



GRESHAM'S SCHOOL
(A company limited by guarantee)
REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

Charity Number: 1105500
Company Number: 05196298

GRESHAM'S SCHOOL
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021



CONTENTS	Page
Governors' Report	1 – 20
Auditor's Report	21 – 23
Consolidated statement of financial activities	24
Balance sheets	25
Consolidated cash flow statement and notes	26
Notes to the financial statements	27 – 50

GRESHAM'S SCHOOL
GOVERNORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2021



The Governors present their report and audited financial statements for the year ended 31 August 2021.

Reference and Administrative Information

Charity name	Gresham's School
Charity registration number	1105500
Company registration number	05196298
Registered Office	Gresham's School Cromer Road Holt Norfolk NR25 6EA
Website	www.greshams.com
E-mail	headmaster@greshams.com

Governors and Directors

Michael Goff	(Chairman)
David Jones	(Prime Warden, The Fishmongers' Company) (25 June 2019 - 19 March 2021)
Sir Alan Yarrow	(Prime Warden, The Fishmongers' Company) (elected 19 March 2021)
Graham Able	(retired 14 December 2020)
Martin Bailey	
Charlotte Coventry	(appointed 14 December 2020)
Alexander de Capell Brooke	
Anna Dugdale	
Jenny Dwyer	
Sir James Dyson	
James fforde	
Nigel Flower	
Sir William Goodenough	
Simon Gorton	
David Jones	
Paul Marriage	
James Maunder Taylor	
The Rt Revd Jonathan Meyrick	(retired 25 January 2021)
James Morgan	
Steven Oldfield	
David Robertson	
Dr Susan Rubin	
Rosamund Walwyn	
Nick Youngs	

Please see the School's website for information regarding Governors' post-nominals and qualifications.

Reference and Administrative Information (continued)

Headmaster

Douglas Robb

Head of the Prep School

Cathy Braithwaite

Head of the Pre-Prep School

Sarah Hollingsworth

Bursar

Steven Willis

School Accountant

Kate Olby

Clerk and PA to the Governors

Victoria Hipperson

Auditor

Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG

Bankers

Barclays Corporate, 3 St James Court, Whitefriars, Norwich, NR3 1RJ

Solicitors

Veale Wasborough Vizards, Orchard Court, Orchard Lane, Bristol, BS1 5WS (Corporate)

Hayes & Storr, 18/19 Market Place, Fakenham, NR21 9BH (Debt Collection)

Birketts LLP, 22 Station Road, Cambridge, CB1 2JD (Property & HR)

Investment Advisors

Rathbone Brothers Plc, 8 Finsbury Circus, London, EC2M 7AZ
Barratt & Cooke Stockbrokers, 5 Opie Street, Norwich, NR1 3DW

Subsidiary Information

Company Name	Gresham's School Enterprises Limited
Company registration number	06577062
Registered Office	Gresham's School Enterprises Limited, Cromer Road, Holt, Norfolk, NR25 6EA

CHAIRMAN'S SUMMARY

The School has faced extraordinary challenges over the course of the past 18 months but has learned from the unprecedented situation caused by the Covid-19 pandemic and associated National Lockdown in Spring 2020 and adapted. Staff, pupils and parents have shown remarkable inventiveness, fortitude and community spirit to do more over the past year, and achieve better than could possibly have been imagined given the incredible uncertainty leading up to and into the new academic year and the restrictive guidance and practices in place to keep staff, pupils and visitors safe.

Hybrid learning, mixing online and face-to-face media, or switching from one to another, became more commonplace despite the inevitable challenges for staff and pupils, and this underpinned continuity of education in its broadest sense during the third national lockdown from the start of January until 8 March 2021. Even then, the school remained open for children (generally the younger pupils) of critical workers. Despite this, and the further disruption to examinations in the summer, outcomes were very pleasing indeed, as best exemplified in the public examination results and university offers for our pupils, but also as reflected in the sense of joy and purpose which was evident as a result of school returning more to a sense of 'normal', despite very clearly not being able to operate in what would have passed as normal pre-pandemic. It was especially pleasing that we had the opportunity to celebrate the successes of our leavers and bid them farewell at the end of the academic year.

