

Registered number
00747222

Charity number
307046

THE MALDEN TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
TRUSTEES' AND GOVERNING BODY'S REPORT
AND AUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

THE MALDEN TRUST LIMITED

CHARITY INFORMATION

Trustees and Governing Body

Douglas Moody-Stuart BA (Hons) (Chairman) 1 3
David King (Deputy Chairman) 1 3
Martina Asmar 1 3 4
David Armitage 1
Sarah Wickens 1 2
Anthony Goddard MA (Cantab) 2 (resigned 1st August 2021)
Niall Hamilton 2
Caroline Bonnor-Moris 1
Sarah Kerr-Dineen 4 (appointed 1st September 2020)
Charlotte Johnston 4 (appointed 24th November 2020)

¹ Member of Finance & General Purposes Sub-committee

² Member of Marketing Sub-committee

³ Member of Succession Panel

⁴ Member of Education Sub-committee

Headmaster

Ben Evans BA (Hons). PGCE.

Company secretary

Emma Harris

School bursar

Emma Harris

Website

www.windlesham.com

Auditor

Kreston Reeves LLP
Springfield House
Springfield Road
Horsham
West Sussex RH12 2RG

Registered office

Windlesham House School
Washington
West Sussex
RH20 4AY

THE MALDEN TRUST LIMITED

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THE MALDEN TRUST LIMITED

CHARITY INFORMATION

| | |
|--|---|
| Bankers | Barclays Bank Plc Barclays Corporate Banking 90/92 High Street Crawley RH10 1BP |
| Lawyers | Knights Solicitors LLP Midland House, West Way Oxford OX2 0PH |
| Insurance brokers and actuaries | Marsh Brokers Limited Capital House 1-5 Perrymount Road Haywards Heath RH16 3SY |
| Registered company number | 00747222 |
| Registered charity number | 307046 |

THE MALDEN TRUST LIMITED

REPORT OF THE GOVERNORS

FOR THE YEAR ENDED 31 AUGUST 2021

The Governors of The Malden Trust Limited (the **Charity**) present their report with the financial statements of the Charity for the year ended 31 August 2021. The financial statements comply with current statutory reporting requirements, the governing documents of the Charity and the Statement of Recommended Practice – Accounting and Reporting by Charities (FRS 102 SORP) effective from 1 January 2019.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document:

The Charity is governed by its Memorandum and Articles of Association, last amended on 28 November 2016.

Governing Body:

The Governors are also the directors and members of the Charity for the purposes of company law and its trustees for the purposes of charity law. They are appointed from time to time by the board of Governors (the **Governing Body**). The term of office is three terms of three years, but one third of the Governors, including any new Governor appointed since the last Annual General Meeting, retires by rotation at each Annual General Meeting and is then eligible to stand for re-election. Those Governors who served during the year are shown on the Charity Information page.

Trustee succession and training:

Governors are selected on the basis of nominations received from the Governors' Nominations and Remuneration sub-committee (the **RemCom**), which meets from time to time as required to identify suitable candidates in terms of eligibility, personal competence, specialist skills and general availability. New Governors are inducted into the workings of the School through regular visits, and provided with briefing materials produced by AGBIS (the Association of Governing Bodies of Independent Schools) and the Charity Commission. All Governors are encouraged to attend training sessions and seminars run by AGBIS and other associations and advisors on a regular basis.

Organisational Structure

The Governing Body meets at least three times a year to determine the general policy and direction of the Charity and to review its overall management, safeguarding policy and procedures, plus operations and control all of which they are legally responsible for. The work of implementing most of the Governing Body's policies is delegated to the School's Senior Leadership Team (**SLT**) and to various sub-committees of Governors and staff. These sub-committees include Education, Finance & General Purpose, Health and Safety and generally meet on a termly basis, usually before each meeting of the Governing Body. The Safeguarding Governor also meets the Designated Safeguarding Lead and the Compliance Officer regularly each term to ensure the effectiveness of the school's safeguarding protocols.

The day to day management of the School is delegated to the Head and the Bursar, supported by other members of the SLT. The arrangements for setting pay and remuneration of key management personnel is set by the RemCom.

OUR OBJECTIVES AND ACTIVITIES

Objectives and aims

The Charity was formed in 1963 to take over the operation of Windlesham House School (the **School**), which was founded in 1837 to prepare children for entry into the country's major independent boarding schools. As the current owner of what is understood to be the founder preparatory boarding school in the country, the Charity's strategy remains focused on maintaining and developing the provision of a boarding and day school education for children between the ages of 4 and 13. At the same time, it also seeks to widen public access to its system of education as far as is possible within the constraints of its funding as an independent education-provider.

The Charity seeks to achieve through an unparalleled breadth of education by providing both academic excellence and an extensive activities programme. In providing the highest possible standard of pastoral care, the School is able to maintain and enhance its reputation as a supportive, caring and nurturing community.

The long term strategic aim of the Charity is to continue the School's unique tradition of developing the full potential of each pupil and their social values and standards, so that children are equipped to make the most of their subsequent education and to become successful and responsible members of society.

In setting objectives and planning activities, the Governors give careful consideration to the Charity Commission's general guidance on public benefit, in particular to its supplementary public benefit guidance on both advancing education and fee-charging. The School is committed to safeguarding and promoting the welfare of its children, and requires all staff and volunteers to fulfil this commitment. The School welcomes children from all backgrounds, gender, ethnicity, race, religion or disability. The School's bursary policy and development of links with local schools in the maintained education sector both contribute to a widening of access to the education the School offers and the facilities the children enjoy.

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REPORT OF THE GOVERNORS

FOR THE YEAR ENDED 31 AUGUST 2021

The Charity's ongoing objectives:

- Providing educational excellence through the provision of effective and inspiring teaching, encouraging enthusiasm for learning and enabling each pupil to achieve their potential;
- Encouraging pupils to be self-confident, self-motivated and self-disciplined within a safe, nurturing and caring community and ensuring they progress to their chosen senior schools as successful individuals;
- Attracting, developing and retaining exceptional staff whose commitment to the children is transformational whilst also continually seeking opportunities to grow and develop through the investment in first class facilities and resources;
- Sustaining a supportive, kind and happy environment where the individual and spiritual needs of the pupils and staff are recognized and provided for within a community that celebrates diversity;
- Communicating and collaborating closely with parents to understand their expectations and aspirations;
- Ensuring a bespoke and modern boarding environment tailored to each pupil's individual needs.

