BRIGIDINE SCHOOL WINDSOR King's Road, Windsor, Berkshire FINANCIAL STATEMENTS YEAR ENDED 31 AUGUST 2012

Company Registration Number 5087059

Charity Registration Number 1104042



GARNERS

Chartered Accountants & Statutory Auditors
Bermuda House
45 High Street, Hampton Wick
Kingston upon Thames
Surrey KT1 4 EH

BRIGIDINE SCHOOL WINDSOR FINANCIAL STATEMENTS YEAR ENDED 31 AUGUST 2012

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BRIGIDINE SCHOOL WINDSOR OFFICERS AND PROFESSIONAL ADVISORS

COMPANY REGISTRATION NUMBER

5087059

CHARITY REGISTRATION NUMBER

1104042

DIRECTORS/TRUSTEES

Sister M P Mulhall Mrs E L F Quick Miss R E Bailey Mr R S Lazzaro Dr H Miller Mrs V Dhariwal

REGISTERED OFFICE

Brigidine School Windsor Queensmead, Kings Road

Windsor

Berkshire SL4 2AX

AUDITORS

Garners

Chartered Accountants & Statutory Auditors Bermuda House 45 High Street Hampton Wick Kingston upon Thames

Surrey KT1 4EH

BANKERS

Bank of Ireland 20 Berkeley Square

London W1J6LL

ADMINISTRATION

The Headmistress

Mrs E Robinson Left May 2012

The Trustees who are also directors of the company submit their annual report and audited financial statements for the year ended 31 August 2012 The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP 2005) Accounting and Reporting by Charities issued in March 2005 in preparing the annual report and financial statements of the Charity

REFERENCE AND ADMINISTRATIVE INFORMATION

The company was incorporated on 29 March 2004 and registered as a charity on 28 May 2004. It remained dormant until 19 July 2004 when the charitable activity along with its assets, liabilities and funds were transferred from the unincorporated charity The Order of St Brigid (Registered Charity No 2324631) The school trustees and principal addresses of the Charity and professional advisers are as listed on page 1

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The company is registered as a charity and incorporated as a company limited by guarantee The governing instrument is the company's Memorandum & Articles of Association

Trustees (Governors)

The subscribers to the Memorandum are the first Trustees of the charity. The Trustees may at any time coopt any person duly qualified to be appointed as a Trustee to fill a vacancy until the next AGM and may be removed at any time by the Trustees

There must be a minimum of six trustees and a maximum of twelve

Organisational Management

The Trustees are legally responsible for the overall management and control of the charity and must meet at least three times a year

The day to day running of the school is the responsibility of the Headmistress and supported by the Senior Management Group, which includes the Bursar, Head of Junior and other senior staff. The Business Manager reports directly to the Governors

Risk Management

The School has an active Risk Management and Health and Safety Working Party which is incorporated into the weekly senior management team meetings. The school uses the services of a qualified Risk Consultant who is an employee of our Insurance Brokers and specialises in Risk Management in Schools. He attends the school twice a year for the purposes of inspection and consultation. Appropriate Processes and Procedures are in place for all major areas of Health and Safety and Risk. The School has a Risk Register These Procedures and the Risk Register are reviewed on a regular basis.

OBJECTIVES AND ACTIVITES

Charitable Objects

The charity's objects are to provide an academic education and a sound Christian framework in which children can grow

Brigidine School Windsor is an independent non-selective day school for girls from 2 to 18 years, with places for boys from 2 to 11. The school has a Roman Catholic foundation, but children of all denominations and faiths have always been welcome

Review of activities

The purpose of the school is to provide the very best possible education for its pupils who have a wide range of abilities and talents. It gives support and opportunities for each to develop their full potential as a unique individual, so enabling them to become confident, compassionate and effective adult members of society

PERFORMANCE FOR THE YEAR

The 2011/12 year for Brigidine continued to build on its recent academic successes as well as continuing its financial recovery

Academic Performance

The school's academic performance for the year, as recorded in the Times Secondary School League Tables, was commendable Overall, Brigidine came 5th in the Windsor and Maidenhead area for GCSE's in achieving 91% of 5+ GCSE at grades A* - C (including English and Maths) This year's results showed a 10% improvement on the previous year and this can be put into context when compared to the local authority average which was 63 5% The A level results are set out in the Daily Telegraph's Smaller School League Table This places Brigidine in the top 10% for the entire country

