

**Trustees' report**  
For the year ended 31 August 2021

**Stowe School Limited**  
**(Limited by Guarantee)**

Financial statements 31 August 2021  
together with Trustees' and Auditor's reports

Registered number: 187251

Charity number: 310639

**Trustees' report (continued)**  
For the year ended 31 August 2021

**Directors**

Simon Charles Creedy Smith BA, FCA  
The Reverend Canon Peter Michael Ackroyd MA, MBA, MA, PhD  
Jonathan Michael Arundell Bewes BA, FCA  
Patrick Bradshaw BA  
Her Honour Judge Rebecca Brown BA  
Julie Christine Brunskill BSc, RICS  
Elizabeth de Burgh Sidley BA, FRICS  
Rupert Fordham BA (Cantab)  
John Philip Cardain Frost BSc, MRICS  
Richard Greaves BA  
Joanne Elizabeth Hastie-Smith  
Sunjeeva Jayawardena BSc, MBA  
Andrea Karen Johnson BSc, PGCE  
Mairi Johnstone LLB, DipLP, BSc, MBA, GradCG  
Catriona Helen Lloyd MA (Cantab)  
Alexander Muirhead  
Andrew Reekes MA, MRes  
Vanessa Stanley BSc (Eng) ACGI, M Ed  
Lady Stringer BSc, MB, BS, LRCP, MRCS  
Christopher John Tate BA, MIMC

**Company Secretary**

Michael Porter BA, MSc

**Registered and Principal office**

Stowe School  
Stowe  
Buckingham  
MK18 5EH

**Independent Auditors**

Saffery Champness LLP  
71 Queen Victoria Street  
London  
EC4V 4BE

**Bankers**

Barclays Bank Plc  
Wytham Court  
11 West Way  
Oxford OX2 0JB

## Trustees' report (continued)

For the year ended 31 August 2021

### Financial Statements

The Directors, who are also referred to as Governors and who are also Charity Trustees as defined in the Charities Act 2011, present their annual report and audited financial statements for the year ended 31 August 2021.

The financial statements comply with the Companies Act 2006, Charities Act 2011, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS102).

### Statement of Directors' responsibilities

The Directors are responsible for preparing the Trustees' Report, including the Strategic Report and the financial statements, in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable 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 company will continue in business.

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

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the Directors are aware, there is no relevant audit information of which the charitable company's auditors are unaware and the Directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

### STRUCTURE, GOVERNANCE AND MANAGEMENT

#### Constitution

The company is limited by guarantee and governed by the provisions in the Articles of Association adopted by Special Resolution on 6 October 2020; these replaced the Memorandum and Articles of Association, dated 20 January 1923 (as altered by Special Resolution on 25 September 1951). Each of the seven Members has undertaken to contribute an amount not exceeding £1 (one pound) towards the assets of the company in the event of the same being wound up and the assets being insufficient to cover the company's debts and liabilities.

## Trustees' report (continued)

### For the year ended 31 August 2021

Stowe School Limited is a member of the Allied Schools group of independent schools, all of which were founded by the Martyrs' Memorial and Church of England Trust (MMT). On 26 September 2013, the Allied Schools signed a new Management Agreement with MMT by which the members of the group agreed to the appointment of the Allied Schools Agency Limited to oversee the performance of the schools and to monitor their adherence to the foundational religious principles on behalf of MMT.

#### Charitable Status

The company is a registered charity with registered charity number 310639.

#### Governing Body

The Directors constitute the Governing Body and are elected by the Governing Body, except that two Directors are nominated by the MMT if the total does not exceed twelve; three if the number exceeds twelve but does not exceed eighteen and four if the number exceeds eighteen. The Directors nominated by the MMT are The Reverend Peter Ackroyd, Mr Bewes, Mrs Hastie-Smith and Mrs Johnstone.

The Directors of the company serving since 1 September 2020 were as follows:

Simon Charles Creedy Smith BA, FCA  
The Reverend Canon Peter Michael Ackroyd MA, MBA, MA, PhD  
Jonathan Michael Arundell Bewes BA, FCA  
Patrick Bradshaw BA (appointed 5 January 2021)  
Her Honour Judge Rebecca Brown BA (appointed 5 January 2021)  
Julie Christine Brunskill BSc, RICS  
Elizabeth de Burgh Sidley BA, FRICS  
David Watson Cheyne MA (Cantab) (resigned 18 June 2021)  
Rupert Fordham BA (Cantab) (appointed 5 January 2021)  
John Phillip Cardain Frost BSc MRICS  
Professor Guy Goodwin FMedSci (resigned 1 September 2021)  
Richard Greaves BA (appointed 5 January 2021)  
Joanne Elizabeth Hastie-Smith  
Sunjeewa Jayawardena BSc, MBA (appointed 5 January 2021)  
Máiri Johnstone LLB, DipLP, BSc, MBA, GradCG (appointed 23 February 2021)  
Andrea Karen Johnson BSc, PGCE  
Catriona Helen Lloyd MA (Cantab)  
Alexander Muirhead (appointed 5 January 2021)  
Elizabeth Phillips OBE, BA, MA, AKC (resigned 18 June 2021)  
Andrew Reekes MA, MReS (appointed 5 December 2020)  
Vanessa Stanley BSc (Eng) ACGI, M Ed  
Lady Stringer BSc, MB, BS, LRCP, MRCS  
Christopher John Tate BA, MIMC

In accordance with the Articles of Association, Mr J Bewes, Miss E de Burgh Sidley, Mr J Frost, Mr R Greaves, Mrs J Hastie-Smith, Mrs C Lloyd and Mr C Tate retire by rotation and being eligible offer themselves for re-election.

## Trustees' report (continued)

For the year ended 31 August 2021

### Induction and Training of Directors

When new Directors are appointed, care is taken to ensure that the appropriate skills and experience relevant to the Governing Body are represented. Each new Director is provided with an information pack and a list of relevant training courses, some of which they are expected to attend. They are inducted into the workings of Stowe School Limited through a visit programme, discussion and an introductory pack. All Directors receive information on governor training update courses.

### Governance

The Directors are responsible for the overall management and control of Stowe School Limited and meet four times a year. The work of implementing most of their policies is carried out by committees appointed by the Directors for that purpose (Executive; Education; Estates; Finance; Marketing & Admissions, Nomination & Remuneration and Prep School), which usually meet in the weeks preceding meetings of the full Governing Body. These committees perform detailed reviews within their areas of responsibility. The day to day running of Stowe School Limited is delegated to the Head of Stowe School and the Executive Leadership Team (ELT), who are considered the key management personnel of the charity.

Head of Stowe School	Dr Anthony Wallersteiner
Senior Deputy Head	Mark Wellington
Deputy Head Pastoral	Liam Copley
Deputy Head Academic	Dr Julie Potter
Designated Safeguarding Lead (DSL)	Michael Rickner
Finance	Mark Greaves
Operations & Estates	Mark Kerrigan
Strategic Development & Fundraising	Colin Dudgeon
Marketing and Admissions	Tori Roddy
Head of People	Jaime Chahal
Head of Swanbourne House	Jane Thorpe
Head of Winchester House	Antonia Lee

The Head and members of the ELT attend meetings of the above committees, as appropriate.

### Key Management Personnel Remuneration

The pay of the Head of Stowe School is reviewed annually by the Nomination & Remuneration Committee. The pay of the remaining members of the ELT is reviewed annually by the Head and agreed by the Nomination & Remuneration Committee. Pay is subject to performance and market forces.

All Directors give freely of their time and no Director remuneration was paid in the year. Details of Directors' expenses and related party transactions are disclosed in the financial statements.

Directors are required to disclose all relevant interests in accordance with our policy and withdraw from decisions where a conflict of interest arises.

### The Stowe Group of Schools

On 5 January 2021, the mergers of Swanbourne House School ("SHS") and Winchester House School ("WHS") (together "the Prep Schools") with Stowe School was completed. Stowe School has taken on all the assets and liabilities of both preparatory schools. Both schools have a long tradition of sending pupils to Stowe School. The Stowe group of schools now offers an educational pathway for over 1,400 children from 3-18 years old. It allows member schools to benefit from a wealth of shared expertise and enables both preparatory schools to benefit from the many facilities and opportunities that the Stowe group provides. It also provides opportunities for sharing strategic leadership, resources for professional development and ideas as well as delivering cost efficiencies across the group. Six new Governors, three from each preparatory school, were appointed to the Governing Body at the time of the mergers.

## Trustees' report (continued)

For the year ended 31 August 2021

### Group Structure and Relationships

Stowe School Limited now comprises the assets and liabilities of all three schools in one charitable body with one set of Governors. These financial statements are the accounts for the group and comprise a full year for Stowe School and eight months from January 2021 for the Prep Schools.

Stowe School Limited has a wholly owned non-charitable trading subsidiary, Stowe Enterprises Limited, which operates the School shop and makes available the facilities of the School to the public and various organisations for events, educational and leisure purposes. Stowe Enterprises Limited now owns the trading subsidiary of Winchester House School and operates across the Stowe group of schools.

Stowe School Limited, in conjunction with its partners on the Stowe site, being The National Trust and The Stowe House Preservation Trust Limited, assists in the restoration of Stowe (Stowe House and Stowe Landscape Garden) and the improvement of the visitor experience. Stowe House is open to the public on over 200 days in a normal year.

Stowe School Limited works closely with The Stowe School Foundation (SSF), a separate charity. The Trustees of SSF can apply the capital and income of the trust, both for the provision of educational resource and facilities at the School and for scholarships and bursaries, as well as the provision of any other financial support to Stowe School Limited as the Trustees may from time to time decide. SSF has three ex officio Trustees, between two and six nominated Trustees, appointed by Stowe School Limited, and up to four co-opted Trustees appointed by the Trustees.