Objectives for the year:

- Continue to promote excellence in teaching and learning through a forward thinking and innovative curriculum with emphasis on continuing professional development for staff through weekly training sessions.
- Continued development of the School's infrastructure and physical resources to further enhance Teaching and Learning resources available to the School in line with the School's Development Plan 2021-2024 and to assist in the promulgation of the School's Aims.
- Continue to offer an exceptional range of co-curricular opportunities including the Windlesham Diploma and Challenge programmes, whilst remaining focused on academic excellence and continuing to develop strong relationships with the senior schools to which our pupils may move.
- Continue to develop the opportunities for outdoor learning through timetabled Forest School sessions and the use of dedicated outdoor classrooms for all ages.
- Further enhance mutually supportive links with local schools to provide collaborative learning opportunities and professional staff development.

Principal activity

The Charity's principal and only significant activity continues to be the provision of a preparatory school for boys and girls. Numbers in the Prep School averaged 227 (2020: 274) pupils, of whom 125 (2020: 173) were boarders. Pupil numbers in the boarding houses were adversely impacted by COVID, particularly amongst our international community. Travel restrictions, requirement to quarantine and parents nervousness to let their children attend schools overseas in a global pandemic resulted in the reported decline.

In the Pre- Prep (day) school, numbers averaged 51 (2020: 41), with the parents attracted to the high quality of teaching and the recent investment in the buildings of the Pre-Prep school.

Grant making

The Charity is not a grant making body. The School seeks to expand its educational provision, wherever possible, through the award of scholarships and more so through means-tested bursaries which are mainly funded out of general funds. The policy of the School, in line with that of other independent schools, is to make scholarship awards on the basis of an individual's educational potential. The School also makes bursaries and allowances available to relieve hardship where a pupil's education and future prospects would otherwise be at risk. It also provides assistance, to the maximum extent possible given limited funds, with a number of 100% means-tested fee allowances for deserving or gifted new pupils when the standard level of fees is a barrier to entry. This financial year the total value of all awards made to pupils of the School was £695,270 (2020: £677,069), of which £644,851 (2020: £637,529) were means-tested.

ACHIEVEMENT AND PERFORMANCE

2020/21 Overview

Mr Ben Evans, the newly appointed Headmaster, welcomed the children back to school in September, many of whom had not been physically at school since March 2020 due to the physical closure caused by COVID, but had participated in lessons online. Due to the continuing COVID environment new routines and processes had to be adopted in line with government guidelines including implementation of year group bubbles, enhanced hygiene protocols and new dining routines. Despite the

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REPORT OF THE GOVERNORS

FOR THE YEAR ENDED 31 AUGUST 2021

COVID related restrictions the pupils continued to enjoy a full and varied school experience with full programmes of co-curricular and extra-curricular activities in place.

Focus was maintained on academic excellence with a renewed focus on standardised data to track pupils' progress, the introduction of waves of intervention to ensure all pupils are receiving the support and challenge they require and the development of Windlesham ACE (Active Learner, Critical Thinker, Explorer) Learning Habits which will set out the main pedagogical principles on which our teaching and learning will be based. The Windlesham Challenge (Years 3-6) and Windlesham Diploma (Years 7-8) was introduced in September 2020 as a replacement for curriculum lessons on a Saturday morning which focus on life and leadership skills. Both have been very well received and attended.

Music and Drama remains at the heart of the school with the theatre seeing significant investment with the installation of a new sound system and large screen which complements the dedicated drama studio and the outdoor Greek theatre. Despite the challenges of the COVID environment the children were able to perform *Romeo and Juliet*, *Elf* as well as the much anticipated 'Windlesham's Got Talent' and 'Windlesham Rocks' which were live streamed to parents.

The sports complex with its 25m pool offers first class facilities and the school seeks to ensure that every child swims at least once a week. With the absence of fixtures throughout the year focus was placed on Inter-house competitions on an array of sports including rugby, hockey, tennis, swimming, golf, football and rounders. The highlight of the year was Sports Day which was more memorable due to the previous year's absence.

Other developments around the school included an Eco-Courtyard to facilitate outdoor learning with an environmental theme which supports an innovative and creative learning ethos. A market garden has been established which includes raised beds, fruit orchard, wild flower meadow and chickens all of which is tended by the children and the produce sold to parents. Any excess fruit and vegetables are donated to local food banks. The school had a delivery of 940 free trees (whips) which the children enjoyed planting.

COVID

The school quickly adapted to new processes and protocols required to adhere to the government guidelines which included establishment of year groups bubbles, the theatre turned into a second dining facility and twice a week testing regime for staff and the older children.

The announcement in January 2021 that schools had to remain physically closed was an opportunity for the school to showcase its enhanced on-line learning provision for all year groups. All lessons were delivered live via an adapted timetable supported by a network of Community Hubs, form periods and a daily video from the headmaster to keep the Windlesham community alive. Initiatives such as "Screen Free Friday" proved extremely popular and the overall provision was positively received by children and parents alike.

Due to the fact that we had to implement a remote learning fee schedule reflecting the closure in the boarding houses our revenue was adversely impacted by £439k. Income was further impacted by the loss of external letting income. Although we were able to open the school on March 8th, due to travel restrictions and the requirement for quarantine, many of our international boarders were unable to return until the summer term.

Despite the challenging circumstances the governors congratulate the pupils on their academic performance and thank the Academic and Support staff for their continued commitment and support during a challenging academic year.

The Governing Body continues to ensure the School has sufficient operational funds and cashflow. Due to the financial impact of the Coronavirus, our bank have agreed a loan repayment holiday from June 2020 to December 2022 thus preserving £1,105,500 cash as well as confirming the provision of an overdraft facility as the school manages itself through the impact of the pandemic and physical school closures.

Financial Outlook

Windlesham House School has embraced change to reflect the needs of our children and parents. The boarding provision hosts a number of different boarding options: Full, weekly, part and occasional boarding which is very popular with busy working parents. Compulsory Saturday School has been replaced with the Windlesham Challenge and Diploma, which although optional, is attended in high numbers due to the fun, challenging and varied activities which are on offer. With the continued academic excellence as well as state of the art facilities the school has attracted 84 new pupils in the Autumn 2021 and overall numbers have risen considerably to 306 as at November 2021. The school is currently performing ahead of budget for the 2021/22 academic year and performing ahead of our Five Year Plan.