The commendable range of sporting and co-curricular activities which were undertaken, reflected in more detail later in this report, is testament to the way in which the School community adjusted and embraced the 'new normal'. This, in turn, helped to feed more positivity and a can-do attitude, which were critical to the school's successful performance over the year. Charitable and outreach activities continued, sometimes in creative ways, to ensure that the school remained in touch with those individuals and organisations which might need more support. It has been pleasing that the main focus has been to support a local charity, meaning that the school has been an active force for good within the local community.

Financially, the school performed much better than expected, despite discounting fees during closure and providing additional short-term bursary support where required. Leading into the year, the huge uncertainty about the continued impact of the pandemic had led to a decision to freeze fees, despite rising costs. Also, the pupil roll was stronger than we might have hoped for given the difficulties for prospective new pupils and their families in the months ahead of the new school year and the resultant delays in decision-making, combined with travel restrictions which might otherwise have prevented more pupils from being able to return to school. The resolve of families to get to school, and the staff to deliver what was required, overcame many of the potential obstacles and it seems that the school earned a deservedly good reputation for the way it maintained provision throughout the hardest days of the pandemic, which reinforced interest in the School and helped to sustain a strong pupil roll.

To complement this, the excitement around the new Dyson STEAM building and the opportunities it offers undoubtedly generated further interest in the School. We were very fortunate that this building was strongly supported and funded by one of our former pupils, Sir James Dyson, as committing to a project of such scale without such philanthropy in the context of a global pandemic would have been unthinkable, and we are extremely grateful to have received such generous and high-profile support. This state of the art facility will facilitate change in the way the school delivers teaching and learning in STEAM subjects, and staff have already embarked on exciting new activities in this regard. This work will not only benefit our own pupils but also support our community outreach activities, with the School having already hosted activities for the Norwich Science Festival in the new building.

The School's better-than-expected financial position allowed work to continue on other projects, mostly of a refurbishment nature, to ensure the facilities remain appealing and fit for purpose. A significant development project was the creation of two new Nursery classrooms in our Pre-Prep, which was Phase 1 of a bigger masterplan for our youngest children, completed just prior to the end of the financial year.

Strategically, we aim to build on this positive position, to build strength and financial resilience from growth and develop facilities and teaching and learning opportunities.

OBJECTIVES

Charitable objects

The primary object of the School is to advance education and training and in particular, to provide and conduct in or near Holt, Norfolk, a day or day and boarding school or schools for boys and girls. Within these objects, the School also maintains the fabric of its buildings and manages a number of endowed and other funds held for special purposes in connection with the development of the School's facilities as well as for scholarships, bursaries, prizes and other educational purposes.

Aims

Gresham's is a school dedicated to the development of the individual and the individual's role in the context of the lives of others. Pupils and teachers work together towards common goals in a demanding academic, cultural and sporting milieu. Pupils also learn that responsibilities accompany rights, that good manners and healthy respect for others are central to the life of the School and that service to others goes hand in hand with the striving of each individual for excellence in his or her chosen field.

Public Benefit

The Governors have considered the guidance contained in the Charity Commission's general guidance on public benefit and in particular its supplementary public benefit guidance on advancing education and on fee-charging, when exercising their powers and duties and planning the future activities of the charity. Responsibilities in relation to public benefit are discharged partly through the provision of bursaries but also through partnerships and activities involving local schools and the wider community.

Grant-making policy

The Governors' policy in relation to scholarships and bursaries is to maintain a balance between attracting sufficient pupils of academic, artistic and sporting distinction, who would otherwise be unable to attend the School, and the cost of the resultant fee discounts. The overall cost of scholarships and bursaries, as well as the benefit derived from externally funded awards, is detailed in note 2.

Linked charity

The prize fund held within the School was registered with the Charity Commission as a linked charity (1105500-1) on 17 September 2020. With the Charity Commission's approval the small individual funds within the prize fund have been consolidated into a single fund with the purpose of advancing education by awarding or providing such prizes, grants, bursaries, scholarships and other forms of assistance to pupils at Gresham's School. The prize fund shall continue to be reported within the School's financial statements.