### OBJECTS, AIMS, OBJECTIVES AND ACTIVITIES

#### Charity's objects and aims

The primary objects of the charity as set out in its Articles of Association are to provide education in accordance with the Protestant principles of the Church of England. The main aim of the charity is to provide public benefit through the use of the Stowe group of schools for the provision of education (which includes an understanding of culture and heritage) to its pupils.

To achieve this aim the charity seeks to maintain the Stowe group of schools' reputation as a centre of excellence in education, culture and heritage at a local, regional and national level by:

- maintaining and promoting the Stowe group of schools as one of Britain's best, national co-educational group of boarding schools for fee-paying and supported pupils, offering a combination of high academic standards and outstanding pastoral care, with first class facilities and infrastructure that provide an efficient and cost effective education;
- delivering a rich provision in sport, music, art, drama and other activities in an inspiring, sustainable environment; and
- working in partnership with The National Trust and The Stowe House Preservation Trust to make the internationally significant Stowe landscaped Gardens and Mansion accessible to members of the public, as a means of widening access and sharing the heritage and history of Stowe with a diverse audience, which in turn contributes to achieving the charity's primary object of education.

The Directors have referred to the guidance contained in the Charity Commission's general guidance on public benefit, and in particular to its supplementary public benefit guidance on advancing education, when reviewing the future aims and objectives.

#### Strategies and objectives for the year

The main strategies and objectives for the charity to achieve the aims have included:

**Trustees' report (continued)**  
For the year ended 31 August 2021

**Strategies for Education**

- Promote a supportive, secure and nurturing environment that places a high premium on the emotional, physical and mental well-being of every Stoic by providing the highest standards of pastoral care and a culture of responsibility, tolerance, attachment and inclusiveness with equality of opportunity for all.
- Promote the highest standards of teaching in the curriculum as well as fostering curiosity, love of subject, wider reading, creativity, intellectual risk-taking and the pursuit of individual or specialised talents in the belief that all pupils have the capacity to respond to and benefit from greater stretching and higher expectations.
- Steady recruitment to maintain a full school with a pupil roll of up to 900 pupils at Stowe School with applications exceeding capacity and an appropriate balance between UK and overseas students, whilst safeguarding Stowe as a co-educational, predominantly boarding school.
- Steady recruitment for the Prep Schools with a pupil roll of over 600 pupils.

**Main objectives for the year**

- 2021 targets for A levels: 75% A\*B grades; for GCSE: 50% 7-9 or A\*A grades.
- Developing the theme of Change Makers to maintain the group's reputation for innovation by building on previous themes such as Growth Mindset, Marginal Gains, Effective Teaching and Learning and the Learning Power Approach. The group emphasises character virtues such as grit, resilience, determination and perseverance.
- For the Prep Schools to achieve entry to pupils' first choice of a wide range of secondary schools and a wide range of scholarships and exhibitions to Senior Schools.

**Strategies for Sport, Music, Art and Drama**

- Provide a rich diet of cultural activities that mixes classroom and academic achievement with personal cultural development through sport, music, art and drama supported by a wide range of activities such as concerts, plays, exhibitions, lectures, trips and weekend activities.
- Promote the belief that ability comes in many forms and that pupils need to be supported to discover and enjoy success no matter where their talents lie.

**Main objectives for the year**

- Maintaining a wide variety of sport, music, art and drama available to all.
- Developing a cultural programme to attract pupils to drama and musical productions, in support of the curriculum.

**Strategies for Heritage and Restoration**

- Participate, through an effective partnership with The National Trust and The Stowe House Preservation Trust, in the heritage restoration of Stowe while protecting the interests of the School.

**Main objectives for the year**

- Working with The Stowe House Preservation Trust to plan the restoration of the State Dining Room.
- Completing the restoration of the Temple Room (the State Drawing Room).

## Trustees' report (continued)

For the year ended 31 August 2021

### Strategies for Public Benefit

The following strategies are designed to ensure that Public Benefit remains intrinsic to all of the Charity's activities:

- Promote scholarships and bursaries to allow access for pupils from all backgrounds.
- Promote participation with State Schools.
- Provide access to Stowe's heritage, in partnership with The National Trust and The Stowe House Preservation Trust.
- Promote good citizenship through participation in external activities and initiatives.
- Provide access to school facilities to the local community.
- Provide access for the public to music, art, sport, drama and science activities at Stowe.

### Main objectives for the year

- Progressing educational initiatives with Silverstone UTC, local State Schools and the University of Buckingham.
- Promoting participation in Service@Stowe, CCF, Duke of Edinburgh Award scheme and 'green team'.
- Providing high level bursaries to deserving applicants who would otherwise not be able to attend Stowe School.

### Strategies for Fundraising

- Build and sustain the Campaign for Stowe to generate funds each year to augment operating surpluses and to enable the steady implementation of the Development Plan and of Change 100.

### Main objectives for the year

- Generating, through the Campaign for Stowe, funds of a minimum of £2 million per annum towards bursaries and scholarships; planning future fundraising initiatives in the areas of Sport and other masterplans.
- Continued pursuit of Change 100 – Stowe's ambitious mission to generate an endowment of £100 million that will provide means-tested bursarial support to change the lives of talented and deserving children from much less-advantaged backgrounds, whose world can be transformed through an education at Stowe. The aim of Change 100 is to provide full-funding for 100 pupils at the School, every year in perpetuity.
- Fundraising for specific projects for the Prep Schools.

The remainder of the Trustees' Report also constitutes the Strategic Report for the purposes of the Companies Act 2006.

## STRATEGIC REPORT

### ACHIEVEMENTS AND PERFORMANCE

The principal activity of the Company continued to be the provision of education in a boarding and day school for pupils aged 3 to 18. This academic year Stowe School averaged 842 (2020: 821) pupils. The Prep Schools averaged 548 pupils in the eight months to 31 August 2021.

The year ended 31 August 2021 was influenced by COVID-19 resulting in the closure of all three schools during the lent term and the implementation of the successful Stowe Distance Learning programme and other virtual learning platforms.

The merger with and integration of the Prep Schools in January 2021 was a major achievement in the year.

## Trustees' report (continued)

For the year ended 31 August 2021

### Public Benefit

Scholarships and bursaries are promoted in recruitment literature, on Stowe School's website and through advertising. Scholarships at Stowe School are awarded at entry at 13+ and 16+ for academic, musical, artistic, sporting or all round merit.

Scholarships at Stowe School are awarded with a fixed remission of fees of between 5% and 25%. Scholarships may be supplemented by means-tested bursaries.

Bursaries are awarded on the basis of financial need and principally to those pupils who for financial reasons might not be able to come to the Stowe group of schools or who might not be able to remain to complete their education. Bursary awards are made on the basis of full financial disclosure and are reviewable annually. At least two fully funded places are available each year, subject to financial need - during 2021 there were 9 (2020: 6) fully funded places at Stowe School.

Community programmes operated by staff and pupils are encouraged, with emphasis on the elderly and disabled and on widening support to local schools and the local community. Covid-19 restricted the ambition of the normal outreach programme, and programme of drama and music productions open to the local community but monies were raised for outside charities.

The School's partnership with Silverstone UTC, announced in July 2017, continues to flourish and to provide enhanced educational and co-curricular opportunities for pupils at both educational establishments. The partnership is intended to demonstrate the best that can be achieved by independent and state schools working together. The partnership involves reciprocal governor arrangements, teaching and sharing best practice and facilities.

No StoweEd conference, normally attended by both state and independent schools, was possible this year.

The Head continues to chair Street Child, which works in conflict and post-conflict countries and has helped over 200,000 children to attend schools.

The School invited local clubs to use its sports facilities and equipment at subsidised rates where permissible and encouraged staff to coach sport in the community.

Stowe House attracts the wider and local community to enjoy its heritage, through being open to the public for weddings, corporate, commercial and charitable events, although less events than normal were allowed to take place over the summer and Stowe House remained closed for long periods over the summer because of the pandemic.

### Fee Support

Stowe School, together with SSF and other outside Trusts, supported 306 (2020: 230) pupils, through the provision of scholarships and bursaries during the year.

Stowe School and SSF allocated £2,034,773 (2020: £1,930,763) being 7.7% (2020: 7.9%) of fee income, to scholarships and bursaries. Included in this total are means-tested bursaries, awarded in addition to scholarships, which allow access for pupils from all backgrounds, with 80 (2020: 84) pupils receiving such awards. 9 (2020: 6) of these benefited from a full remission of fees. External trusts also provided funds of £17,453 (2020: £33,489) towards individual pupils' fees.

The Prep Schools continue to offer bursaries and allowances totalling £557,045.

### Education

#### *Academic Standards*

This summer's A Level results saw Stoics achieving 87% A\*B grades (2020: 77%). 143 grades were awarded at A\* (2020: 81). The GCSE results saw Stoics achieving 56% at grade 7 or above at GCSE level.

## Trustees' report (continued)

For the year ended 31 August 2021

The Prep Schools had all their top year leavers accepted into their first choice of a wide range of senior schools and SHS exceeded their PSB objectives with 100% achieving Level 5 in eight or more subjects, 95% at Level 6 and 20% at Level 7. SHS achieved 8 scholarship and exhibition awards to senior schools, while WHS achieved 12.

### *Pastoral Care*

The group is committed to safeguarding and promoting the welfare of pupils and expects all staff and volunteers to share in this commitment. The Designated Safeguarding Lead (DSL) for Stowe School is Michael Rickner, who is supported by Louise Springall, School Counsellor, as the Deputy DSL, and there are DSLs at both Prep Schools.

The group's policy for Safeguarding and Child Protection accords with the requirements of the relevant Safeguarding Children Board. It applies to all school employees, governors and to any volunteers working in the School.