Academic and Scholarships

As detailed in our Teaching and Learning Policy: "At Windlesham, academic excellence is at the core of everything we do. Every child is encouraged and given the freedom to develop their academic potential, whether for a scholarship or to assimilate the curriculum confidently."

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FOR THE YEAR ENDED 31 AUGUST 2021

We continue to take in children of a broad academic ability range which is in line with our stated selection process designed to identify pupils who are able to benefit from our balanced and well-rounded education and to make a positive contribution towards the life of the school.

An Independent School Inspectorate report dated January 2017 stated "The pupils' levels of achievement are high across a wide range of academic and other disciplines. Pupils' academic attainment is excellent in relation to age-related expectations". We maintain our aim of sending children to a wide range of senior schools in order that parents have a wealth of choice and can select a school that is right for their child. In July 2021 our pupils departed to over 23 senior schools.

The School's scholarship record remains strong with 16 scholarships being awarded to children in Year 8 this year to a range of respected independent senior schools in the UK. These include academic, all-rounders, performing arts and sport scholarships. The School believes the level of scholarships received stems from its ability to cater for and encourage children of all abilities and academic strengths, coupled with the support offered to the children during 'scholarship season'.

Community

Despite limitations posed by the pandemic the community continues to enjoy the excellent facilities situated at Windlesham House School. The pool continues to be a training hub for Drenched Water Polo and Worthing Swimming Club whilst the younger children start their swimming career by learning to swim at Tracy Lowe Swim School. Swimming training camps have also been hosted by Royal Life Saving Society as well as proving a great base for a triathlon camp Active Academies. Chanctonbury Churches host weekly football matches on the astro which have also been used for tennis training and camps.

Due to restrictions imposed by the presence of "bubbles", our community engagement was not as active as previous years. The proceeds of our Harvest Festival and Christmas cake competition were sent to "Turning Tides", a local charity supporting the homeless, and we continue the sponsorship of a child's education in Kenya. Our children enjoyed the MADhurst Music and Art festival and competed in the literary challenge alongside other local primary schools. Plans are already in place to resume the "top up" swim sessions which will be attended by up to seven local primaries alongside sponsoring a robotic club.

Fundraising

There were no significant fundraising activities during the year. We do not engage the services of commercial participators or professional fundraisers and can confirm we have not received any complaints in relation to fundraising activities.

FINANCIAL REVIEW

Operating results 2020/21

Income for the year totalled £5,803,751 (2020 £7,290,206), which included donations of £44,173 (2020: £111,470) and Government Furlough Grants £150,607 (2020: £357,363). However with expenditure of £6,960,078, (2020: £7,719,227), it resulted in a net loss of £1,156,327, a decline of £727,306 versus prior year. The loss incorporates a depreciation charge for the year of £852,171.

Total income for the year declined by £1,486,455 driven by a decline in international boarders due to travel restrictions and the requirement of quarantine. During the Spring term we were required to physically shut the school and therefore income was adversely impacted by the implementation of a discounted on-line fee schedule, closure of the boarding houses and resulting rebate of boarding fees and the cancellation of external let's including the international language school.

To mitigate the impact of reduced income, all costs were strictly monitored. For those staff who were unable to work due to the physical school closure, the school utilised the government furlough scheme. Careful expenditure management resulted in a 10% cost reduction year-on-year.

Financial Position

The financial position confirms £7,558,422 of Net Assets (2020: £8,714,749) which includes Cash at Bank and in hand of £842,502 (2020 £1,247,918). Creditors falling due within one year of £1,362,625 includes fees in advance of £880,706.

Reserves policy

At 31 August 2021, the Charity had unrestricted funds of £7,558,422 and restricted funds of £20,486 as shown in Note 19. Within unrestricted funds are fixed assets less secured bank loans of £7,970,298. This means that the charity has no free reserves. This illustrates the extent of investment in our School, as in common practice by independent schools which have to finance their own capital investment plans. The Governing Body has identified the need to accumulate free reserves to provide funds:

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FOR THE YEAR ENDED 31 AUGUST 2021

- so that they may continue the orderly development and future growth of the School; and
- for further capital expenditure

The Charity has adequate free cash reserves; and when appropriate they are used to finance capital expenditure in improving the buildings, equipment and other facilities needed to enable the School to continue providing the first-class education expected by the public. It has the working capital needed to finance future day-to-day operations as a result of the provision agreed our bank.

Going concern

The Governors assess whether the use of going concern is appropriate and whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the School to continue as a going concern. Having reviewed the funding facilities available to the School together with the expected ongoing demand for places and the future projected cash flows, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future. The Governors have considered the level of funds held and the expected level of income and expenditure for a period of twelve months from finalisation of these financial statements together with the support provided by the bank and have concluded that it is appropriate to continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Governors' responsibilities.

RISK MANAGEMENT

The Governing Body has a nominated a Governor Representative, who works with the Bursar on an on-going basis, to keep the School's activities under review, particularly with regard to any major risks that may arise from time to time, as well as the systems and procedures established to manage them. He/she monitors the effectiveness of the system of internal controls and reports to the Governing Body in detail on an annual basis. The Governors believe the major risks identified by this process (fire, accidents & injuries, loss of income, fraud, cyber-attacks) have been mitigated to an acceptable level through the extensive and comprehensive use of risk assessments, robust internal control systems, extensive insurance cover, off-site back-up of critical data files and other appropriate controls. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors 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 (**UK GAAP**)).

Charity 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 Charity and of the incoming resources and application of resources, including the income and expenditure, of the Charity for that period. In preparing these financial statements, the Governors are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP 2019(FRS 102);
- Make judgements and estimates that are reasonable and prudent; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

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

STATEMENT AS TO DISCLOSURE OF INFORMATION TO THE AUDITOR

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

The Report of the Governors, including the Strategic Report, being approved by the Governors, was approved by the Governing Body and signed on their behalf by

Douglas Moody-Stuart
Chairman

Date:

13.12.21



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE MALDEN TRUST LIMITED

Opinion

We have audited the financial statements of The Malden Trust Limited (the 'Charity') for the year ended 31 August 2021 which comprise the Statement of financial activities including a summary income and expenditure account, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice) and the Charities SORP 2019.