As a small non-selective school Brigidine is not able to manipulate its educational outcomes, the results achieved reflect the commitment and ability of the teaching staff in the way they motivate and nurture their students. In the coming year Brigidine will continue to strive to produce the best outcomes for its students, whatever their ability

Financial Performance

In the latter half of the previous financial year (2010/11) the Governors' instituted a strategy of transformational change. It was clear that the ongoing loss making was untenable. The strategy involved deep cost cutting, including redundancies and a reduction in wages and salaries, re-branding, a cut in junior school fees as well a general freeze on school fees in the senior school, increasing the age range of boys at the school as well as bringing about a cultural change in what was an acceptance to loss making. The Trustees are very pleased with the results of the recovery strategy, which sees the school return to profit for the first time since 2005.

Given the low point of the schools finances as reported in last year's financial statements, the Trustees are pleased to report that liabilities falling due within one year have been reduced by approximately £500k. This has been achieved by a combination of cash generation through fundraising and strong trading, which has facilitated debt reduction and debt restructuring, extending the period over which the debts have to be repaid. Whilst the school will have to maintain a tight grip over its finances in the coming years, progress in rebuilding the balance sheet is measurable and on track.

One of the key areas of the Governors' strategy for improved financial performance was to address the level of bad debts as well as the level of bursaries granted. Evidence showed that these two factors were linked, with a number of the pupils on high bursaries also turning into bad debts. The school has reduced the level of bursaries granted, which was running at approximately £450k per annum (17%+/- of fee income), down to £156k in the current year, which represents approximately 8 6% of fees billed in the year. The school will continue to bear down on bursary levels, whilst at the same time meeting its commitment as a charity in providing access to Brigidine for underprivileged students from the local community. Bad debts have been reduced considerably over the past year. The schools debt collection strategy is activated promptly in relation to late payment. If school fees are not paid in a timely manner (and absent a formal arrangement with the Business Manager), parents are invited to remove their child from the school and court proceedings are instituted. In an effort to reduce costs and increase the amount recovered, court proceedings are issued in-house whenever possible.

Pupil Numbers

The average number of pupils throughout the year was 166. Due to the high number of pupils in year 13 as well as the number of children in the nursery leaving based on the voucher system, the number of pupils in the coming year will drop to approximately 150. All indications are that that pupil numbers will return to growth the 2013/14 year.

Risk

Whilst proactive measures are now in place to deal with and the address the collection of fees, the economic backdrop remains challenging

The principle risk to the schools continued recovery is cost control and the economic backdrop. As part of the schools recovery strategy, fees for the junior school were reduced by about 20%. The market appears to be responding to the lower cost base, combined with confidence in the school's stability, with the school having to set up a waiting list for year 3 entry for September 2013 and opening an additional reception class

The Trustee's also recognise that a lack of reserves exposes the school to the risk of unknown adverse events

Summary

The transformational change strategy instituted by the Governor's is delivering real measurable results with the school posting its first annual accounting profit since 2005. Profit for the year was approximately £165k with over an overall cash surplus over expenditure of circa £275k. The profit has enabled the school to sharply reduce its legacy debt levels and combined with successful debt restructuring, debts falling due within one year have been reduced by approximately £500k in the year. Trading will remain difficult in the coming year, but overall the recovery is on track and should pick up a pace in the 2013/14 financial year.

CHARITABLE STATUS

In line with the requirements of the Charities Commission, we continue to provide financial support to appropriate pupils and parents through bursaries and scholarships, particularly for children entering the school who would not otherwise be able to afford independent education

In association with the School Alumni Association, the school has also put in place a Scholarship Fund, with the joint objectives of providing scholarships to pupils of high ability, providing hardship bursaries to parents of Brigidine pupils whose circumstances have changed, and to provide support to daughters of local families, particularly those recommended by Alumni or Friends of the School, who are likely to benefit from a Brigidine education, but who without financial assistance will not be able to afford it

RESERVE POLICY

The aim of the Trustees is to maintain revenue reserves of approximately three months expenditure However this has not been possible in recent years

COMMENTARY ON FINANCIAL STATEMENTS

The year ended 31 August 2012 was a good year for the school from a financial point of view Continued improvement over the coming years will be required in order to achieve a full recovery

TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Brigidine School Windsor for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice)

Company law required the Trustees to prepare financial statements for each financial year, which give a true and faire 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 the year. In preparing these financial statements, the Trustees are required to

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

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

In so far as the trustees are aware

there is no relevant audit information of which the charitable company's auditor is unaware, and

the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website

AUDITORS

Garners are deemed to be re-appointed under section 487(2) of the Companies Act 2006

SMALL COMPANY EXEMPTIONS

This report has been prepared in accordance with the special provision for small companies under Part 15 of the Companies Act 2006

Signed on behalf of the Trustees

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Approved by the Trustees on 74.5_{2013}

Trustee

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BRIGIDINE SCHOOL WINDSOR INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES YEAR ENDED 31 AUGUST 2012

We have audited the financial statements of Brigidine School Windsor for the period ended 31 August 2012 which comprises of the Statement of Financial Activities, the Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities and Financial Reporting for Smaller Entities (effective April 2008)

The Trustees were of the opinion that it was appropriate to prepare the accounts on a going concern basis

This report is made solely to the Trustees, as a body, in accordance with Chapter 3 of Section 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 will 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

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND AUDITORS

As explained more fully in the Trustees Responsibility Statement set out on pages 2 to 4 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

Our responsibility is to audit the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland) Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors

SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed, the reasonableness of significant accounting estimates made by the Board of Trustees, and the overall presentation of the financial statements.

OPINION OF FINANCIAL STATEMENTS

In our opinion the financial statements

- give a true and fair view of the state of the charitable company's affairs as at 31August 2012 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 applicable to Smaller Entities, and
- have been prepared in accordance with the requirements of the Companies Act 2006

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements

BRIGIDINE SCHOOL WINDSOR INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES (continued) YEAR ENDED 31 AUGUST 2012

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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 directors' remuneration specified by law are not made or
- · we have not received all the information and explanations we require for our audit, or
- the trustees were not entitled to prepare the financial statements and the trustees' report in accordance with the small companies regime and take advantage of small companies exemption in preparing the directors' report

Bermuda House 45 High Street Hampton Wick Kingston upon Thames Surrey KT1 4EH STEPHEN FRANCIS FCA (Senior Statutory Auditor) For and on behalf of GARNERS Chartered Accountants & Statutory Auditors

29/5/ 2013

BRIGIDINE SCHOOL WINDSOR STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 AUGUST 2012

Notes				
	Unrestricted Funds	Restricted Funds	TOTAL 2012	TOTAL 2011
INCOMING RESOURCES	£	£	£	£
Activities for generating funds				
Trading income	13,728	-	13,728	-
Fundraising	180,880	-	180,880	6,846
Incoming resources from Charitable activities				
School fees 2	1,797,944	<u> </u>	<u>1,797,944</u>	2,733,935
TOTAL INCOMING RESOURCES	1,992,552		1,992,552	2,740,781
RESOURCES EXPENDED				
Fundraising trading: cost of goods so and other costs	ld			
Trading expenditure	11,282	-	11,282	-
Fundraising costs	1.002	-	1 002	3,384
Finance costs (including bad debts)	1,093		_1,093	<u>229,702</u>
	12,375	-	12,375	233,086
NET INCOMING RESOURCES				
AVAILABLE FOR CHARITABLE				
APPLICATION	1,980,177	-	1,980,177	2,507,695
		====		
Charitable activities				
Teaching costs	1,377,168		1,377,168	2,106,154
School supplies	101,001	-	101,001	253,443
Premises costs	163,329	-	163,329	244,429
Administration costs	<u>165,256</u>		<u>165,256</u>	<u>246,577</u>
	1,806,754	-	1,806,754	2,850,603
Governance costs 3	8, 500	• •	8,500 ======	9,114
TOTAL RESOURCES				
EXPENDED	1,827,629	-	1,827,629	3,092,803
Net incoming/(outgoing) resources	164,923	-	164,923	(352,022)
Fund balance at 1 September 2011	(342,137)	<u>777</u>	(341,360)	10,662
FUND BALANCES				
AT 31 AUGUST 2012	(177,214) =====	777 =====	(176,437) ======	(341,360)