There are processes of safeguarding induction and training in place, involving staff, governors, volunteers and contractors, which aim to ensure that this policy and safeguarding procedures are known and understood by those within the School community.

A programme of continuous improvements to the boarding houses in all three schools is expected to continue next year.

### **Culture - Sport, Music and Drama and other activities**

The group maintained its reputation in a wide range of sports and other extra-curricular activities, with pupils encouraged to take part in school, county and national competitions. Full details of Stowe School's sporting and extra-curricular achievements can be found on the Stowe website: [www.stowe.co.uk](http://www.stowe.co.uk). There are links from there to the Prep School websites.

The arts and sciences programme, which normally features strongly in the calendar, was restricted this year because of Covid-19 reducing the number of Prep School science events, music concerts and drama productions.

### **Heritage/Restoration**

On 7 March 2018 Stowe School Limited agreed the Asset Exchange with The National Trust. This exchange of various leasehold interests in land and buildings is enabling The National Trust to restore the Western Garden to its 18<sup>th</sup> Century condition and Stowe School has built a replacement golf course and will use the Home Farm development in the future.

Stowe House was open to the public less than normal during the year because of Covid-19. The School provides support on the historical archives and supports The Stowe House Preservation Trust Limited.

Stowe School has worked with The Stowe House Preservation Trust as it continues to develop future plans. The Stowe House Preservation Trust continues to plan to restore the State Dining Room and continues to seek funding to complete the future phases of the restoration project. Rather than beginning this project as originally planned, the decision was taken to renovate the Temple Room (the State Drawing Room).

### **Fundraising**

The Trustees take their responsibilities under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their fundraising activities. Stowe School is supported by SSF while the Prep Schools carry out their own fundraising. The charity does not carry out any fundraising activity in order to raise funds from the general public. The charity does not work directly with commercial sponsors or engage professional fundraisers. The Trustees are not aware of any complaints made in respect of fundraising during the year.

The focus of SSF, supported by Stowe School, has continued to be on the generation of voluntary funding from alumni, patrons of the School and supporters of independent education. During the SSF year to 31 July 2021, funds of some £2.9 million (2020: £3.3 million) were raised. These included £250k towards the Sixth Form Centre, £143k for general facilities and projects and £2.5m of endowment and capital funds for scholarships and bursaries to support those who might not be able to attend or remain at Stowe. Charitable donations of cash and assets and grants totalling £295,760 (2020:

## Trustees' report (continued)

For the year ended 31 August 2021

£238,565) were received by Stowe School during the year. The costs of the Campaign Office of £516,566 (2020: £525,128) were borne by the School.

The intention going forward is that SSF will change its charitable objects so that it supports both Stowe School and the Prep Schools.

### SECTION 172 (1) STATEMENT

The Stowe group of schools ("the group") depends on the trust and confidence of its stakeholders to operate sustainably in the long term. The welfare of the group's pupils is of primary concern and the group seeks to put their interests at the forefront of everything it does. The group invests in its employees and supports the communities in which it operates.

The group seeks to generate appropriate operating surpluses to maintain its investment in both scholarships and bursaries and in its facilities.

The Trustees of Stowe School Limited have acted in accordance with their duties codified in law, which include their duty to act in the way in which they consider, in good faith, would be most likely to promote the success of the School for the benefit of its stakeholders as a whole, having regard to the matters set out in section 172 (1) of the Companies Act 2006. Section 172 considerations are embedded in decision making at Governing Body level and throughout the organisation. The stakeholders, which the Trustees have considered, are set out below.

#### Having regard to the likely consequences of any decision in the long term

The Governing Body is mindful that its strategic decisions have long-term implications for the business and its stakeholders and these are carefully assessed by the group's various committees and by the Governing Body (see the section on Structure, Governance and Management on pages 3 to 6 of the annual report). This is particularly the case in setting the group's budget for the year when the Board balances the need for affordable education with the capital needs of the business.

#### Having regard to the interests of the group's employees

The Governing Body has regard to the interests of the School's employees and it recognises the importance of effective employee engagement in the successful functioning of the group. Governors engage with employees both formally through the various Governor committees and informally, for example, through dinners held prior to Governing Body meetings.

The group has a number of effective workforce engagement mechanisms in place:

- Employees are kept informed of performance and strategy through regular briefings from the Head and ELT, including termly training days.
- The Head provides termly updates to the Governing Body on staffing matters and staff matters are discussed at the weekly ELT meeting in term time.
- Employees can channel views through an employee representative body and through annual employee surveys.
- The Pay and Conditions Committee allows pay and reward matters to be discussed and reviewed.

The Governing Body considers that, taken together, these arrangements deliver an effective means of ensuring the Board stays alert to the views of the workforce.

#### *Disabled Employees*

The group is committed to equal opportunities for all. It is the policy of the group that no job applicant or employee receives less favourable treatment on the grounds of disability. If an employee becomes disabled during the course of his or her employment, every effort is made to find suitable alternative employment within the group and re-training is given if this is necessary. Stowe School Limited continues to train and encourage the career development of disabled persons in its employment.

## Trustees' report (continued)

For the year ended 31 August 2021

**Having regard to the need to foster the group's business relationships with customers, suppliers and others**

### *Customers*

As a large fee-paying school, the Governing Body regularly reviews the academic and financial performance of the group and its pupils and the affordability of its fee structure. The Heads of each school in the group communicate regularly with both parents and pupils. In addition, pupil and parental surveys are regularly commissioned.

### *Suppliers*

The group deals with hundreds of different suppliers and major contracts are reviewed and put out to tender where appropriate and are signed off by appropriate members of ÉLT and Governors. The School reports its payment practices every six months. The report to 31 August 2021 showed that 76 per cent of invoices were paid within 30 days and the average time taken to pay invoices was 25 days.

### *The wider community*

The group is very mindful of its responsibilities to the wider community and of its relationships with its partners, including SHPT, the National Trust, the UTC at Silverstone and the Stowe Golf Club members as well as the local community.

### *Regulators*

The group is regulated both by the Government, through Ofsted and ISI, and the Charity Commission. The Governing Body considers its reporting and dealings with the Regulators as of the utmost importance.

**Having regard to the impact of the Company's operations on the community and the environment**

A summary of its Streamlined Energy and Carbon report is set out below under Environmental Reporting.

**Having regard to the desirability of the Company maintaining a reputation for high standards of business conduct**

### *Corporate governance*

Details of the Company's corporate governance are set out on pages 3 to 6 of the annual report.

### *Political donations*

No donations were made for political purposes (2020: £nil).

Trustees' report (continued)  
For the year ended 31 August 2021

**ENVIRONMENTAL REPORTING**

Under the Energy and Carbon Report Regulations 2018, the Company is required to report on its environmental impacts. The key environmental impacts for the Company are gas, kerosene and electricity use across the site and the use of business and personal vehicles. Energy usage has been calculated using consumption in the year. Transport mileage has been estimated from recorded mileage for group vehicles and from mileage claims for personal vehicles.

The group considers energy efficiency as part of its evaluation of projects. The Company has continued to replace lights with LED fittings.

Comparison year on year is affected by Covid-19 and the merger with the Prep Schools from 1 January 2021.

**UK Greenhouse gas emissions and energy use data for the period 1 September 2020 to 31 August 2021**

Scope 1 and 2 GHG emission data

	Tonnes CO <sub>2</sub> e					
	2021 location- based	2020 location- based	Variance location- based	2021 market- based	2020 market-based	Variance market- based
Emissions from						
Scope 1 (Fuel combustion in buildings)	229	0	0%	229	0	0%
Scope 1 (Fuel combustion in vehicles)	32	19	65%	32	19	65%
Scope 1 (Fuel combustion in mobile and static plant)	1,909	1,799	6%	1,909	1,799	6%
Scope 2 (Electricity)	668	591	13%	97	64	50%
<b>Total</b>	<b>2,838</b>	<b>2,409</b>		<b>2,266</b>	<b>1,882</b>	

Company's chosen intensity metric:

	tCO <sub>2</sub> e/Pupil		2021		
	location- based	location- based	market- based	2020 market-based	2021 Location vs Market
Emissions reported per unit of throughput	2.483	2.943	1.969	2.301	26%

Scope 3 Global GHG emission data for period:

Emission from	2021	2020	Variance
Business travel (air, rail and vehicles)	5	7	-33%

Underlying energy data for period

Energy use (kWh)	2021	2020	Variance
Electricity	3,145,973	2,536,632	24%
Natural Gas	1,252,770	0	0%
Transport Fuel	152,585	108,023	41%
Mobile and Static Plant Fuel	7,886,152	7,434,918	6%
<b>Total</b>	<b>12,437,481</b>	<b>10,079,572</b>	<b>23%</b>

Market-based emissions include procured green energy. As shown above, Stowe School procured green electricity, which reduced their scope 2 emissions by 571 TCO<sub>2</sub>e and resulted in an intensity metric of 1.969 TCO<sub>2</sub>e per pupil.

## Trustees' report (continued)

For the year ended 31 August 2021

### FINANCIAL REVIEW AND RESULTS FOR THE YEAR

#### Financial Results

The financial results for the year were impacted again by COVID-19 and the loss of income mentioned below was compensated by the reduction in expenditure and the Government's Furlough Scheme. The bigger impact on the financial results were the charitable mergers with the Prep Schools and the £3.97m of net assets acquired as a result, net of merger costs. The Prep School results include 8 months' figures from January 2021, making comparisons with last year less meaningful.

The net income for the year was £4,697,084 (2020: £223,395), after including voluntary income of £3,973,058 (the vast majority of which was non-cash) arising from the transfer of assets of the Prep Schools (2020: Nil) and of £912,812 other voluntary income (2020: £1,876,738). £530,889 (2020: £1,612,372) of the other voluntary income was from the Government's Furlough Scheme used to reimburse staff costs and £233,508 (2020: £218,096) came from SSF and was used for the development of new facilities and enhancement of existing ones.