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 August 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities SORP 2019

Basis of 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 Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Governors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The other information comprises the information included in the Governors' 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 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE MALDEN TRUST LIMITED

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Governors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in 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 governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies' exemptions in preparing the directors' 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 Charity for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Governors are responsible for assessing the Charity'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 Charity 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:

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the charitable company and sector, and through discussion with the Governors and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to safeguarding, health and safety legislation and employment law. 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, Charities Statement of Recommended Practice, taxation and pension legislation. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF

THE MALDEN TRUST LIMITED

financial statements (including the risk of override of controls) and determined that the principal risks were related to management bias in accounting estimates and judgemental areas of the financial statements. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including safeguarding, health and safety and employment law) and fraud, and review of the reports made by management; and
- Assessment of identified fraud risk factors; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Reading minutes of meetings of those charged with governance and reviewing correspondence with relevant tax and regulatory authorities; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but, except to the extent otherwise explicitly stated in our report, not for the purpose of expressing an opinion on the effectiveness of the Charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board.
- Conclude on the appropriateness of the board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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

Use of report

This report is made solely to the Charity'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 Charity'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 Charity and the Charity's members, as a body, for our audit work, for this report, or for the opinions we have formed.



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Sarah Ediss BSc FCA (Senior Statutory Auditor)
For and on behalf of Kreston Reeves LLP, Statutory Auditor
Chartered Accountants
Horsham
Date: 17 December 2021

THE MALDEN TRUST LIMITED

STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating the Income and Expenditure account)

FOR THE YEAR ENDED 31 AUGUST 2021

| | Notes | Unrestricted funds £ | Restricted funds £ | Total 2021 £ | Total 2020 £ |
|-----------------------------------|-------|----------------------------|--------------------------|--------------------|--------------------|
| INCOME FROM: | | | | | |
| Donations and legacies | 3 | 183,017 | 11,763 | 194,780 | 468,833 |
| Charitable activities: | | | | | |
| School fees | 4 | 5,340,928 | - | 5,340,928 | 6,543,459 |
| Other educational income | 4 | 18,735 | - | 18,735 | 14,322 |
| Other ancillary activities | 4 | 209,686 | - | 209,686 | 220,003 |
| Other trading activities | 5 | 38,957 | - | 38,957 | 37,723 |
| Investment income: | | | | | |
| Bank interest receivable | | 665 | - | 665 | 5,866 |
| | | <u>5,791,988</u> | <u>11,763</u> | <u>5,803,751</u> | <u>7,290,206</u> |
| EXPENDITURE ON: | | | | | |
| Raising funds: | | | | | |
| Development and fundraising costs | 6 | 5,836 | - | 5,836 | 15,057 |
| Financing costs | 7 | 99,597 | - | 99,597 | 143,114 |
| Charitable activities: | | | | | |
| School operating costs | 8 | 6,853,864 | - | 6,853,864 | 7,560,275 |
| Other | | 781 | - | 781 | 781 |
| | | <u>6,960,078</u> | <u>-</u> | <u>6,960,078</u> | <u>7,719,227</u> |
| Net income | 2 | (1,168,090) | 11,763 | (1,156,327) | (429,021) |
| Transfers between funds | 19 | 101,454 | (101,454) | - | - |
| Net movement in funds | | (1,066,636) | (89,691) | (1,156,327) | (429,021) |
| Reconciliation of funds: | | | | | |
| Total funds brought forward | | <u>8,604,572</u> | <u>110,177</u> | <u>8,714,749</u> | <u>9,143,770</u> |
| Total funds carried forward | 19 | <u>7,537,936</u> | <u>20,486</u> | <u>7,558,422</u> | <u>8,714,749</u> |

The statement of financial activities includes all gains and losses in the year. All income and expenditure derives from continuing activities.

The notes on pages 13 to 25 form part of these financial statements.

THE MALDEN TRUST LIMITED

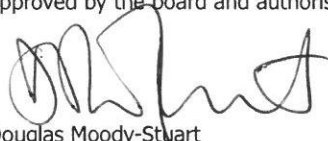
BALANCE SHEET

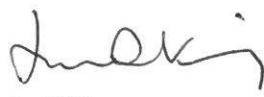
AS AT 31 AUGUST 2021

REGISTERED NUMBER: 00747222

| | Notes | £ | 2021 £ | £ | 2020 £ |
|--|-------|--------------------|--------------------|-------------|-------------|
| Fixed assets | | | | | |
| Tangible assets | 12 | | 13,511,617 | | 14,190,336 |
| Fixed asset investments | 13 | | 1 | | 1 |
| | | | 13,511,618 | | 14,190,337 |
| Current assets | | | | | |
| Debtors | 14 | 350,106 | | 284,851 | |
| Cash at bank and in hand | | 842,502 | | 1,247,918 | |
| | | 1,192,608 | | 1,532,768 | |
| Creditors: amounts falling due within one year | 15 | (1,362,625) | | (1,402,784) | |
| Net current assets | | | (170,017) | | 129,984 |
| Total assets less current liabilities | | | 13,341,601 | | 14,320,321 |
| Creditors: amounts falling due after more than one year | 16 | | (5,783,179) | | (5,605,572) |
| | | | 7,558,422 | | 8,714,749 |
| The funds of the charity | | | | | |
| Unrestricted funds | 19 | | 7,537,936 | | 8,604,572 |
| Restricted funds | 19 | | 20,486 | | 110,177 |
| | | | 7,558,422 | | 8,714,749 |

Approved by the board and authorised for issue on 13 December 21 and signed on its behalf by:


Douglas Moody-Stuart
Chairman


David King
Trustee

The notes on pages 13 to 25 form part of these financial statements.

THE MALDEN TRUST LIMITED**CASH FLOW STATEMENT****FOR THE YEAR ENDED 31 AUGUST 2021**

| | Notes | 2021 | 2020 |
|--|--------------|--------------------|------------------|
| | | £ | £ |
| Net cash inflow from operating activities | | (199,897) | <i>298,535</i> |
| Cash flows from investing activities | 21 | (172,787) | <i>(270,404)</i> |
| Cash flows from financing activities | 21 | (32,735) | <i>(443,791)</i> |
| Net (decrease) / increase in cash and cash equivalents | | (405,419) | <i>(415,660)</i> |
| Cash and cash equivalents at 1 September | | 1,247,918 | <i>1,663,578</i> |
| Cash and cash equivalents at 31 August | | 842,502 | <i>1,247,918</i> |
| | | | |
| Reconciliation of net incoming resources to net cash inflow from operating activities | | 2021 | 2020 |
| | | £ | £ |
| Operating (deficit)/surplus | | (1,156,327) | <i>(429,021)</i> |
| Interest received | | (665) | <i>(5,866)</i> |
| Interest paid | | 87,800 | <i>124,291</i> |
| Depreciation charges | | 852,171 | <i>853,096</i> |
| Decrease/(Increase) in debtors | | (65,255) | <i>210,969</i> |
| Increase in creditors | | 82,379 | <i>(454,934)</i> |
| Net cash inflow from operating activities | | (199,897) | <i>298,535</i> |

The notes on pages 13 to 25 form part of these financial statements.