Connected charity

The Gresham's Foundation, Charity Number 1109441, was registered as a Charity on 16 May 2005 with the object of advancing and promoting charitable purposes connected with Gresham's School and advancing and promoting education in general by the provision of grants, scholarships and bursaries.

ACHIEVEMENTS, PERFORMANCE AND KEY PERFORMANCE INDICATORS

Senior School

Academic Outcomes

In light of continued disruption to learning and assessment, the School performed very well in the summer assessment period. A rigorous, extensive, evidence-based approach to Teacher Assessed Grades (TAGs) resulted in pupils working very hard in preparation. The foundations for this were laid during the online teaching period. The IB results were particularly pleasing – an average of 37.5 was the result of a shift upwards in the lower grades as pupils responded to the importance of their coursework and the period of assessment at the start of the Summer Term. Similarly, the pupils' results of 81% A*B at A level, calculated from baskets of evidence comprising past papers, showed a serious approach to revision and consolidation of knowledge over the Easter break.

The progress of the BTEC Sport cohort was very pleasing: they completed every assessment and aspect of the course. Our first cohort through achieved 100% Distinction/Merit, with 20% of grades at Distinction level.

The timeline set by the exam boards for submission of TAGs meant the pupils at GCSE had a very intense assessment period, completing at least three timed assessments per subject in a 4-week period. The English Literature, Maths and Science results were particularly pleasing, but in all areas the pupils did very well as the average of 78% 9-6 and 38% 9-8 (or equivalent) showed.

The most significant marker of success was the progress of pupils to university. Over 90% gained a place at their first-choice university, and the range of interests continue to be diverse. After assessments, the pupils were offered enrichment courses to the very end of term. The GCSE cohort, as last year, completed a step-up to 6th Form programme. The STEAM projects started in anticipation of the opening of the Dyson Building: junior students took part in electronics, making POV wands and Radios before designing and making 3D printed cases for them. Prep School students were invited in each week to Robotics club and made autonomous Sumo bots that battled in a competition in the 'Dohyo' ring. Senior students built robots that competed to complete a series of tasks around a course. The Careers Department focused on STEAM as well, making good use of the shift to online talks and discussions, and advice on CVs, applications, networking and interview practice. There has been an emphasis on developing the OG network to support current pupils and work experience and employment opportunities for pupils in industry. These included property management, architecture, construction, stockbroking, film and TV, medicine and banking.

Co-curricular Activity

The co-curriculum continued to thrive even in the most challenging of circumstances in a Covid-19 world that was 2020/21; the number of events, fixtures and activities on offer was extraordinary. This was down to the dedication of staff and significant support of parents and pupils. The greatest challenge was the need to maintain year group bubbles when so much of what the School offers is across different years, alongside coping with ever-changing Covid-19 restrictions and regulations. Despite this, the Michaelmas term was as close to normal as possible though January 2021 to March 2021 was online. We returned to more normality after the Easter break in 2021.

In September, there were some tweaks to the timetable to allow for more year group based activities to operate, which is something to be considered further in 2021/22. This has several benefits, especially in a Term where there are no fixtures. A 2- or even 3-session afternoon allows for the pupils to be involved in multiple wider school activities and avoiding 'standard' allocation of some activities to more challenging late afternoon 'graveyard' slots. For example, top sporting performers in the future can have both a field and gym session and those wishing to gain academic support can do so in their "GAPs" time. The traditional Tuesday and Thursday sport afternoons this year have been much more productive for many students though challenges include motivating the less engaged to leave the House, the long times of waiting for some pupils for games (shooting, swimming), the light in the winter months and the Period 5 challenge which hopefully from next year will be removed.

ACHIEVEMENTS, PERFORMANCE AND KEY PERFORMANCE INDICATORS (continued)

Senior School (continued)

Sport

During the Michaelmas Term, sport was run as a dual system with timings allocated to Year 9/10 and then to Year 11/12/13 time on the games field. This allowed for easier staffing with the restrictions but also the use of staff in other areas of the School at this time. Some fixtures were possible in cricket and hockey but after half-term these became less realistic. Saturday afternoons were the successful "Franchise Afternoons" with four different teams running across each sport. The final weekend involved dressing up to raise money for the Oddballs Charity.