Investment gains of £96,221 (2020: losses £111,634) have been transferred to the Restricted Funds, which reflects the net movement in the composition fee fund.

Actuarial gains on defined benefit pension schemes resulted in a transfer of £208 (2020: loss £1,797) to the unrestricted General Fund in relation to the pension deficit re-measurement due to changes in assumptions.

This resulted in £4,512,580 (2020: £343,884) being allocated to the unrestricted General Fund and a profit of £184,711 (2020: loss £122,286) to the Restricted Fund, which includes £98,505 of restricted funds resulting from the mergers with the Prep Schools.

School fees receivable increased from £22,101,879 in 2020 to £28,896,512 in 2021. Of these, some £5 million relate to the Prep Schools for the eight months since completion of the mergers. School fees receivable for the year were severely reduced by the reductions offered as a consequence of the Government-imposed lockdown in the Lent Term.

Resources expended during the year were £30,566,838 (2020: £24,997,310). This is before taking into account the receipt of the Government's Furlough Scheme grant. £6.1 million of this increase relates to the Prep Schools expenditure. Resources expended for Stowe School only decreased by 4.7% on 2020. In addition, the group has invested £3.3 million (2020: £535,330) in capital expenditure, of which £3.1 million was for Stowe School and £0.2 million was for the Prep Schools.

Cash and bank balances at 31 August 2021 stood at £11,070,241 (2020: £8,451,204). The increase resulted from the reduction in budgeted capital expenditure after the lockdown. The Company entered into a Revolving Credit Facility (RCF) for 5 years, from 16 June 2017; there had been no drawdown on the RCF as at 31 August 2021 and plans to extend the RCF for a further 5 years are being actively pursued.

Total funds at 31 August 2021 were £53,787,131 (2020: £49,089,839) of which £53,360,402 (2020: £48,847,822) were unrestricted. Of the total funds, £3.5 million related to the Prep Schools.

The financial results for the year are reported in the Statement of Financial Activities.

Through its subsidiary, Stowe Enterprises Limited (SEL), Stowe School Limited makes available its sporting and other amenities for use by the public. SEL produced a turnover for the year ended 31 December 2020 of £835,129 (2019: £1,919,466) and a profit before donation of £141,778 (2019: £610,564). The results were adversely affected by Covid-19.

Consolidated group financial statements have not been prepared as it is considered that they would be of no real value, in view of the insignificant overall effect of including the results of SEL.

## Trustees' report (continued)

For the year ended 31 August 2021

### Reserves Policy

The financial statements show that at 31 August 2021, the unrestricted funds totalled £53,360,402 (2020: £48,847,822) and restricted funds £426,729 (2020: £242,017).

Total unrestricted reserves include a funding deficit of £154,094 (2020: £196,177) calculated under FRS102 in respect of the notional funding deficit on the defined benefit pension plan for non-teaching staff. The Directors believe that this notional funding calculation, which can vary between surplus and deficit, depending on the assumptions used at each year end, has no material effect on the Company's cash flows in the short term and that in the longer term its effects are manageable out of future income.

The Company's unrestricted reserves are substantially represented by tangible fixed assets and are not readily available for spending. Excluding the FRS102 pension reserve and revaluation reserve above, the general unrestricted reserves were £53,514,496 (2020: £49,043,999), of which £54,674,413 (2020: £48,774,432) is represented by fixed assets.

The deficit on free reserves at 31 August 2021 of £1,987,416 (2020: surplus £269,567) is consistent with the longer term Development Plan cash flows, which are updated and reviewed by Directors on a regular basis. The change from surplus to deficit is mainly the result of the charitable mergers. Whilst the Directors consider that higher positive free reserves would be desirable, they recognise the demands of capital expenditure to equip the group with up to date facilities and to maintain the high standard of educational services provided. Therefore achieving the desired positive free reserves level remains a longer term objective. The policy is managed prudently by ensuring that sufficient liquid assets are available.

### Investment policy and objectives

The Company's Articles of Association empower it to invest and deal with the monies of the Company not immediately required as it thinks fit.

Composition fee funds for Stowe School only (not the Prep Schools) are held under trust and administered by Stowe School Limited.

### FUTURE PLANS

The key objectives for the group for the following year are consistent with those stated above, with particular emphasis on:

- 2022 targets for A2: 80% A\*B grades; for GCSE: 55% 7-9 grades
- All Prep School children being accepted into their first choice of senior schools
- Developing the themes of the Learning Power Approach and Change Makers
- Working with The Stowe House Preservation Trust to plan for the restoration of the State Dining Room
- Generating, through the Campaign for Stowe, money towards bursaries (including Change 100) and scholarships and for specific projects, including Design, Technology and Engineering and sports facilities
- Continued integration of Swanbourne House and Winchester House Schools into the Stowe group of schools.

### Principal Risks and Uncertainties

The Governing Body is responsible for the management of the risks faced by the group and reviews the major risks and measures for mitigation as part of an annual process. The major risks are considered to be those that would prevent the group from carrying out its charitable objects permanently. Individual committees are responsible for reviewing and monitoring the management of risk in their particular area. The Governors are satisfied that the mitigation of the currently identified major risks, detailed below, has been or is being addressed as follows:

## Trustees' report (continued)

For the year ended 31 August 2021


Failure to govern effectively	Governing Body, Nomination & Remuneration Committee
Failure to deliver educational objectives	Education and Prep School Committee
Failure to safeguard pupil welfare	Governing Body, Education and Estates Committees
Regulatory non-compliance	All Committees
Fire in Stowe House / Prep Schools	Estates Committee
Impact of economic and political climate	Governing Body and Finance Committee
Major fraud or financial mismanagement	Finance Committee
Major operational failure	Governing Body and All Committees
Reputational risk	Governing Body and All Committees
Temporary closure of the Schools	Governing Body and Finance Committee

In assessing the risks, the impact on group activity, disruption, injury or property damage, loss of income, reputation, management focus, missed opportunity and strategic direction change are all considered. Risks are recorded in a register, the controls and mitigation plans considered and assessed as to their impact and likelihood of materialising. Risks are classed as key, medium concern or manageable. The risk register is updated termly by the ELT and reviewed by Committees at least annually.

### Auditors

Saffery Champness LLP has expressed their willingness to remain in office as auditors of the Company.

This report, including the Strategic Report, was approved by the Board on 18 March 2022.



Michael Porter, Company Secretary

Stowe School Limited  
Independent auditor's report to the members  
For the year ended 31 August 2021

**Opinion**

We have audited the financial statements of Stowe School Limited for the year ended 31 August 2021, which comprise the statement of financial activities, balance sheet, cash flow statement and notes to the financial statements, including 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 charitable company's state of 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; and
- have been prepared in accordance with the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

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

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

**Other information**

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 the audit:

- the information given in the Trustees' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report and the Strategic Report has been prepared in accordance with applicable legal requirements.

## Independent Auditor's report to the Members (continued)

### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report and Strategic Report.

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

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

### Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 3, the trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative to do so.

### Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

#### Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Further the charitable company is subject to other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, through significant fine, litigation or restrictions on the charitable company's operations. We identified the most significant laws and regulations to be the Independent School Standards as found in the Education and Skills Act 2008 and guidance issued by the Department for Education.

## Independent Auditor's report to the Members (continued)

### Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

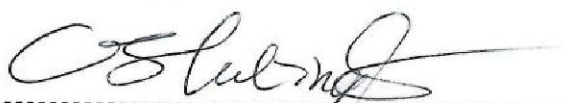
During the planning meeting with the audit team, the engagement partner drew attention to the key areas, which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Use of our report

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



.....  
Cara Turtington (Senior Statutory Auditor)  
for and on behalf of Saffery Champness LLP

Chartered Accountants	71 Queen Victoria Street
Statutory Auditors	London EC4V 4BE

Date: 8 April 2022

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

# Statement of Financial Activities (incorporating an income and expenditure account)

For the year ended 31 August 2021

	Notes	General Fund £	Restricted Funds £	2021 £	2020 £
<b>Income from:</b>					
<b>Charitable Activities</b>					
School fees receivable	1	28,896,512	-	28,896,512	22,101,879
Ancillary trading income	2	1,190,761	-	1,190,761	643,162
<b>Other trading activities</b>					
Non-ancillary trading income (covenants)	12	141,778	-	141,778	610,564
Other activities	3	23,583	-	23,583	17,151
<b>Investments</b>					
Bank and other interest	4	1,725	27,472	29,197	82,845
<b>Voluntary sources</b>					
Grants and donations	5a	900,980	11,832	912,812	1,876,738
Charitable acquisition donations	5b	3,874,553	98,505	3,973,058	-
<b>Total incoming resources</b>		<b>35,029,892</b>	<b>137,809</b>	<b>35,167,701</b>	<b>25,332,339</b>
<b>Expenditure on:</b>					
<b>Raising funds</b>					
Financing costs	7	46,421	49,318	95,739	111,803
Fundraising and Development		516,566	-	516,566	525,128
<b>Total deductible costs</b>		<b>562,987</b>	<b>49,318</b>	<b>612,305</b>	<b>636,931</b>
<b>Charitable activities</b>					
Education		29,954,533	-	29,954,533	24,360,379
<b>Total expenditure</b>	6	<b>30,517,520</b>	<b>49,318</b>	<b>30,566,838</b>	<b>24,997,310</b>
		4,512,372	88,491	4,600,863	335,029
<b>Net Investment gains/(losses)</b>	16	<b>-</b>	<b>96,221</b>	<b>96,221</b>	<b>(111,634)</b>
<b>Net income</b>		<b>4,512,372</b>	<b>184,712</b>	<b>4,697,084</b>	<b>223,395</b>
<b>Other recognised gains and losses:</b>					
Actuarial gains/(loss) on defined benefit pension schemes	22	208	-	208	(1,797)
<b>Net movement in funds</b>		<b>4,512,580</b>	<b>184,712</b>	<b>4,697,292</b>	<b>221,598</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward	18	48,847,822	242,017	49,089,839	48,868,241
<b>Total funds carried forward</b>	18	<b>53,360,402</b>	<b>426,729</b>	<b>53,787,131</b>	<b>49,089,839</b>

All operations of the Company continued throughout both years and no operations were discontinued in either year. In 2021, the Prep Schools' operations were acquired by means of Charitable Mergers, whereby the Prep Schools' assets are included as charitable donations net of costs and the Prep Schools' results are included for the eight months from January 2021. All recognised gains and losses during the year are included within the Statement of Financial Activities. The accompanying notes are an integral part of this Statement of Financial Activities.