THE MALDEN TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

1 Principal accounting policies

General information and basis of accounting

The Malden Trust Limited (the **Charity**) is a charitable company registered in the United Kingdom. The Trust owns and operates Windlesham House School (the **School**). The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the Charity's operations and principal activities are detailed in the Governors' Report.

The Charity constitutes a public benefit entity as defined by FRS 102.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2016 (revised FRS 102).

The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the Charity and rounded to the nearest £1.

The Governors assess whether the use of going concern is appropriate and whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the School to continue as a going concern. Having reviewed the funding facilities available to the School together with the expected ongoing demand for places and the its future projected cash flows, the Governors have a reasonable expectation that the School has adequate resources to continue its activities for the foreseeable future. The Governors have considered the level of funds held and the expected level of income and expenditure for a period of twelve months from finalisation of these financial statements together with the support provided by the bank. These considerations take into account the impact of Covid-19 and have concluded that it is appropriate to continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Governors' responsibilities.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity. Restricted funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Income recognition

All income is included in the Statement of Financial Activities (SOFA) when the Charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the Charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Income from charitable activities includes school fees receivable, registration fees and fees from ancillary activities. School fees receivable consist of charges billed for the academic year ending 31 August, less bursaries, discounts and other allowances. Fees received for education to be provided in future years are carried forward as deferred income. Registration fees are non-refundable fees which are recognised once parents/guardians have committed for the child to attend the school in the school year ending 31 August. Income from ancillary activities is generated from additional activities being offered to pupils in the school year ending 31 August and educational lettings during the year.

Government grants are credited to the Statement of Financial Activities as the related expenditure is incurred.

THE MALDEN TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

1 Principal accounting policies - continued

Expenditure recognition

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:

Development and fundraising costs relate to the expenditure associated with raising funds for the restricted fund development project.

Financing costs relate to loan and finance lease interest payable.

Expenditure on charitable activities includes school operating costs such as teaching costs, welfare costs, premises costs and support costs. Finance and administrative staff costs and other support costs have been directly charged to the charitable main activity.

The **irrecoverable element of VAT** is included with the item of expense to which it relates.

Allocation of support and governance costs

Support costs are those that assist the work of the Charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the Charity.

Operating lease commitments

Rentals paid under operating leases are charged to the statement of financial activities on a straight line basis over the lease term.

Investments in subsidiaries

Investments in subsidiaries are accounted for at cost less impairment.

Fixed assets and depreciation

Depreciation is provided on all tangible fixed assets, excluding land, at rates calculated to write off the cost less estimated residual value over their expected useful economic lives as follows:

| | |
|---|---------------------------------|
| Freehold permanent buildings | 3% by the straight line method |
| Freehold buildings of non permanent construction | 5% by the straight line method |
| Motor vehicles and grounds equipment | 20% by the straight line method |
| Furniture, fittings, equipment, computer & electrical equipment | |
| which includes: | |
| Furniture, fittings & equipment | 10% by the straight line method |
| Computer & electrical equipment | 25% by the straight line method |

Fixed asset additions in the year are not depreciated in the year of acquisition or the year the asset is brought into use. Assets in the course of construction are not depreciated until they are brought into use.

On transition to FRS 102, the previous valuation as at 13 February 2001 was used as deemed cost. Any assets acquired since this valuation have been added to the deemed cost.

Items costing under £1,000 are charged to the statement of financial activities in the year of purchase, unless the individual item forms part of a major project, purchase or renewal programme where capitalisation is appropriate.

THE MALDEN TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

1 Principal accounting policies - continued

Cash and cash equivalents

Cash at bank and cash equivalents includes cash and short term highly liquid investments from the date of opening of the deposit or similar account.

Debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at the transaction price. Any losses arising from impairment are recognised in expenditure.

Leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership of the leased asset to the Charity. All other leases are classified as operating leases.

Assets held under finance leases are recognised initially at the fair value of the leased asset (or, if lower, the present value of minimum lease payments) at the inception of the lease. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation. Lease payments are apportioned between finance charges and reduction of the lease obligation using the effective interest method so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are deducted in measuring profit or loss. Assets held under finance leases are included in tangible fixed assets and depreciated and assessed for impairment losses in the same way as owned assets.

Taxation

The Charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and 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.

Other employee benefits

When employees have rendered service to the Charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

Pensions

Retirement benefits to teaching employees of the School are provided by the Aviva Pension Trust for Independent Schools (APTIS). It is a Defined Contribution pension scheme which can be used by all member schools of the Independent Schools' Bursars Association (ISBA). It is set up a part of Aviva's "Master Trust" – a trust-based pension arrangement managed by independent professional Trustees. For support staff, contributions are also paid to Scottish Widows as part of a defined contribution scheme. These are charged to the statement of financial activities in the year in which they are payable to the scheme. Differences between contributions payable and contributions actually paid in the year are shown as either accruals or prepayments at the year end.

Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

The charitable company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

In the view of the governors, no assumptions concerning the future or estimation uncertainty affecting assets or liabilities at the balance sheet date are likely to result in material adjustment to their carrying amounts in the next financial year.

Critical areas of judgement:

Deposits held by the school repayable when a pupil leaves the school are included in other creditors, a proportion of the total deposits are classified as falling due after one year as this reflects the true timing of their repayment.

Depreciation of properties - this requires an estimation of the useful economic lives of properties and an estimate of the land apportionment.