BRIGIDINE SCHOOL WINDSOR BALANCE SHEET 31 AUGUST 2012

			2012		2011
	Note	£	£	£	£
FIXED ASSETS	4		2,827,972		2,920,566
CURRENT ASSETS Debtors Bank and cash in hand	5	35,435 4,370		66,171 1,647	
		39,805		67,818	
CREDITORS: Amounts fall due within one year	ing 6	477,422		<u>984,498</u>	
NET CURRENT LIABILIT	IES		(437,617)		(916,680)
			2,390,355		2,003,886
CREDITORS: Amounts fall due after more than one year			_505,092		283,546
TOTAL ASSETS LESS CUR LIABILITIES	RRENT		1,885,263		1,720,340
FUNDS					
Unrestricted funds Revaluation reserve funds Restricted funds	13 12		(177,214) 2,061,700 <u>777</u>		(342,137) 2,061,700
TOTAL FUNDS			1,885,263		1,720,340 =======

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective April 2008)

These financial statements were approved by the directors and authorised for issue on Zu, S. J, and are signed on their behalf by

Trustee

Trustee . Sancin

Company Registration Number 5087059

BRIGIDINE SCHOOL WINDSOR NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2012

1. **ACCOUNTING POLICIES**

Basis of Accounting

The financial statements are prepared in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities" issued in (SORP 2005) issued in March 2005, and the Financial Reporting Standards for Smaller Entities (effective April 2008), and on a going concern basis which assumes the charity will continue to be supported by its bankers and loan creditors and will generate sufficient income to remain in operation

School Fees

The school fees shown in the statement of financial activities represent amounts receivable in respect of the period, less bursaries and scholarships

Trading Activities

The only trading activities of the charity are the sale of second hand school uniforms and other school supplies of which all profits go to the School

Resources Expended

Resources expended are accounted for on an accruals basis, expenditure is allocated to expense headings on a direct cost basis. The irrecoverable element of VAT is included with the item of expense to which it relates

Fixed assets

Leasehold land and buildings are valued in the financial statements at open market value

All other fixed assets are initially recorded at cost

Depreciation

Depreciation is calculated so as to write off the cost of an asset, net of anticipated disposal proceeds, over the useful economic life of that asset as follows

Leasehold property & lodge

In equal annual instalments over the remaining lease terms

Furnishings, equip & fittings

10% on net book value & 20% per annum on cost

Computers

20% per annum on cost

Mını bus

20% per annum on cost

Operating Lease Agreements

Rental applicable to operating leases, where substantially all of the benefits and risks of the ownership remain with the lessor, are charged against profits as incurred

Hire Purchase Agreements

Assets held under hire purchase agreements are capitalised and disclosed under tangible fixed assets at their fair value. The capital element of the future payments is treated as a liability and the interest is charged to the profit and loss account on a straight line basis

1 ACCOUNTING POLICIES (continued)

Pension Schemes

The Charity contributes to the Teachers' Superannuation Scheme at rates set by the Scheme and advised to the Board The Charity also contributes to a defined contribution scheme for other staff

Unrestricted Funds

This represents the free funds of the charity which are not designated for particular purposes. They are available to be applied to the running of Brigidine School Windsor as appropriate

Income and expenditure

The expenditure is shown this year net of income

2 SCHOOL FEES

		Unrestricted 2012	Unrestricted 2011
	Gross fees Less Bursaries, scholarships etc	1,954,840 (156,896)	3,180,927 (446,992)
3		1,797,944	2,733,935 =======
	GOVERNANCE COSTS		
	Audit fees	8,500 =====	9,114 =====

4 TANGIBLE FIXED ASSETS

	Leasehold Property & Buildings	Mini Bus	Furnishings Equipment Fittings	& Computer	
	£	£	£	£	£
Cost or Valuation					
At 1 September 2011 Additions	2,749,448	9,401	329,742 3,577	127,367 	3,215,958 <u>17,828</u>
At 31 August 2012	2,749,448 =======	9,401 =====	333,319	141,618 ======	3,233,786 ======
Depreciation:					
At 1 September 2011 Charge for year	4,074 53,831	5,640 <u>1,880</u>	199,946 _35,819	85,732 18,892	295,392 110,422
At 31 August 2012	57,905 	7,520 =====	235,765	104,624	405,814
Net Book Value:					
At 31 August 2012	2,691,543 ======	1,881 =====	97,554 ======	36,994 =====	2,827,972 ======
At 31 August 2011	2,745374	3,761	129,796	41,635	2,920,566