## Balance sheet

As at 31 August 2021

	Notes	2021 £	2020 £
<b>Fixed Assets</b>			
Tangible assets	9	54,674,413	48,774,432
Investment in subsidiary undertakings	11	164,200	164,300
Composition fee-fund investments	16	2,404,700	2,594,087
		<u>57,243,313</u>	<u>51,532,819</u>
<b>Current Assets</b>			
Stocks	13	178,280	204,077
Property held for sale	5b)	221,667	-
Debtors	14	9,401,683	7,199,716
Cash and deposits		11,070,241	8,451,204
		<u>20,871,871</u>	<u>15,854,997</u>
<b>Creditors: amounts falling due within one year</b>	15	<u>(22,804,765)</u>	<u>(16,677,908)</u>
<b>Net Current Liabilities</b>		<u>(1,932,894)</u>	<u>(822,911)</u>
<b>Total Assets less Current Liabilities</b>		<u>55,310,419</u>	<u>50,709,908</u>
<b>Long-term Liabilities</b>			
<b>Creditors payable after one year</b>			
Composition fees	16	(1,339,266)	(1,399,231)
Other creditors	17	(29,928)	(24,661)
		<u>(1,369,194)</u>	<u>(1,423,892)</u>
<b>Net assets and liabilities excluding pension liability</b>		<u>53,941,225</u>	<u>49,286,016</u>
<b>Defined benefit pension scheme liability</b>	22	(154,094)	(196,177)
<b>Net assets</b>		<u>53,787,131</u>	<u>49,089,839</u>
<b>The funds of the charity</b>			
<b>Unrestricted funds:</b>			
General reserve		53,514,496	49,043,999
Pension reserve	22	(154,094)	(196,177)
		<u>53,360,402</u>	<u>48,847,822</u>
<b>Restricted funds</b>			
General reserve	18	188,794	78,462
Revaluation reserve	18	237,935	163,555
		<u>426,729</u>	<u>242,017</u>
<b>Total funds</b>	18	<u>53,787,131</u>	<u>49,089,839</u>

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Balance sheet (continued)

As at 31 August 2021

The financial statements on pages 20 to 42 were approved by the board of Trustees on 18 March 2022 and signed on their behalf by:



Simon Creedy Smith  
Trustee



Jonathan Bewes  
Trustee

Company number 187251

The accompanying notes are an integral part of this balance sheet.

## Cash flow statement

For the year ended 31 August 2021

	Notes	2021 £	2020 £
<b>Net cash inflow from operating activities</b>	20	5,305,479	3,018,703
<b>Cashflows from investing activities</b>			
Interest received		52,780	44,583
Additions to composition fee investments		(778,237)	(495,366)
Realisation of composition fee investments		1,063,844	1,339,897
Donations and grants received		381,923	264,366
Cash acquired on charitable acquisitions		660,994	-
Merger costs		(752,562)	-
Payments for tangible fixed assets		(3,315,184)	(1,291,287)
Proceeds from sale of tangible fixed assets		-	12,440
<b>Net cash outflow from investing activities</b>		<b>(2,686,442)</b>	<b>(125,367)</b>
<b>Change in cash and cash equivalents in the reporting year</b>		<b>2,619,037</b>	<b>2,893,336</b>
Cash and cash equivalents at the beginning of the reporting year		8,451,204	5,557,868
Cash and cash equivalents at the end of the reporting year		11,070,241	8,451,204
<b>Net cash movement</b>	21	<b>2,619,037</b>	<b>2,893,336</b>

## Notes to the financial statements

For the year ended 31 August 2021

### Accounting policies

The accounts have been prepared in accordance with Accounting and Reporting by Charities: the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS102), Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006.

Stowe School Limited meets the definition of a public benefit entity under FRS102. The accounts are drawn up on the historical cost basis of accounting, as modified by the revaluation of investment properties and other investments.

The accounts include a Statement of Financial Activities (SoFA) rather than a profit and loss account. The financial information is presented for Stowe School Limited as an individual undertaking and not for the group. The Directors have taken advantage of the SORP and of the Companies Act 2006 (S405(2)) exemption not to prepare group financial statements as they consider the effects of any changes would not be material to the financial statements of Stowe School Limited.

Having reviewed the funding facilities available to the Company, together with the expected ongoing demand for places and the Company's future projected cash flows, the Directors have a reasonable expectation that the Company has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements. The functional currency is pounds sterling.

The following accounting policies have been applied consistently in dealing with items, which are considered material in relation to the Company's financial statements.

#### *a) Income and expenditure*

School fees and operating expenses are included in the financial statements on an accruals basis. Registration fees are credited to income in the year in which they are received. All income and expenditure included in the financial statements is from continuing operations.

#### *b) Investment income*

Investment income is principally from bank balances and is accounted for on an accruals basis.

#### *c) Income from voluntary sources*

Income from voluntary sources (donations) is accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the Company is considered probable. Donations are accounted for as unrestricted income and credited to General Funds, as they relate to specific in year projects, and Trustees do not consider setting up separate restricted funds for each project.

Donations of tangible assets are capitalised at the estimated value as at the date of donation. Other donations are accounted for within the SoFA.

Donations from charitable mergers are accounted for within the SoFA as the fair value of net assets donated less any relevant merger costs incurred.

#### *d) Grants*

Grants are credited to income when receivable, irrespective of when the related expenditure is incurred.

#### *e) Expenditure*

Expenditure is accrued as soon as a liability is considered probable, discounted to present value for longer-term liabilities. Expenditure attributable to more than one cost category in the SoFA is apportioned to them on the basis of the estimated amount attributable to each activity in the year, either by reference to staff time or the use of the underlying assets, as

## Notes to the financial statements (continued)

appropriate. Irrecoverable VAT is included with the item of expenditure to which it relates. Repairs and maintenance expenditure is charged as an operating expense in the year in which it is incurred.

### *f) Governance costs*

Governance costs are those incurred in complying with statutory requirements and governance matters.

### *g) Tangible assets and depreciation*

Expenditure relating to the acquisition of and extensions to freehold land and buildings together with the initial equipping thereof is capitalised and is stated in the financial statements at cost less depreciation. The Directors are aware that the realisable value is considerably greater than the original cost less depreciation.

Tangible assets are stated at cost less accumulated depreciation and any provision for impairment. Depreciation is provided on tangible assets other than land and historic buildings (the cost of which is not significant) on the first full month of use, so as to write off their cost by equal instalments over the expected useful lives of the assets concerned. The estimated useful lives are considered to be as follows:

Astroturf facility	10 years	Central heating	20 years
Technology equipment	4 to 10 years	Freehold buildings	15 to 50 years
Furniture, fixtures and fittings	5 to 25 years	Motor vehicles	4 to 7 years
Plant and equipment	5 to 25 years	Property improvements	5 to 50 years

Assets costing under £1,000 are not capitalised.

Land and buildings are reviewed annually for impairment. Assets in the course of construction are not depreciated until they are brought into use.

### *h) Heritage assets*

Stowe School acquired Stowe House in 1923; the House is leased to the Stowe House Preservation Trust with a coterminous leaseback to Stowe School for 99 years effective from 1 January 2000. The House is occupied by the School as an operational asset. Stowe House is included in the balance sheet at cost. The School considers that its owned paintings, statues and busts on display and in archive are operational assets.

### *i) Investments and investment properties*

Investments are shown at market value, less any provision for diminution in value. Gains and losses are included in the SoFA. Investments in subsidiary undertakings are shown at cost, less any provision for permanent diminution in value.

### *j) Stocks*

Stocks are stated at the lower of cost and net realisable value.

### *k) Debtors*

Debtors in respect of school fees are recognised at the point of issuing invoices for the following term. If the pupil withdraws before the start of term, the fees are still due for settlement.

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

## Notes to the financial statements (continued)

### Accounting policies (continued)

#### l) *Cash at bank and in hand*

Cash at bank and in hand includes cash and short-term, highly liquid investments with a short maturity of one year or less from the date of acquisition or opening of the deposit account or similar account.

#### m) *Deferred income*

Deferred income represents income after scholarships, bursaries and discounts awarded for the first term of the following academic year and therefore relates to the following financial year.

#### n) *Creditors and provisions*

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

#### o) *Operating leases*

Assets held under operating leases are not capitalised. The costs associated with hire rental are charged directly to income as they arise.

#### p) *Pensions*

Stowe School's professional teaching staff are members of a Superannuation Scheme operated by the Department for Education. This is a multi-employer defined benefit scheme and individual schools are not able to identify their share of the underlying assets and liabilities of the scheme.

Other staff are members of a defined contribution scheme or a multi-employer defined benefit scheme. The amount charged to the statement of financial activities in respect of pension costs is the contribution payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

#### q) *Composition fees*

Composition fees represent payments in advance in respect of school fees for pupils, present and future, and, in respect of Stowe School only, are deposited with Stowe School Limited, as Trustee, for investment. A transfer to the SoFA is made each term in respect of school fees which are then due.