THE MALDEN TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

| | | |
|----------------------------------|-------------|-------------|
| 2 Net income for the year | 2021 | <i>2020</i> |
| | £ | £ |

This is stated after charging/(crediting):

| | | |
|------------------------------------|----------------|----------------|
| Depreciation of owned fixed assets | 852,171 | <i>853,096</i> |
| Auditor's remuneration | 12,000 | <i>11,310</i> |

| | | | | |
|---------------------------------|-------------------------------|-----------------------------|-----------------------|-----------------------|
| 3 Donations and legacies | Unrestricted funds | Restricted funds | Total 2021 | <i>Total 2020</i> |
| | £ | £ | £ | £ |
| Donations | 32,410 | 11,763 | 44,173 | <i>111,470</i> |
| Government Grants | 150,607 | - | 150,607 | <i>357,363</i> |
| | 183,017 | 11,763 | 194,780 | <i>468,833</i> |

| | | | | |
|--|-------------------------------|-----------------------------|-----------------------|-----------------------|
| 4 Income from charitable activities | Unrestricted funds | Restricted funds | Total 2021 | <i>Total 2020</i> |
| | £ | £ | £ | £ |
| School fees | | | | |
| Standard fees | 5,766,039 | - | 5,766,039 | <i>6,948,399</i> |
| Extras and other tuition fees | 270,159 | - | 270,159 | <i>272,129</i> |
| Less: bursaries, grants and allowances | (695,270) | - | (695,270) | <i>(677,069)</i> |
| | 5,340,928 | - | 5,340,928 | <i>6,543,459</i> |
| Other educational income | | | | |
| Registration fees | 14,235 | - | 14,235 | <i>9,222</i> |
| Windlesham House Association | 4,500 | - | 4,500 | <i>5,100</i> |
| | 18,735 | - | 18,735 | <i>14,322</i> |
| Other ancillary activities | | | | |
| Pupil disbursements | 175,861 | - | 175,861 | <i>206,114</i> |
| Malden Family Theatre | - | - | - | <i>-</i> |
| Educational and charitable lettings | 33,825 | - | 33,825 | <i>13,889</i> |
| | 209,686 | - | 209,686 | <i>220,003</i> |

All income from charitable activities in 2020/21 was attributable to unrestricted funds.

THE MALDEN TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

| 5 Other trading activities | Unrestricted funds | Restricted funds | Total 2021 | <i>Total 2020</i> |
|-----------------------------------|---------------------------|-------------------------|-------------------|-------------------|
| | £ | £ | £ | £ |
| Utilities recharged | 28,196 | - | 28,196 | 29,011 |
| Other income | 10,761 | - | 10,761 | 8,712 |
| | 38,957 | - | 38,957 | 37,723 |

All income from other trading activities in 2020/21 was attributable to unrestricted funds.

| 6 Development and fundraising costs | Unrestricted funds | Restricted funds | Total 2021 | <i>Total 2020</i> |
|--|---------------------------|-------------------------|-------------------|-------------------|
| | £ | £ | £ | £ |
| Staff costs | 5,064 | - | 5,064 | 13,749 |
| Other costs | 772 | - | 772 | 1,308 |
| | 5,836 | - | 5,836 | 15,057 |

All expenditure on development and fundraising costs in 2020/21 was attributable to unrestricted funds.

| 7 Financing costs | Unrestricted funds | Restricted funds | Total 2021 | <i>Total 2020</i> |
|---|---------------------------|-------------------------|-------------------|-------------------|
| | £ | £ | £ | £ |
| Bad debts | 11,797 | - | 11,797 | 18,823 |
| Interest payable on bank loans and overdrafts | 86,123 | - | 86,123 | 120,649 |
| Interest payable on all other loans | 1,677 | - | 1,677 | 3,642 |
| | 99,597 | - | 99,597 | 143,114 |

All expenditure on financing costs in 2020/21 was attributable to unrestricted funds.

THE MALDEN TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

8 School operating costs

Unrestricted funds

| | Staff costs | Other costs | Depreciation | 2021 £ | <i>2020 £</i> |
|-----------------------------------|------------------------|------------------------|---------------------|-------------------|-------------------|
| Teaching | 2,837,010 | 88,853 | 115,379 | 3,041,242 | <i>3,681,662</i> |
| Welfare | 319,501 | 454,965 | 60,482 | 834,948 | <i>859,229</i> |
| Premises | 463,182 | 564,516 | 630,131 | 1,657,829 | <i>1,627,582</i> |
| Pupil disbursement | - | 171,814 | - | 171,814 | <i>189,298</i> |
| | 3,619,693 | 1,280,148 | 805,992 | 5,705,833 | <i>6,357,771</i> |
| Support costs | | | | | |
| Other support costs for schooling | 523,948 | 577,905 | 46,178 | 1,148,031 | <i>1,202,504</i> |
| | 4,143,641 | 1,858,053 | 852,170 | 6,853,864 | <i>7,560,275</i> |

All expenditure on school operating costs in 2020/21 was attributable to unrestricted funds.

Governance costs included within charitable expenditure can be analysed below:

| | Unrestricted funds £ | Restricted funds £ | Total 2021 £ | <i>Total 2020 £</i> |
|-------------------------|-------------------------------------|-----------------------------------|-----------------------------|-----------------------------|
| Staff costs | 12,000 | - | 12,000 | <i>12,000</i> |
| Other costs | 11,858 | - | 11,858 | <i>13,024</i> |
| Auditor's remuneration; | | | | |
| Audit fees | 12,000 | - | 12,000 | <i>11,310</i> |
| Non-audit fees | - | - | - | - |
| | 35,858 | - | 35,858 | <i>36,334</i> |

THE MALDEN TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

| 9 Staff costs | 2021 | <i>2020</i> |
|----------------------------|------------------|------------------|
| | £ | <i>£</i> |
| Wages and salaries | 3,363,719 | <i>3,776,468</i> |
| Social security costs | 356,763 | <i>350,769</i> |
| Other pension costs | 364,917 | <i>564,332</i> |
| Death in service insurance | 12,260 | <i>11,998</i> |
| | 4,097,659 | <i>4,703,567</i> |
| Other staff costs | 51,046 | <i>106,119</i> |
| | 4,148,705 | <i>4,809,686</i> |

During the year there was one restructuring payment of £5,000 (2019/20: 9 restructuring payments of £130,262).

| Number of employees whose remuneration exceeded £60,000 for the year: | 2021 | <i>2020</i> |
|---|-------------|-------------|
| | No. | <i>No.</i> |
| £140,001 - £150,000 | | <i>1</i> |
| £130,001 - £140,000 | - | <i>-</i> |
| £120,001 - £130,000 | 1 | <i>-</i> |
| £100,001 - £110,000 | - | <i>-</i> |
| £70,001 - £80,000 | 1 | <i>1</i> |
| £60,000 - £70,000 | - | <i>-</i> |

During the year the Charity charged pension payments of £35,411 (2019/20: £40,731) in respect of these higher paid employees.