The British Schools Small-Bore Rifle Association Winter Leagues have been running since September and have been a huge success across the country. These leagues are made up of an under-19 section and an under-15 section. There were 37 teams (185 individuals), in the under-19 section, spread over 7 Divisions. Our 'A' team had the skills to qualify for Division 1. It was a hard fought Division and our team had to settle for 2nd place in the end, behind a very strong Ellesmere College. In the under-15 leagues, there were 21 teams (84 individuals) across four Divisions. The Gresham's team was yet again placed in Division 1. All four have shot consistently well throughout the term and thoroughly deserve to have won the BSSRA U15 Winter Leagues. The final triumph of the Michaelmas term goes to Gresham's Team of VIII, who won the BSSRA T8 competition.

During the Lent Term, during the Covid-19 closure, sport focused on several areas: early morning fitness sessions; lunchtime fitness sessions; specific sport workshops on Tuesday afternoons; and the occasional "Sport Show" for pupils, staff and parents to listen to on Thursday evenings. The major development was the creation of the new Strength and Conditioning suite in the Old Gym and the appointment of two strength and conditioning coaches who should improve this aspect of Gresham's sport significantly. Also, at this time, the Rifle Club enjoyed further significant success with several pupils selected for national representation.

The Summer Term saw a return to competitive fixtures, with cricket being a stand-out success. The U18 boys narrowly lost their Regional final in the National T20 against a strong Felsted School. The U17 got to the quarter final of the national U17 cup with a loss against Rugby School. The U16 team beat Shrewsbury and Oakham to win the U16 Midlands Region Inspire Sport Cup. The U15 made Regional Finals day in Essex after winning the Norfolk and then Regional games. The U15 girls made it through to the final of the County Cup with the U13 boys also winning this. Many excellent performances meant that two pupils represented Nottinghamshire and Northamptonshire 2nd XI in the season and another was the 7th highest wicket taker in country at schoolboy level.

Many pupils competed at the 152nd NRA Imperial Meeting at Bisley and all performed brilliantly, securing great team and individual successes. Gresham's Rifle Club won both of the inter-schools competitions – the 'Gary Jones' and the 'Anstey'. Two pupils made it through to the final of the St. George's competition. As a result of this fantastic achievement, they have jumped up two classes and are now Class A, with only Class X above this.

Our pupils took part in Her Majesty the Queen's Prize, possibly the single most prestigious full-bore shooting competition anywhere in the world. Out of nearly 1,000 competitors who took part, three pupils were in the top 200. One pupil did incredibly well, finishing in 8th place, just 3 points behind the eventual winner. Another pupil, who will be Captain of the Rifle Club next year, gave an outstanding performance in his 1,000 yard shoot, which pushed him up the final leader board into 53rd place. Fergus is now an A Class marksman and Toby is the top class and becomes a Class X marksman. Pupils continue to make the UK Cadet Rifle Team and Athelings team.

A new Scholarship programme has been introduced called the TAP (Talented Athlete Programme) for all Sports Scholars and Award Holders. This coincided with the opening of the new Strength and Conditioning Suite to enhance this provision and the two new strength and conditioning coaches have responsibility to enhance and develop the programme.

ACHIEVEMENTS, PERFORMANCE AND KEY PERFORMANCE INDICATORS (continued)**Senior School (continued)****Music**