#### r) *Support costs*

Support costs are administration and other costs incurred in supporting the charitable activities.

#### s) *Critical accounting judgement and key sources of estimation uncertainty*

In the application of the charity's accounting policies, the directors 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 year in which the estimate is revised where the revision affects only that year, or in the year of the revision and future years where the revision affects both current and future years.

The key judgement in these accounts relates to the fair values applied at the date of acquisition.

## Notes to the financial statements (continued)

### 1 School fees receivable

	2021 £	2020 £
Gross school fees	32,029,564	24,468,357
Less: Scholarships, bursaries and allowances	<u>(3,133,052)</u>	<u>(2,366,478)</u>
	<u>28,896,512</u>	<u>22,101,879</u>

Due to the impact of COVID-19, the fees for the Lent term in all three schools for the period of the lockdown were reduced to compensate for the pupils not being able to use the facilities at the schools. Pupils were taught through the Stowe Distance Learning Programme and other virtual learning platforms.

### 2 Ancillary trading income

	2021 £	2020 £
Pupil extras	834,290	330,892
Registration fees	146,091	115,893
Rental income	109,286	66,848
Other income	101,094	129,529
	<u>1,190,761</u>	<u>643,162</u>

### 3 Other activities

	2021 £	2020 £
Interest on overdue accounts	<u>23,583</u>	<u>17,151</u>

### 4 Bank and other interest

	2021 £	2020 £
Interest and dividends on Composition fee investments (note 16)	27,463	55,412
Bank interest receivable	294	24,553
Interest from SEL on school shop stock loan	1,440	2,880
	<u>29,197</u>	<u>82,845</u>

### 5b) Charitable acquisition donations

#### 5a) Grants and Donations

	2021 £	2020 £
Donations	381,923	264,366
Government Furlough Scheme	530,889	1,612,372
	<u>912,812</u>	<u>1,876,738</u>

Charitable acquisition donations represent the assets received from the Prep Schools in January 2021 at fair value, less relevant costs. The breakdown is as follows:

## Notes to the financial statements (continued)

	SHS £	WHS £	Total £
Fixed assets	1,774,629	3,430,679	5,205,308
Cash	153,889	507,105	660,994
Net current liabilities	(466,273)	(674,409)	(1,140,682)
Less:			
Acquisition costs	<u>(33,071)</u>	<u>(719,491)</u>	<u>(752,562)</u>
	<u>1,429,174</u>	<u>2,543,884</u>	<u>3,973,058</u>

The acquisition costs for WHS include £647,386, in respect of breaking and repaying the mortgage on a property belonging to WHS.

Included in net current liabilities for SHS is a surplus residential property held for sale at £221,667 which was sold post year end.

### 6 Analysis of total expenditure

	Staff Costs £	Other Costs £	Depreciation £	2021 £
<b>Expenditure on raising funds</b>				
Financing costs (Note 7)	-	95,739	-	95,739
Fundraising and Development	425,805	90,761	-	516,566
<b>Total costs of generating funds</b>	<u>425,805</u>	<u>186,500</u>	<u>-</u>	<u>612,305</u>
<b>Charitable activities</b>				
Teaching	12,441,938	1,085,835	478,704	14,006,476
Welfare	3,270,960	1,601,178	65,834	4,937,971
Premises repairs and maintenance	1,951,446	3,802,131	1,987,466	7,741,043
Support costs and governance	1,986,788	1,193,748	88,505	3,269,041
<b>Total charitable expenditure</b>	<u>19,651,132</u>	<u>7,682,892</u>	<u>2,620,509</u>	<u>29,954,533</u>
<b>Total expenditure</b>	<u>20,076,937</u>	<u>7,869,391</u>	<u>2,620,509</u>	<u>30,566,838</u>

## Notes to the financial statements (continued)

	Staff Costs £	Other Costs £	Depreciation £	2020 £
<b>Expenditure on raising funds</b>				
Financing costs (Note 7)	-	111,803	-	111,803
Fundraising and Development	447,550	77,578	-	525,128
<b>Total costs of generating funds</b>	<b>447,550</b>	<b>189,381</b>	<b>-</b>	<b>636,931</b>
<b>Charitable activities</b>				
Teaching	9,562,820	955,620	509,529	11,027,969
Welfare	2,768,542	1,096,396	67,344	3,932,282
Premises repairs and maintenance	1,688,127	3,043,893	1,852,775	6,584,795
Support costs and governance	1,511,239	1,192,644	111,450	2,815,333
<b>Total charitable expenditure</b>	<b>15,530,728</b>	<b>6,288,553</b>	<b>2,541,098</b>	<b>24,360,379</b>
<b>Total expenditure</b>	<b>15,978,278</b>	<b>6,477,934</b>	<b>2,541,098</b>	<b>24,997,310</b>

### Governance included in support costs:

	2021 £	2020 £
Remuneration paid to auditors for audit services	35,967	19,500
Directors – travel and subsistence costs	2,687	6,855
Other governance costs	4,367	7,231
	<b>43,021</b>	<b>33,586</b>

The Directors and Company Secretary did not receive any emoluments during the year (2020: £nil) and none received retirement or other benefits from the School. Travel expenses were claimed by 17 (2020: 14) individuals, who were reimbursed directly or indirectly £2,687 (2020: £6,855).

In addition to the above audit remuneration, the auditors performed services totalling £2,760 (2020: £60,000).

## Notes to the financial statements (continued)

### 7 Financing costs

	2021	2020
	£	£
Commitment fee on rolling credit facility	35,000	35,096
Movement in present value of Composition fees and admin fees (note 16)	49,305	66,183
Bank charges	11,434	8,467
Pension Scheme financing costs	-	2,057
	<u>95,739</u>	<u>111,803</u>

### 8 Staff costs

	2021	2020
	£	£
<b>Total staff costs were:</b>		
Salaries and wages	16,580,771	13,043,394
Social security costs	1,539,402	1,259,392
Other pension costs	2,006,938	1,675,492
	<u>20,127,111</u>	<u>15,978,278</u>

The aggregate employee remuneration and benefits of the key management personnel were:	<u>1,343,579</u>	<u>1,217,818</u>
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The total staff costs above include payments relating to leaving staff of £58,816 (2020: £60,880).

	2021	2020
	Number	Number
The average number of employees of the company during the financial year was as follows:		
Teaching and teaching support staff	305	169
Visiting music teachers	45	30
Establishment and administrative staff	384	318
	<u>735</u>	<u>517</u>
The average FTE of employees of the company during the financial year was as follows:		
Teaching and teaching support staff	252	146
Visiting music teachers	15	6
Establishment and administrative staff	279	220
	<u>546</u>	<u>372</u>
The number of staff in pension schemes was as follows:		
Money Purchase	459	302
Teachers' Pensions	121	122
	<u>580</u>	<u>424</u>

## Notes to the financial statements (continued)

The Staging date for pension auto enrolment was October 2013 and the most recent re-enrolment date was 1 November 2019, which required staff who opted out to elect to be enrolled or opt out again. The next re-enrolment date is 1 November 2022.

The number of employees whose emoluments exceeded £60,000 were:	2021 Number	2020 Number
£60,001 - £70,000	17	16
£70,001 - £80,000	1	2
£80,001 - £90,000	2	3
£90,001 - £100,000	2	2
£130,001 - £140,000	1	1
£200,001 - £210,000	1	-
£210,001 - £220,000	-	1
£270,001 - £280,000	-	1
£280,001 - £290,000	1	-

Stowe School Limited's pension contributions for the above 25 (2020: 26) employees totalled £276,534 (2020: £297,951), divided between Teachers' Pensions £242,056 (2020: £263,453) and other schemes £34,498 (2020: £34,498).

The emoluments of the highest paid employee reflect the fact that employer pension contributions of 16.48% of salary to the Teachers' Pensions Scheme ceased with effect from 31 May 2016, at which time the salary was increased by an amount equivalent to the contributions foregone.

## Notes to the financial statements (continued)

### 9 Tangible fixed assets

	Freehold Property £	Property Improvements £	Plant & Equipment £	Computer Equipment £	Furniture, Fixtures & Fittings £	Motor Vehicles £	Total £
<b>Cost</b>							
1 September 2020	29,050,380	32,615,268	2,339,856	2,076,400	4,100,682	695,176	70,877,762
Fair value on acquisition	2,514,124	2,511,562	123,003	1,800	33,164	21,655	5,205,308
Additions	734,810	2,137,509	125,100	48,758	128,620	139,386	3,315,183
Disposals	-	-	-	63,933	-	56,893	120,826
<b>31 August 2021</b>	<b>32,299,314</b>	<b>37,264,339</b>	<b>2,588,959</b>	<b>2,063,025</b>	<b>4,262,466</b>	<b>799,324</b>	<b>79,277,427</b>
<b>Depreciation</b>							
1 September 2020	4,887,051	10,369,844	1,990,966	1,629,787	2,763,613	462,069	22,103,330
Charge for Year	644,712	1,349,341	121,711	147,121	265,398	92,227	2,620,510
Disposals	-	-	-	63,933	-	56,893	120,826
<b>31 August 2021</b>	<b>5,531,763</b>	<b>11,719,185</b>	<b>2,112,677</b>	<b>1,712,975</b>	<b>3,029,011</b>	<b>497,403</b>	<b>24,603,014</b>
<b>Net Book Value</b>							
<b>31 August 2021</b>	<b>26,767,551</b>	<b>25,545,154</b>	<b>476,282</b>	<b>350,050</b>	<b>1,233,455</b>	<b>301,921</b>	<b>54,674,413</b>
1 September 2020	24,163,329	22,245,424	348,890	446,613	1,337,069	233,107	48,774,432

The assets acquired from the Prep Schools are included at their fair value as at January 2021, when the Prep Schools were acquired by means of charitable mergers.