Average number of monthly employees during the year:

| | 2021 | <i>2020</i> |
|----------|-------------|-------------|
| Teaching | 81 | <i>90</i> |
| Other | 57 | <i>72</i> |
| | 138 | <i>162</i> |

10 Remuneration of key management personnel

| | 2021 | <i>2020</i> |
|-----------------------|----------------|----------------|
| | £ | <i>£</i> |
| Wages and salaries | 481,323 | <i>575,504</i> |
| Social security costs | 56,694 | <i>68,529</i> |
| Other pension costs | 97,330 | <i>114,374</i> |
| | 635,347 | <i>758,407</i> |

The Charity considers its key management personnel comprise the Headmaster, Bursar, Deputy Head, Senior Master, Head of Marketing, Head of Safeguarding, Head of Pre-Prep and Assistant Head Academic.

THE MALDEN TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

11 Trustees' remuneration and expenses

During the year no Governors received reimbursement in respect of travel expenses. (2020: £nil).

There was no trustees' remuneration or other benefits for the year ended 31 August 2021 (2020: £nil)

No incremental cost was incurred in the provision of training for Governors received in the year. (2020: £nil).

During the year the key management personnel received an accommodation benefit of £2,834 for the year ended 31 August 2021 (2020: £nil)

Donations received from trustees totalled £6,870 (2020: £nil) during the year.

Donations received from key management personnel totalled £100 (2020: £nil) during the year.

12 Tangible fixed assets

| | Freehold land and permanent buildings | Freehold buildings of non permanent construction | Motor vehicles & grounds equipment | Furniture, fittings, equipment, computer & electrical equipment | Total |
|--------------------------|--|---|---|--|-------------------|
| | £ | £ | £ | £ | £ |
| Cost | | | | | |
| At beginning of year | 14,633,714 | 1,636,136 | 209,548 | 4,279,617 | 20,759,015 |
| Additions | - | - | 22,995 | 150,457 | 173,452 |
| Disposals | - | - | - | - | - |
| At end of year | 14,633,714 | 1,636,136 | 232,543 | 4,430,074 | 20,932,467 |
| Depreciation | | | | | |
| At beginning of year | 2,958,759 | 624,155 | 149,388 | 2,836,377 | 6,568,679 |
| Charge for the year | 424,012 | 81,807 | 24,959 | 321,393 | 852,171 |
| At end of year | 3,382,771 | 705,962 | 174,347 | 3,157,770 | 7,420,850 |
| Net book value | | | | | |
| At 31 August 2021 | 11,250,943 | 930,174 | 58,196 | 1,272,304 | 13,511,617 |
| <i>At 31 August 2020</i> | <i>11,674,955</i> | <i>1,011,981</i> | <i>60,160</i> | <i>1,443,240</i> | <i>14,190,336</i> |

The Charity's freehold property was valued by Strutt & Parker, Chartered Surveyors, on 13 February 2001. This valuation has been used as deemed cost under the transitional arrangements of FRS 102 and no further revaluations will be included.

All of the fixed assets shown are used in the charitable activities of the Charity.

Barclays Bank holds a debenture over assets of the Charity with regards to its overdraft facility which was not utilised during the year. There is a bank loan of £5,541,319 which is secured by a charge over the land and buildings of the Charity.

Included in the net book value of motor vehicles & grounds equipment was £37,395 (2020: £28,800) in respect of assets held under finance leases.

THE MALDEN TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

13 Fixed asset investments

| | Shares in subsidiaries |
|------------------------|-------------------------------|
| | £ |
| As at 1 September 2020 | <u>1</u> |
| As at 31 August 2021 | <u><u>1</u></u> |

The Charity owns the entire share capital of Windlesham Community Facilities Limited (Company Number: 10878580), a dormant company incorporated in England & Wales on 21 July 2017. The turnover for the year was £nil and profit for the year was £nil. The aggregate amount of capital and reserves at the year end was £1.

14 Debtors

| | 2021 | <i>2020</i> |
|---------------|-----------------------|-----------------------|
| | £ | <i>£</i> |
| School fees | 154,761 | <i>31,080</i> |
| Other debtors | - | <i>59,075</i> |
| Prepayments | 195,345 | <i>194,695</i> |
| | <u>350,106</u> | <u><i>284,850</i></u> |

15 Creditors: amounts falling due within one year

| | 2021 | <i>2020</i> |
|---------------------------------|-------------------------|-------------------------|
| | £ | <i>£</i> |
| Pupil deposits | 54,282 | <i>108,930</i> |
| Bank loan | - | <i>100,500</i> |
| Fees in advance | 880,706 | <i>582,710</i> |
| Taxes and social security costs | 79,278 | <i>109,531</i> |
| Trade and other creditors | 219,964 | <i>256,793</i> |
| Accruals | 111,149 | <i>238,320</i> |
| Finance lease | 17,246 | <i>6,000</i> |
| | <u>1,362,625</u> | <u><i>1,402,784</i></u> |

| | |
|-------------------------------------|-------------------------|
| Included in fees in advance: | £ |
| Deferred income: | |
| Deferred income at 1 September 2020 | 582,710 |
| Resources deferred during the year | 880,706 |
| Amounts released from previous year | <u>(582,710)</u> |
| Deferred income at 31 August 2021 | <u>880,706</u> |

Deferred income relates to fees received in advance.

THE MALDEN TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

| 16 Creditors: amounts falling due after one year | 2021 | <i>2020</i> |
|---|------------------|------------------|
| | £ | <i>£</i> |
| Pupil deposits | 241,860 | <i>208,572</i> |
| Bank loan | 5,541,319 | <i>5,397,000</i> |
| | 5,783,179 | <i>5,605,572</i> |

Bank loans totalling £5,541,319 (2020: £5,527,500) are secured by a charge over the land and buildings of the Charity. The bank loan is repayable in quarterly instalments from March 2019 and interest is payable at 1.51% on the principal amount. No amounts are due as repayable after more than five years.

Leases

Finance leases - lessee

Finance leases relate to the purchase of a tractor.