The leasehold property and buildings were valued by the directors of the company at 31 August 2010 on an open market basis. The original cost of the property was £687,748

5 DEBTORS

	2012 £	2011 £
Parents' balances Prepayments & other debtors	33,235 _2,200	56,782 <u>9,389</u>
	35,435	66,171
	====	======

BRIGIDINE SCHOOL WINDSOR

NOTES TO THE FINANCIAL STATEMENTS continued FOR THE YEAR ENDED 31 AUGUST 2012

6 CREDITORS: Amounts Falling Due Within One Year

	2012	2011
	£	£
Bank loan and overdraft	151,873	110,914
Supplier creditors	52,609	149,231
PAYE, Social security and superannuation	86,697	179,415
Other creditors	-	192,740
Hire purchase agreements	-	1,044
Loans -		
Holroyd Howe	-	13,828
Fees received in advance	115,243	212,905
Accrued expenses	<u>71,000</u>	124,421
	477,422	984,498
	======	

Fees received in advance are in respect of the September 2012 term, which are not repayable

The bank loan and overdraft are secured by a floating charge over the assets of the charity

7 CREDITORS: Amounts Falling Due After More Than One Year

		2012	2011
		£	£
	Bank loan	149,428	63,096
	PAYE, Social security and superannuation	93,000	<u>-</u>
	Fees received in advance	72,470	80,450
	Other creditors	50,194	-
	Loans -	1.10.000	1.40.000
	Sisters of St Brigid	140,000	<u>140,000</u>
		505,092	283,546
			32
8	STAFF COSTS	2012	2011
		£	£
	Wages and salaries	1,152,920	1,718,590
	Social security costs	84,626	132,982
	Pension contributions	_114,781	191,592
		1,352,327	2,043,164
			

The average number of full time equivalent employees during the year were 38 (2011 - 49)

BRIGIDINE SCHOOL WINDSOR NOTES TO THE FINANCIAL STATEMENTS continued FOR THE YEAR ENDED 31 AUGUST 2012

		2012	2011
8	STAFF COSTS continued Number of employees whose emoluments fall within each band of £10,000 from £50,000 up		
	£60,001 to £70,000	1	1
		==	== £
		£	ı
	Pension contributions on high paid staff	6,108	9,678 =====

Number of staff who are accruing benefits under pension schemes were as follows

	2012 No	2011 No
Teachers superannuation scheme	26	39
Other defined contribution scheme	3	_4
	29	43
	===	==

No Trustee received remuneration or reimbursed expenses during the year

9 PENSION SCHEMES

The teaching staff may be members of the Teachers' Superannuation Scheme which is a scheme of the Department for Education & Skills The Department instructs the school as to the level of employees' contributions (currently 6 4%) and employers' contributions (currently 14 1%) The school does not have any commitment to make good any actuarial deficit nor is it entitled to any benefit from surplus funding

The administrative staff may be members of the Norwich Union Stakeholders Scheme, a defined contribution scheme and the school makes contributions into this scheme for 4 members of staff, at a rate of 6%

The pension charge for the period payable by the school to the schemes amounted to £114,781

10 RELATED PARTY TRANSACTIONS

The school is under the control of the trustees

During the year one trustee had children in the school and paid normal school fees

BRIGIDINE SCHOOL WINDSOR NOTES TO THE FINANCIAL STATEMENTS continued FOR THE YEAR ENDED 31 AUGUST 2012

11 COMMITMENTS UNDER OPERATING LEASES

At 31 August 2012 the School had annual commitments under non-cancellable operating leases as set out below -

	2012 £	20121 £
Within 1 year	12,725	-
Within 2 to 5 years	, <u>-</u>	12,725
·		

12	RESTRICTED FUNDS	Balance 1 September 2011	Incoming resources	Outgoing resources	Balance 31 August 2012
		£	£	£	£
	Bursary fund	777 	-	-	777 =====
13	REVALUATION RESERVE		2012 £	20)11 £
	Balance brought forward		2,061,700	2,061,7	700
	Revaluation of fixed assets		_		_ <u>-</u> -
	Balance carried forward		2,061,700	2,061,7	00