Within additions, £866,427 (2020: £169,347) of assets are under construction, most notably the Design, Technology and Engineering building and the Golf Clubhouse.

£233,508 (2020: £218,096) of donations and grants in the cash flow statement were used to fund capital additions in the year.

### 10 Capital commitments

There was £412,338 of capital expenditure authorised and contracted for at the balance sheet date (2020: £170,318).

### 11 Investment in subsidiary undertakings

	2021 £	2020 £
Stowe Enterprises Limited - shares at cost	100	100
Stowe Enterprises Limited - interest bearing loan	164,000	164,000
Stowe School Developments Limited - shares at cost	100	100
Stowe Qatar Limited - shares at cost	-	100
	<b>164,200</b>	<b>164,300</b>

Stowe Qatar Limited was dissolved during the year.

## Notes to the financial statements (continued)

For additional information refer to Note 12 – Related party transactions.

### 12 Related party transactions

Stowe School Limited owns the whole of the issued ordinary share capital of Stowe Enterprises Limited ("SEL"), a company registered in England. Stowe School Limited allows SEL to make available the facilities of the School for use by the public and to operate the School shop.

SEL prepares its annual accounts to 31 December, an accounting date which the directors consider to be appropriate for administrative reasons. The taxable profits of SEL are donated to the School each year, 2021: £141,778 (2020: £610,564).

The last audited accounts of SEL were for the year ended 31 December 2020. The following information is disclosed in respect of SEL:

	31 December 2020	31 December 2019
	£	£
Turnover	835,129	1,919,466
Expenditure	(693,351)	(1,308,902)
Profit for the financial year	141,778	610,564
Donated to the school	(141,778)	(610,564)
Result for the year	-	-
Balance of capital and reserves	160,226	629,012

Stowe School Limited recharged costs to SEL during the year of £304,641 (2020: £221,221). As a result of COVID-19, SEL were unable to undertake any commercial activities from March 2020 onwards. As a consequence less costs were incurred. SEL received income from the School for purchases made in the School shop during the year of £65,908 (2020: £80,544). At the year end the amount owed by SEL to the School was £78,412 (2020: £45,312).

The total taxable profits donated to the Company were:	2021	2020
	£	£
Stowe Enterprises Limited (SEL)	141,778	610,564

As part of the acquisition in January 2021 of WHS, WHS' trading company, WHS Trading Limited, was transferred to become a subsidiary of SEL. No results of WHS Trading Limited are recorded for 2020 in the above SEL figures.

During the year to 31 July 2011 the Company acquired the whole of the issued ordinary share capital of Stowe School Developments Limited ("SSDL"), a company registered in England. The company had no turnover (2019: £10,000) and made a loss before tax of £40,212 (2020: profit £2,969) in the year to 31 December 2020. At the year end the amount owed by SSDL to the Company was £41,730 (2020: £11,885).

SSDL owns the whole of the issued share capital of Stowe UAE Limited and Stowe China Limited. Stowe UAE received no income in the year to 31 December 2020 (2020: £nil). At the year end the amount owed by Stowe UAE to the Company was £3,399 (2020: £3,399). Stowe China received no income in the year to 31 December 2020 (2020: £nil). At the year end the amount owed to the Company by Stowe China was £526 (2020: £513).

## Notes to the financial statements (continued)

During the year, Stowe Qatar, a dormant company, was dissolved and £3,311 owed by the subsidiary to its parent was written off.

A company controlled by Mr R Greaves, a Trustee, and his family provided supplies to the group totalling £648 from January 2021, when he became a Trustee. This company supplied WHS before the acquisition of the Prep Schools.

### 13 Stocks

	2021	2020
	£	£
Raw materials and consumables	<u>178,280</u>	<u>204,077</u>

The replacement cost of stocks is not considered to be materially different from their historical cost.

### 14 Debtors

	2021	2020
	£	£
Debtors in respect of School fees	8,450,187	6,419,102
Other debtors	74,688	61,183
Prepayments and accrued income	752,740	654,973
Amounts owed by subsidiary undertakings (note 12)	<u>124,068</u>	<u>64,458</u>
	<u>9,401,683</u>	<u>7,199,716</u>

### 15 Creditors: amounts falling due within one year

	2021	2020
	£	£
Deferred income	12,515,078	8,835,338
School fees paid on account	1,418,713	1,566,834
Deposits paid on account	3,485,483	3,141,941
Trade creditors	2,074,931	464,756
Other creditors	589,246	363,530
Taxation and social security	414,636	320,833
Accruals	1,479,179	953,375
Current portion of Composition fees (note 16)	<u>827,499</u>	<u>1,031,301</u>
	<u>22,804,765</u>	<u>16,677,908</u>

Deferred income represents income relating to the next financial year (see Note 14 – Debtors in respect of School fees).

## Notes to the financial statements (continued)

### 16 Composition fee fund investments

Composition fees represent fees paid by parents to Stowe School only up to the equivalent of five years' fees in advance and are held separately from the general funds of the School, with Stowe School Limited as Trustee. The Directors have delegated the day to day management of the investments to Smith & Williamson Investment Management LLP.

The movement on the composition fee fund was:

	2021	2020
	£	£
Market value at 1 September	2,594,087	3,550,296
Composition fees received and invested	755,309	446,264
Composition fees transferred or refunded	-	-
Net income arising reinvested	22,927	49,058
Applied to school fees	(1,063,844)	(1,339,897)
Investment profit/(loss) during the year	96,221	(111,634)
<b>Market Value at 31 August</b>	<u>2,404,700</u>	<u>2,594,087</u>
<b>Historical Cost at 31 August</b>	<u>2,141,964</u>	<u>2,400,756</u>

Investments comprise:

Listed investments:

UK Fixed Interest:

I Shares III Plc

Smith & Williamson Investment Funds

UK Equities: J P Morgan Asset Management Ltd

Client Money

Total investments

Cash at Bank

**Total Composition fee fund investments**

	£	£
I Shares III Plc	1,054,196	1,223,734
Smith & Williamson Investment Funds	528,835	620,275
UK Equities: J P Morgan Asset Management Ltd	539,126	654,206
Client Money	4,963	44,756
Total investments	2,127,120	2,542,971
Cash at Bank	277,580	51,116
<b>Total Composition fee fund investments</b>	<u>2,404,700</u>	<u>2,594,087</u>

Assuming pupils remain at the School, advance fees will be applied as follows:

	£	£
Greater than five years	126,646	81,602
Between two and five years	573,439	702,757
Between one and two years	639,181	614,872
In one year or less	827,500	1,031,301
<b>Net Present Value</b>	<u>2,166,766</u>	<u>2,430,532</u>

## Notes to the financial statements (continued)

### 17 Other Creditors due in more than one year

	2021	2020
	£	£
Allied Schools Agency pension deficit (see Note 22)	17,651	24,661
Other (less than 2 years)	12,277	-
	<u>29,928</u>	<u>24,661</u>

### 18 The funds of the Charity

	Unrestricted General Fund	Composition Fee Restricted Fund	Stowe Harvard Restricted Fund	Other Restricted Funds	Total Restricted Funds	Total Funds
	£	£	£	£	£	£
At 1 September 2020	48,847,822	163,555	78,462	-	340,522	49,089,839
Net movement in funds	4,512,580	74,380	7,677	102,655	86,207	4,697,292
<b>At 31 August 2021</b>	<u>53,360,402</u>	<u>237,935</u>	<u>86,139</u>	<u>102,655</u>	<u>426,729</u>	<u>53,787,131</u>

### Analysis of Net Assets

	£	£	£	£	£	£
Tangible Fixed Assets	54,674,413	-	-	-	-	54,674,413
Investments	164,200	2,404,700	-	-	2,404,700	2,568,900
Current Assets	20,683,077	-	86,139	102,655	188,794	20,871,871
Creditors amounts falling due within one year	(21,977,266)	(827,499)	-	-	(827,499)	(22,804,765)
Creditors payable after one year	(29,928)	(1,339,266)	-	-	(1,339,266)	(1,369,194)
Provisions	(154,094)	-	-	-	-	(154,094)
<b>At 31 August 2021</b>	<u>53,360,402</u>	<u>237,935</u>	<u>86,139</u>	<u>102,655</u>	<u>426,729</u>	<u>53,787,131</u>

### Unrestricted Funds

Within the Unrestricted Funds is a pension reserve of £154,094 (2020: (£196,177)) relating to a defined benefit scheme provision (see Note 22). Donations of £62,981 were received for the Prep Schools during the year. These were fully spent during the year and are included in unrestricted funds in the above table.

### Restricted Funds (Composition and Stowe Harvard)

Within the Restricted Funds is £86,139 (2020: £78,462) relating to the Stowe Harvard Fund, whose funds are to be used towards the costs of the Stowe Harvard Fellowship and a revaluation reserve of £177,965 (2020: £163,555) which reflects the difference between the market value of the composition fee investments and the net present value of future fee commitments at 31 August 2021 (see Note 16).

An analysis of the Funds of the Charity for last year can be found at Note 25.

## Notes to the financial statements (continued)

### Other Restricted Funds

These represent the following restricted funds at WHS:

	£
Prize Fund	38
Bursary Fund	38,072
Gifts Fund	1,751
Development Fund	<u>62,794</u>
Total	<u>102,655</u>

### 19 Operating leases

Other Assets - Total commitments relating to operating leases:

	2021	2020
	£	£
Less than one year	<u>148,042</u>	<u>108,461</u>
Between two and five years	<u>188,317</u>	<u>148,841</u>

During the year £145,640 (2020: £136,091) was spent on operating leases.

Property Assets – Total commitments relating to operating leases:

Stowe House:

The house has been leased to The Stowe House Preservation Trust Ltd, a coterminous leaseback to Stowe School Ltd for 99 years, effective from 1 January 2000 (no break clauses). The arrangements were confirmed under Charity Order 0149530D dated 10 November 1999.

