

**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**

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

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# **WINDERMERE EDUCATIONAL TRUST LIMITED**

## **T/A WINDERMERE SCHOOL**

### **CONTENTS**

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	<b>Page</b>
Governors' report	1 - 8
Statement of Governors' responsibilities	9
Independent auditor's report	10 - 12
Statement of financial activities	13 - 14
Balance sheet	15
Statement of cash flows	16
Notes to the financial statements	17 - 30

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# **WINDERMERE EDUCATIONAL TRUST LIMITED**

## **T/A WINDERMERE SCHOOL**

### **GOVERNORS' REPORT (INCLUDING DIRECTORS' REPORT)**

#### ***FOR THE YEAR ENDED 31 AUGUST 2021***

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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 Ellaray 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***

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**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**

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**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

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#### 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**

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**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**

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**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***

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**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**

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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***

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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**

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**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**

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**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**

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- 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**

		<b>Unrestricted funds general 2021 £</b>	<b>Unrestricted funds designated 2021 £</b>	<b>Restricted funds 2021 £</b>	<b>Total 2021 £</b>	<b>Total 2020 £</b>
	<b>Notes</b>					
<b><u>Income from:</u></b>						
Donations and legacies	<b>3</b>	-	-	4,114	4,114	28,951
Charitable activities	<b>4</b>	5,692,372	-	-	5,692,372	5,964,316
Other trading activities	<b>5</b>	275,311	-	-	275,311	31,653
<b>Total income</b>		5,967,683	-	4,114	5,971,797	6,024,920
<b><u>Expenditure on:</u></b>						
Raising funds	<b>6</b>	104,736	-	-	104,736	65,187
Charitable activities	<b>7</b>	5,872,592	-	-	5,872,592	6,046,218
Other	<b>12</b>	99,971	-	-	99,971	146,882
<b>Total resources expended</b>		6,077,299	-	-	6,077,299	6,258,287
<b>Net (expenditure)/income for the year/ Net movement in funds</b>		(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
<b>Fund balances at 31 August 2021</b>		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

		Unrestricted funds general 2020 £	Unrestricted funds designated 2020 £	Restricted funds 2020 £	Total 2020 £
	Notes				
<b><u>Income from:</u></b>					
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
<b>Total income</b>		6,000,886	-	24,034	6,024,920
<b><u>Expenditure on:</u></b>					
Raising funds	6	65,187	-	-	65,187
Charitable activities	7	6,024,362	-	21,856	6,046,218
Other	12	146,882	-	-	146,882
<b>Total resources expended</b>		6,236,431	-	21,856	6,258,287
<b>Net (expenditure)/income for the year/ Net movement in funds</b>		(235,545)	-	2,178	(233,367)
Fund balances at 1 September 2019		783,915	20,047,615	-	20,831,530
<b>Fund balances at 31 August 2020</b>		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 £	£
<b>Fixed assets</b>					
Tangible assets	13	25,238,958		25,381,940	
<b>Current assets</b>					
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>	
<b>Creditors: amounts falling due within one year</b>	16	<u>(3,085,368)</u>		<u>(2,708,748)</u>	
Net current liabilities			(871,777)		(2,174,657)
<b>Total assets less current liabilities</b>			24,367,181		23,207,283
<b>Creditors: amounts falling due after more than one year</b>	17		(3,874,520)		(2,609,120)
<b>Net assets</b>			<u>20,492,661</u>		<u>20,598,163</u>
<b>Income funds</b>					
Restricted funds	19	6,292		2,178	
Designated funds		20,047,615		20,047,615	
Unrestricted funds - general		438,754		548,370	
		<u>20,492,661</u>		<u>20,598,163</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 £	£
<b>Cash flows from operating activities</b>					
Cash generated from operations	25		171,267		45,287
<b>Investing activities</b>					
Purchase of tangible fixed assets		(17,478)		(88,492)	
Interest paid		(99,971)		(146,882)	
<b>Net cash used in investing activities</b>			(117,449)		(235,374)
<b>Financing activities</b>					
Fees in advance scheme		(393,792)		(482,636)	
Proceeds of new bank loans		2,000,000		-	
Repayment of bank loans		(140,957)		(112,354)	
<b>Net cash generated from/(used in) financing activities</b>			1,465,251		(594,990)
<b>Net increase/(decrease) in cash and cash equivalents</b>			1,519,069		(785,077)
Cash and cash equivalents at beginning of year			378,481		1,163,558
<b>Cash and cash equivalents at end of year</b>			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**

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**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**

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

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

**4 Charitable activities**

	<b>Unrestricted funds 2021 £</b>	<b>Unrestricted funds 2020 £</b>
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**

	<b>Unrestricted funds general 2021 £</b>	<b>Unrestricted funds general 2020 £</b>
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**

	<b>Unrestricted funds general 2021 £</b>	<b>Unrestricted funds general 2020 £</b>
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**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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>
<b>Analysis by fund</b>		
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**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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:

	<b>2021 Number</b>	<b>2020 Number</b>
Teaching staff	64	72
Welfare staff	29	28
Maintenance and gardens	8	9
Administrative staff	18	18
	<u>119</u>	<u>127</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>

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

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

**12 Other**

	<b>Unrestricted funds general 2021 £</b>	<b>Unrestricted funds general 2020 £</b>
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>

**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
	£	£	£	£
<b>Cost or valuation</b>				
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)
At 31 August 2021	24,825,920	1,667,055	33,362	26,526,337
<b>Depreciation and impairment</b>				
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)
At 31 August 2021	-	1,270,390	16,989	1,287,379
<b>Carrying amount</b>				
At 31 August 2021	24,825,920	396,665	16,373	25,238,958
At 31 August 2020	24,825,920	542,539	13,481	25,381,940

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	5,963	5,153

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

**15 Debtors**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Amounts falling due within one year:</b>		
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>

**16 Creditors: amounts falling due within one year**

	<b>Notes</b>	<b>2021</b>	<b>2020</b>
		<b>£</b>	<b>£</b>
Bank loans	<b>18</b>	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>

**17 Creditors: amounts falling due after more than one year**

	<b>Notes</b>	<b>2021</b>	<b>2020</b>
		<b>£</b>	<b>£</b>
Bank loans	<b>18</b>	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>

**18 Loans and overdrafts**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Bank loans	<u>3,518,410</u>	<u>1,659,367</u>
Payable within one year	204,456	112,647
Payable after one year	<u>3,313,954</u>	<u>1,546,720</u>
<b>Amounts included above which fall due after five years:</b>		
Payable by instalments	<u>496,130</u>	<u>1,096,131</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**

	<b>Unrestricted fund 2021 £</b>	<b>Designated fund 2021 £</b>	<b>Restricted funds 2021 £</b>	<b>Total 2021 £</b>	<b>Unrestricted fund 2020 £</b>	<b>Designated fund 2020 £</b>	<b>Restricted funds 2020 £</b>	<b>Total 2020 £</b>
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:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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.

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
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**

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**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	171,267	45,287
26 Analysis of changes in net (debt)/funds		
	At 1 September 2020 £	Cash flows £ At 31 August 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)
	(1,280,886)	(339,974) (1,620,860)