In October, Mrs Michelle Wolfe took on the role of the Director of Music. The highlight of the term was the superb House Music Competition where all Houses put together three pieces of music which included every pupil performing for their House within Covid-19 guidelines. Although the traditional House Music format is not threatened, the online version certainly has given food for thought on the different ways it could be presented next year. Every pupil in the School went through the recording process in the Strathmore Studio. Half term in Michaelmas concluded with a Garden Concert in the Theatre in the Woods. This event has triggered the subsequent appeal for the stage facility in the Woods. The Michaelmas term concluded with year group Carol Services and an online School service. A recorded Christmas service from Gresham's for parents and a special recording for Fishmongers Christmas message were produced. Two Gresham's 'Girls and Guys' singles were produced along with two music videos through the introduction of the Young Media Leader programme. Music lessons ran throughout the year, initially face-to-face but later online and take-up was excellent. Throughout the year the department developed digital recital series for soloists to perform and had musical presentations in Chapel in year group bubbles to keep music part of Gresham's community. In February, *Songs from the Shows* and *Valentine's Jazz* were produced as a digital concert on Gresham's media channel. In the summer, there were two outdoor concerts to officially open the Theatre in the Woods space with 'celebration of music' recognising the separate 'bubble' ensembles through the year and then the Pop Concert which involved over 100 pupils in the School. The final events of the year saw an organ recital with pupils in Chapel, Speech Day services and a Confirmation Service.

Drama

It was a surprisingly rewarding year for Drama, given the many challenges of Covid-19, encouraging an additional level of creative solutions and impressive resolve and commitment from many students to engage with the work despite the risks of postponement and cancellation. Sadly, some productions that had been postponed at the end of summer 2020 could not be re-visited as hoped because working across 'bubbles' was not possible. A casualty of this was *Wolves of Willoughby Chase*, a lower school production, which was particularly hard on the company as the show was ready but had nowhere to go. Performances in the Michaelmas term were produced under Covid-19 restrictions. Despite this, one group realised their 10-minute Play from 2019 filming to share with the 10-minute Play entries of 2020, setting a determined tone for the year. A lower school drama evening, cast in the previous Summer Term, *We Will Rock You*, began rehearsals in September. Students in year 10 began work on Drama Evenings and the 10-minute Play competition, encouraging students to write plays for production, which was launched with the intent of performing in Lent Term before it was delayed until Summer Term. Due to Covid-19 restrictions, the Lower School Drama Evening focussed on one year group bubble (Year 10) and they rose magnificently to the occasion with a range of performances of monologues and scenes from theatre and film. Pupils chose their own material simply for the love of performing! Audiences were treated to scenes from *The Witches*, *In the Name of the Father*, *Breathing Corpses*, *The Pitchfork Disney*, *The Wolf of Wall Street*, *Miranda* and *The Dark Knight*.

We Will Rock You, a production that was beset with problems due to Covid-19 restrictions and staff changes within the music department, nevertheless was a joyous and celebratory performance seen live on stage for two nights and in three streamed recordings, with over 200 households tuning in to watch. This was a credit and tribute to the impressive ensemble who held their nerve during the Michaelmas Term and a show that was little short of miraculous in its realisation. In addition to those onstage and crewing we had, for the first time in a very long time, a student band thanks to Mr Tom Carr, playing with skill and panache and setting the bar for future productions. *We Will Rock You* is a vehicle for the songs of *Queen* and allowed the principals to take centre stage and rock the house, with a Year 11 chorus behind Covid-19 screens, Year 10 scholars making virtual appearances thanks to use of green screen. From *Radio Ga Ga* to *Bohemian Rhapsody* it was a night of rock anthems and moving ballads, with a great deal of humour and the energy of a full-on pop concert – exactly what we needed at the end of a tough term.

ACHIEVEMENTS, PERFORMANCE AND KEY PERFORMANCE INDICATORS (continued)

Senior School (continued)

Drama (continued)

In April, Year 12 and 13 students performed in a *Monologue Mash Up* to an invited audience of parents, teachers and their peers. The audience, attending under more Covid-19 restrictions, were hugely appreciative of the extraordinary performances that were presented by students at the top of their game. The programme consisted of monologues and scenes that students selected themselves, either in preparation to audition for the National Youth Theatre, Drama School, their A Level performance exam or simply for the love of performing. The audience was introduced to characters from Shakespeare and Restoration Comedy, and modern comedy including *Flea Bag*. Emotional and disturbing performances from Kitchen Sink Drama *Look Back in Anger* and In-yer-face theatre *The Pillowman*. Students were highly creative, working in the style of practitioners such as Katie Mitchell, introducing audience to live feed and multiple screen performances. It was a fantastic showcase of the talent at Gresham's and a great evening of theatre.