The lease charge represents the rent payable to The Stowe House Preservation Trust Ltd for the School's occupation of Stowe House. The lease charge is reviewed every five years (next review 2023); the charge for the year is £155,162 (2020: £155,162).

The total minimum lease payments remaining on this lease are £7.7 million, over the remaining 77 years.

National Trust:

An agreement was made on 29 March 1990 between both parties to lease, surrender and develop various premises and land at Stowe, Buckinghamshire for 190 years.

The lease charge represents the rent payable to the National Trust for the School's occupation of certain properties. The lease charge is reviewed every five years. The charge for the year is £13,830 (2020: 13,830).

The total minimum lease payments remaining on this lease at the current rate of charge are £2.2 million, over the remaining 159 years. The exact amount payable depends on the properties used by the School.

SHS:

An agreement was made on 5 January 2021 between SHS and its landlord to lease various parts of the Prep School for 27 years with payments starting from 1 September 2021.

## Notes to the financial statements (continued)

The total minimum lease payments remaining on these leases are £1.4 million, over the remaining periods of the leases. The exact amount payable depends in part on pupil numbers.

SHS also rents two properties. The leases total £32,250 per annum and the charge for the eight months to 31 August 2021 is £16,400.

### 20 Reconciliation of net movement in funds to net cash inflow from operating activities

	2021 £	2020 £
Net income	4,697,083	223,395
Donations received	(381,923)	(264,366)
Fair value of assets on acquisition	(3,973,058)	-
Interest received	(52,780)	(44,583)
Operating surplus / loss for the year	289,322	(85,554)
Depreciation charges	2,620,510	2,541,098
Profit/(Loss) on disposal of fixed assets	-	5,825
Unrealised loss/(gain) arising on revaluation of investments	(96,221)	111,634
Decrease in stocks	25,797	28,979
(Increase) in debtors	(863,661)	(6,209,531)
Increase in creditors	3,371,509	6,667,835
(Decrease) in provision	(41,787)	(41,583)
<b>Net cash inflow from operating activities</b>	<b>5,305,479</b>	<b>3,018,703</b>

### 21 Analysis of changes in net debt

	At 1 September 2020 £	Cash flows £	At 31 August 2021 £
<b>Cash and cash equivalents</b>			
Cash	8,451,204	2,619,037	11,070,241
	<u>8,451,204</u>	<u>2,619,037</u>	<u>11,070,241</u>

### 22 Pensions Schemes

#### Teachers' Pensions

Stowe School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,208,739 (2020: £1,071,093) and at the year-end £142,646 (2020: £101,310) was accrued in respect of employer contributions to this scheme.

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

The employer contribution rate is set following scheme valuations undertaken by the Government Actuary's Department.

The latest actuarial valuation was completed in 2018, which determined the opening balance of the cost cap fund and also provided an analysis of the cost cap as required by the Public Service Pensions Act 2013. The employers contribution

## Notes to the financial statements (continued)

rate for the TPS increased to 23.6% from 1 September 2019 and the employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

Both SHS and WHS have exited the TPS and teachers of both schools contribute to their respective schools' support staff pension schemes. SHS exited in 2021 and the pension charge includes £78,715 in respect of contributions payable until May 2021.

### *Support Staff Pensions*

Stowe School's support staff have the opportunity to join either the Pensions Trust Growth Plan Series 4, the Pensions Trust Flexible Retirement Plan or a Standard Life Group Personal Pension Scheme. These Schemes are defined contribution schemes.

The School also participates in a Pensions Trust multi-employer scheme (i.e. all employers that employed active members before 1 October 2001) which provides benefits to some 950 non-associated participating employers; the Growth Plan Series 1, 2 and 3 are defined benefit schemes in the UK. It is not possible for the School to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pension Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

Because Series 3 liabilities do not contribute towards the deficit (as investments are matched to liabilities) the Trustee has agreed that employers who have only ever had involvement with Series 3 were not required to pay any additional contributions from 1 April 2013.

The scheme is classified as a 'last-man standing' arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m, resulting in a deficit of £131.5m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions: from 1 April 2019 to 31 January 2025 - £11,243,000 per annum (payable monthly and increasing by 3% on each 1 April).

Unless a concession has been agreed with the Trustee the term to 31 January 2025 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2014. This valuation showed assets of £793.4m, liabilities of £969.9m and a deficit of £176.5m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions in the scheme as follows:

Deficit contributions: from 1 April 2016 to 30 September 2025 - £12,945,440 per annum (payable monthly and increasing by 3% on each 1 April) and from 1 April 2016 to 30 September 2028 - £54,560 per annum (payable monthly and increasing by 3% on each 1 April).

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

The additional contributions required from Stowe School Limited from 1 April 2013 were agreed at £49,507 per annum (rising by inflation annually) for 10 years. The additional contributions made in the year totalled £42,830 (2020: £41,583).

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement, the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction

## Notes to the financial statements (continued)

contributions payable under the agreement that relates to the deficit. The present value is calculated using an appropriate discount rate. The unwinding of the discount rate is recognised as a finance cost.

### Prep Schools

Apart from the contributions to TPS mentioned above, all academic and support staff at the Prep Schools participate in defined contribution pension schemes. The pension charge for the year includes contributions to these schemes of £287,110 (2020: £nil)

### Net present value of Provision

	2021 £	2020 £
Net present value of provision	<u>154,094</u>	<u>196,177</u>

### Reconciliation of opening and closing Provision

	2021 £	2020 £
Provision at start of year	196,177	233,906
Unwinding of the discount factor (Interest expense)	955	2,057
Deficit contribution paid	(42,830)	(41,583)
Re-measurements – impact of any change in assumptions	(208)	1,797
Re-measurements – amendments to the contribution schedule	-	-
Provision at end of year	<u>154,094</u>	<u>196,177</u>

### Income and Expenditure Impact

	2021 £	2020 £
Interest expense	955	2,057
Re-measurements – impact of any change in assumptions	(208)	1,797
Costs recognised in income and expenditure account	42,830	41,583
Re-measurements – amendments to the contribution schedule	-	-
Impact at end of the year	<u>43,577</u>	<u>45,437</u>

## 23 Legal Charges

The Company entered into a Revolving Credit Facility (RCF) for five years, from 16 June 2017. The RCF is secured by legal charges on Stowe School's domestic properties. Discussions to renew the RCF for a further 5 years are on-going and revised terms have been received.

## Notes to the financial statements (continued)

### 24 Statement of Financial Activities (incorporating an income and expenditure account) for prior year

	Notes	General Fund £	Restricted Funds £	2020 £
<b>Income from:</b>				
<b>Charitable Activities</b>				
School fees receivable	1	22,101,879	-	22,101,879
Ancillary trading income	2	643,162	-	643,162
<b>Other trading activities</b>				
Non-ancillary trading income (covenants)	12	610,564	-	610,564
Other activities	3	17,151	-	17,151
<b>Investments</b>				
Bank and other interest	4	27,314	55,531	82,845
<b>Voluntary sources</b>				
Grants and donations	5	1,876,738	-	1,876,738
<b>Total incoming resources</b>		<u>25,276,808</u>	<u>55,531</u>	<u>25,332,339</u>
<b>Expenditure on:</b>				
<b>Raising funds</b>				
Financing costs	7	45,620	66,183	111,803
Fundraising and Development		525,128	-	525,128
<b>Total deductible costs</b>		<u>570,748</u>	<u>66,183</u>	<u>636,931</u>
<b>Charitable activities</b>				
Education		<u>24,360,379</u>	<u>-</u>	<u>24,360,379</u>
<b>Total expenditure</b>	6	<u>24,931,127</u>	<u>66,183</u>	<u>24,997,310</u>
Net Investment losses		345,681	(10,652)	335,029
<b>Net income</b>		<u>-</u>	<u>(111,634)</u>	<u>(111,634)</u>
		345,681	(122,286)	223,395
<b>Other recognised gains and losses:</b>				
Actuarial (loss)/gains on defined benefit pension schemes	22	<u>(1,797)</u>	<u>-</u>	<u>(1,797)</u>
<b>Net movement in funds</b>		<u>343,884</u>	<u>(122,286)</u>	<u>221,598</u>
<b>Reconciliation of funds:</b>				
Total funds brought forward	18	<u>48,503,938</u>	<u>364,303</u>	<u>48,868,241</u>
<b>Total funds carried forward</b>	18	<u>48,847,822</u>	<u>242,017</u>	<u>49,089,839</u>

## Notes to the financial statements (continued)

### 25 The funds of the Charity for prior year

	Unrestricted General Fund £	Composition Fee Restricted Fund £	Stowe Harvard Restricted Fund £	Total Restricted Funds £	Total Funds £
At 1 September 2019	48,503,938	285,960	78,343	364,303	48,868,241
Net movement in funds	343,884	(122,405)	119	(122,286)	221,598
<b>At 31 August 2020</b>	<b>48,847,822</b>	<b>163,555</b>	<b>78,462</b>	<b>242,017</b>	<b>49,089,839</b>

### Analysis of Net Assets

	£	£	£	£	£
Tangible Fixed Assets	48,774,432	-	-	-	48,774,432
Investments	164,300	2,594,087	-	2,594,087	2,758,387
Current Assets	15,776,535	-	78,462	78,462	15,854,997
Creditors amounts falling due within one year	(15,646,607)	(1,031,301)	-	(1,031,301)	(16,677,908)
Creditors payable after one year	(24,661)	(1,399,231)	-	(1,399,231)	(1,423,892)
Provisions	(196,177)	-	-	-	(196,177)
<b>At 31 August 2020</b>	<b>48,847,822</b>	<b>163,555</b>	<b>78,462</b>	<b>242,017</b>	<b>49,089,839</b>