Total future minimum finance lease payments are as follows:

| | 2021 | <i>2020</i> |
|--|---------------|--------------|
| | £ | <i>£</i> |
| Not later than one year | 17,246 | <i>7,200</i> |
| Later than one year and no later than five years | - | <i>-</i> |
| | 17,246 | <i>7,200</i> |

17 Capital Commitments

At the balance sheet date there are no commitments.

18 Share capital

The Charity is a company limited by guarantee and therefore has no share capital. Each member's guarantee is limited to £1. All members of the Governing Body are members of the Charity.

THE MALDEN TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

| 19 Fund Reconciliation | As at 1 September 2020 £ | Transfers £ | Income £ | Expenditure £ | As at 31 August 2021 £ |
|-------------------------------|---|------------------------|-------------------------|---------------------------|---|
| Unrestricted funds | | | | | |
| General Fund | 8,604,572 | 101,454 | 5,791,988 | (6,960,078) | 7,537,936 |
| Restricted Funds | | | | | |
| Windlesham Foundation: | | | | | |
| Capital Fund | 90,448 | (101,454) | 11,006 | - | - |
| Bursary Fund | 18,709 | - | 300 | - | 19,009 |
| Hardship Fund | 1,020 | - | 457 | - | 1,477 |
| | <u>110,177</u> | <u>(101,454)</u> | <u>11,763</u> | <u>-</u> | <u>20,486</u> |
| Total funds | <u>8,714,749</u> | <u>-</u> | <u>5,803,751</u> | <u>(6,960,078)</u> | <u>7,558,422</u> |

General Fund

The general fund comprises the accumulated resources which may be expended without restriction in furtherance of the Charity's objectives.

Capital Fund

This fund comprises donations which facilitated enhancements to the Sports Complex, Theatre and the Chapel. During previous years, the charity incurred expenditure on the sports complex and swimming pool and therefore a transfer has been made between the capital fund and general funds.

Bursary Fund

This fund comprises donations which will be used to finance the awarding of bursaries to children who will benefit from a Windlesham education but whose parents would not otherwise be able to finance it.

Hardship Fund

This fund comprises donations which will be used to finance help to parents who encounter short-term problems in financing their children's' commitments to the School.

THE MALDEN TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

| 20 Analysis of net assets between funds - current year | Unrestricted funds £ | Restricted funds £ | 2021 £ |
|---|-------------------------------------|-----------------------------------|-------------------------|
| Fund balances at 31 August 2021 are represented by: | | | |
| Fixed assets | 13,511,618 | - | 13,511,618 |
| Current assets | 1,172,122 | 20,486 | 1,192,608 |
| Current liabilities | (1,362,625) | - | (1,362,625) |
| Non-current liabilities | (5,783,179) | - | (5,783,179) |
| | <u>7,537,936</u> | <u>20,486</u> | <u>7,558,422</u> |
| | | | |
| Analysis of net assets between funds - prior year | Unrestricted funds £ | Restricted funds £ | 2020 £ |
| Fund balances at 31 August 2020 are represented by: | | | |
| Fixed assets | 14,190,337 | - | 14,190,337 |
| Current assets | 1,422,591 | 110,177 | 1,532,768 |
| Current liabilities | (1,402,784) | - | (1,402,784) |
| Non-current liabilities | (5,605,572) | - | (5,605,572) |
| | <u>8,604,572</u> | <u>110,177</u> | <u>8,714,749</u> |
| | | | |
| 21 Gross cash flows | | 2021 £ | 2020 £ |
| Cash flows from financing activities | | | |
| Loan repayments | | - | (301,500) |
| Additional borrowings | | 43,819 | - |
| Interest paid | | (87,800) | (124,291) |
| Finance lease repayments | | (9,449) | (18,000) |
| Finance lease borrowing | | 20,695 | - |
| | | <u>(32,735)</u> | <u>(443,791)</u> |
| | | | |
| Cash flows from investing activities | | | |
| Purchase of tangible fixed assets | | (173,452) | (276,270) |
| Interest received | | 665 | 5,866 |
| | | <u>(172,787)</u> | <u>(270,404)</u> |

THE MALDEN TRUST LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2021

22 Analysis of changes in net debt

| | At 1 Sept 2020 | Cash flows | Other non- cash changes | At 31 Aug 2021 |
|-----------------------------------|---------------------------|-------------------------|----------------------------|---------------------------|
| Cash and cash equivalents | | | | |
| Cash | <u>1,247,918</u> | <u>(405,416)</u> | - | <u>842,502</u> |
| | 1,247,918 | (405,416) | - | 842,502 |
| Borrowings | | | | |
| Loan due within one year | (100,500) | (43,819) | - | (144,319) |
| Loan due after one year | (5,397,000) | - | - | (5,397,000) |
| Finance Lease due within one year | (6,000) | 11,246 | - | 5,246 |
| Finance Lease due after one year | - | - | - | - |
| | <u>(5,503,500)</u> | <u>(32,573)</u> | - | <u>(5,536,073)</u> |
| Total | <u>(4,255,582)</u> | <u>(437,989)</u> | <u>-</u> | <u>(4,693,571)</u> |

Reconciliation of net cash flow to movement in net debt

| | 2021 |
|---------------------------------------|---------------------------|
| Increase in cash in the period | (405,416) |
| Additional borrowings | (43,819) |
| Finance lease repayments | 20,695 |
| Finance Lease borrowing | (9,449) |
| Change in net debt | <u>(437,989)</u> |
| Net debt at 1 Sept 2020 | <u>(4,255,582)</u> |
| Net debt at 31 Aug 2021 | <u>(4,693,571)</u> |

23 Obligations under operating leases

Total future minimum lease payments under non-cancellable operating leases are as follows:

| | 2021 | 2020 |
|--------------------------------|-----------------------|----------------|
| | £ | £ |
| Operating leases which expire: | | |
| within one year | 116,776 | 97,455 |
| within two to five years | 186,277 | 206,941 |
| later than five years | - | - |
| | <u>303,053</u> | <u>304,396</u> |

24 Related party transactions

There are no related party transactions during the year (2020: £nil).

25 Pensions

Defined contribution pension scheme

The Charity operates a defined contribution pension scheme for both teaching and support staff. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £73,791 (2020: £68,563) for support staff and £291,189 for teaching (2020 £502,233 under TPS).