The 10-minute Play competition took place on Wednesday 19th May. It was an extraordinary evening of original plays and highly theatrical productions. Five plays were written during the Michaelmas Term and went into production in Lent Term. Disruptions due to Covid-19 meant that only four finally made it to the stage in May, which were a testament to the determination of all students involved and a hugely entertaining and thought-provoking evening. The written plays were judged by local playwright, James McDermott, and the productions were judged by Mrs Futter. The winning play, *The Multiple Lives of Amelia Smith*, which dealt with mental health issues, excitingly was written by a student who has gone on to University to study Creative Writing. Best production went to *Our Real Princess*, a play about Princess Diana, reflecting the wide range of material students choose to explore.

For one glorious night in June, a small company of Year 10 students took to the Theatre in the Woods to present a modern adaptation, by Laura Eason, of Jules Verne's novel *Around the World in 80 Days*. The fast-paced story of adventure was ideally suited to the amphitheatre, allowing the story of Phileas' Fogg's journey to be told with creativity and energy. This was a hugely entertaining, action-packed production with highly choreographed fast-moving travel by sea, train and elephant, and chases from angry locals, bandits and police, with a good helping of old-fashioned romance. An impressive ensemble of 9 played multiple characters to take us on Fogg's travels round the world and a talented student puppet designer and puppeteer added Foley work to her skill set to produce a memorable on stage soundscape to add to the theatricality of really good evening's entertainment. The piece has been filmed and will be an educational resource for the students and their successor. A special mention goes to the student Assistant Director who, at very short notice, took up the mantle to read in the role of the lovely Mrs Aouda as Covid-19 once again intervened. His was a charming and funny performance much appreciated by the audience.

Year 11 Step Up to Theatre group took two weeks and created an original trailer for an imagined horror film. The company scripted, cast, scouted locations for, costumed, acted, filmed and edited *Domesticated Dogs Still Bite*. If only they had time to create the whole film! This is an area that is increasingly popular with students and has led to the introduction of Director's Shorts, a two-minute film competition to be introduced in September.

One pupil, in addition to taking on the role of Phileas Fogg, gained a place with The National Youth Theatre. He will after attending a Summer School to become part of the company following in the footsteps of two other recent pupils.

ACHIEVEMENTS, PERFORMANCE AND KEY PERFORMANCE INDICATORS (continued)**Senior School (continued)****Duke of Edinburgh's Award**

The Duke of Edinburgh's Award continues despite Covid-19 regulations. In October, some of the backlog of the expedition calendar was fulfilled, with the exception of the camping overnight element, which was especially pleasing for the Upper 6th cohort. The Lent Term was planned to complete all outstanding expeditions but this was put back to the Summer Term. Completion rates continue to be excellent, as does the range of activities the pupils undertake.

Gresham's Duke of Edinburgh's Award Scheme Completions

	Bronze	Silver	Gold
2020	71/74	37/37	20/20
2019	59/63	23/24	26/30
2018	47/53	26/31	20/26

The Award has been boosted by significant interest since the passing of the Duke of Edinburgh. Less local expeditions are planned for 2021/22.

CCF

The CCF started in September with a full parade and managed to organise 2 field days in October. These took place in School but allowed Year 10 and 11 to work on both CCF and expedition skills whilst the older pupils could act as NCOs. The outdoor nature of the CCF has allowed for much of the normal syllabus and routine to be maintained. In November, a superb Remembrance Day service was delivered on the main cricket square to all members of the School. Between January and March the CCF offered pupils the opportunity to continue with their syllabus and maintain their skills as best as possible. In the Summer Term, CCF returned positively with the development of Royal Navy afloat training, with kayaking, sailing and powerboating courses now available through links with Hickling Broad; development of shooting in CCF with target sprint, paintball and archery now all established and regular events; plans to add air pistol to the portfolio and development of CCF STEM events and activity to parallel Dyson-inspired projects. There is the challenge of restructuring CCF for increased school numbers very much in mind, plus the need for additional qualified staff to deliver high quality activities to more cadets.

