133,573</u>

16 Loans and overdrafts

	2020	2019
	£	£
Bank loans	<u>1,659,367</u>	<u>1,771,721</u>
Payable within one year	112,647	171,653
Payable after one year	<u>1,546,720</u>	<u>1,600,068</u>
Amounts included above which fall due after five years:		
Payable by instalments	<u>1,096,131</u>	<u>913,457</u>

The bank loans are repayable over ten and fifteen years. The loans are subject to an interest rate that is equal to the Bank of England base rate +2%. They are secured upon certain freehold land and buildings held by the School and a fixed and floating charge over other assets.

17 Creditors: amounts falling due within one year

	Notes	2020	2019
		£	£
Bank loans	16	112,647	171,653
Other taxation and social security		229,317	-
Deferred income		644,197	1,163,118
Trade creditors		33,804	48,436
Other creditors		1,619,174	1,792,582
Accruals		69,609	84,282
		<u>2,708,748</u>	<u>3,260,071</u>

WINDERMERE EDUCATIONAL TRUST LIMITED
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

18 Creditors: amounts falling due after more than one year

	Notes	2020 £	2019 £
Bank loans	16	1,546,720	1,600,068
Other taxation and social security		203,569	-
Other creditors		858,831	1,107,667
		<u>2,609,120</u>	<u>2,707,735</u>

19 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Balance at 1 September 2019 £	Movement in funds		Balance at 31 August 2020 £
	Balance at 1 September 2018 £	Income £	Expenditure £		Income £	Expenditure £	
Hardship Fund	-	-	-	-	24,034	(21,856)	2,178
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>24,034</u>	<u>(21,856)</u>	<u>2,178</u>

The Hardship Fund was set up to help parents affected due to Covid-19.

WINDERMERE EDUCATIONAL TRUST LIMITED
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

20 Analysis of net assets between funds

	Unrestricted fund 2020 £	Designated fund 2020 £	Restricted funds 2020 £	Total 2020 £	Unrestricted fund 2019 £	Designated fund 2019 £	Total 2019 £
Fund balances at 31 August 2020 are represented by:							
Tangible assets	5,332,147	20,047,615	2,178	25,381,940	5,448,355	20,047,615	25,495,970
Current assets/(liabilities)	(2,174,657)	-	-	(2,174,657)	(1,956,705)	-	(1,956,705)
Long term liabilities	(2,609,120)	-	-	(2,609,120)	(2,707,735)	-	(2,707,735)
	<u>548,370</u>	<u>20,047,615</u>	<u>2,178</u>	<u>20,598,163</u>	<u>783,915</u>	<u>20,047,615</u>	<u>20,831,530</u>

Designated funds relate to the revaluation of fixed assets.

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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

21 Operating lease commitments

At the reporting end date the Trust had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2020	2019
	£	£
Within one year	31,202	52,310
Between two and five years	17,146	39,731
	<u>48,348</u>	<u>92,041</u>

22 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2020	2019
	£	£
Aggregate compensation	<u>584,551</u>	<u>583,954</u>

A number of Governors have children who attend the school. The fees paid by those Governors are on the same terms and conditions as are charged to any other parent who does not work at the school.

During the year the school incurred costs from Windermere Wine Stores Limited totalling £769 (2019: £1,493). J Harris is a director of the company.

As at 31 August 2020, J Dearden, a Governor of the school, had a balance with the school under the fees in advance scheme amounting to £48,749 (2019: £90,633). Discounts have been given from this scheme in the year totalling £3,735 (2019: £5,095).

As at 31 August 2020, A Hodson, a Governor of the school, had a balance with the school under the fees in advance scheme amounting to £nil (2019: £10,848). Discounts have been given from this scheme in the year totalling £552 (2019: £510).

23 Members liability

The charity has no share capital being a company limited by guarantee. Each member is required to contribute an amount not exceeding £1 per member in the event of a winding up situation.

WINDERMERE EDUCATIONAL TRUST LIMITED
T/A WINDERMERE SCHOOL
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2020

24 Pension costs

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff and The Pensions Trust's Growth Plan for non teaching staff. The total pension charge for the year was £548,687 (2019: £436,163) and at the year-end £15,182 (2019 - £2,675) was accrued in respect of contributions to this scheme.

Introduction

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. Membership is automatic for full-time teachers and, from 1 January 2007, automatic for teachers in part-time employment following appointment or a change of contract, although they are able to opt out.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis - these contributions along with those made by employers are credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016 and in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014. The valuation report was published by the Department for Education on 5 March 2019

The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% employer administration charge)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million giving a notional past service deficit of £22,000 million
- an employer cost cap of 10.9% of pensionable pay will be applied to future valuations

The TPS valuation for 2016 determined an employer rate of 23.68%, which was payable from September 2019. The next valuation of the TPS will be based on the March 2020 data, whereupon the employer contribution rate is expected to be reassessed and will be payable from 1 September 2023.

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The trust has accounted for its contributions to the scheme as if it were a defined contribution scheme. The trust has set out above the information available on the scheme.

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25	Cash generated from operations		2020	2019
			£	£
	(Deficit)/surplus for the year		(233,367)	48,823
	Adjustments for:			
	Interest paid		146,882	154,251
	Depreciation and impairment of tangible fixed assets		202,522	202,158
	Movements in working capital:			
	Decrease in stocks		1,082	254
	(Increase)/decrease in debtors		(16,884)	7,581
	Increase in creditors		463,973	37,934
	(Decrease) in deferred income		(518,921)	(176,894)
	Cash generated from operations		45,287	274,107
26	Analysis of changes in net (debt)/funds			
		At 1 September	Cash flows	At 31 August
		2019		2020
		£	£	£
	Cash at bank and in hand	1,163,558	(785,077)	378,481
	Loans falling due within one year	(171,653)	59,006	(112,647)
	Loans falling due after more than one year	(1,600,068)	53,348	(1,546,720)
		<u>(608,163)</u>	<u>(672,723)</u>	<u>(1,280,886)</u>