Woodlands and Adventure

The Woodlands have become and will continue to be a focus for the School as well as an important area for both GSEL and charitable initiatives. The Woodlands obstacle and high ropes courses have begun to be used more by sports teams and Houses on both games afternoons and the weekend. A popular and successful climbing GAP activity has been run and the Head of Adventure has introduced a Year 9 survival course.

The popular Gritty Grasshopper event returned and raised nearly £3,500 for the School charity and nearly all members of the School managed to complete the course.

ACHIEVEMENTS, PERFORMANCE AND KEY PERFORMANCE INDICATORS (continued)

Senior School (continued)

Services and Charities

The nature of community service in Covid-19 times has meant that many of the out-of-school activities, such as visiting Thornage Hall, have been temporarily cancelled. However, a small group of pupils and teachers have formed very positive relationships with the Treehouse Café, our School Charity of the year. The Head of Services and Outreach has done an excellent job providing service opportunities for all the 6th Form on a Friday afternoon. Over Field Days, the pupils explored the local area through day walks (all of Year 9 included) in addition to visiting the Treehouse Café, the Holt Youth Project and a market garden initiative in Aylsham. Lockdown local community service continues to be difficult but an online discussion group has been set up with local elderly people. Before Christmas, over £1,010 was raised by the Chaplain's Christmas Tree Festival.

Since the academic year 2019/2020, charitable events have been coordinated by the Senior School Charity Committee, which has in turn been supported by the Charity Coordinator, Tom Burnett. The emphasis has been on supporting small local charities to ensure that the Gresham's community can see the impact of its fundraising. In 2020/2021, the school supported The Treehouse Café, a charity based in Holt which was opened last year by Lorna and Rachel, and has a community fridge, zero waste café and outdoor area with a vegetable garden. It also runs workshops such as children's yoga and music groups. This community centre is vital to the area as it provides a friendly and welcoming environment that aims to support people affected by poverty and deprivation in Holt. This effort helps anyone who needs it, from new mums to vulnerable elderly people and children with speech difficulties. Gresham's has successfully raised in excess of £19,000 this year which will go towards building a low-level treehouse with disabled access and a sensory garden. This was achieved through non-uniform days, sponsored runs and achievements, the Gritty Grasshopper 2021, virtual half marathons, Christmas singles and House Music.

Leadership

Adam Richardson launched the Gresham's Leadership initiative in September, with the support of the UEA. A group of 25 pupils have been involved in this process in its inaugural year. Pupils have had the opportunity to listen to leadership lectures but also create their own podcast interviews such as those with Ben Youngs. Year 2 plans are in progress.

Development of Facilities (Senior)

The most significant and exciting development was the new Dyson STEAM Building, work on which continued throughout the year, despite many challenges, ready for use from early in the new academic year. This facility, funded by a gift from OG Sir James Dyson, will inspire pupils and enhance opportunities for learning and collaborating in the fields of science, technology, engineering, arts and maths, and will also support outreach work with other schools and organisations. A new strength and conditioning suite was created, as referenced above and a myriad of other works were undertaken to update or refurbish buildings, including window replacements, boarding house and swimming pool changing area refurbishments, roof repairs and insulation, boiler replacements and reconfiguration of office space following the move of the School's Finance and HR teams.

ACHIEVEMENTS, PERFORMANCE AND KEY PERFORMANCE INDICATORS (continued)

Prep and Pre Prep School

A new Gresham's Code was written collaboratively by staff and pupils in the Summer Term:

Kindness remains at the core of everything we do at Gresham's Prep School, as outlined in the new Code which is far easier for pupils to remember:

Our 3 Rs:

Respect – be kind and well-mannered towards everyone you meet; always include others and celebrate diversity

Resilience – turn failure and difficulty into opportunity. Never give up.

Responsibility – be honest. Show compassion by making a positive impact within the community and by caring about the world around you. Take responsibility for your own progress by working hard, being curious, daring to try new things and giving of your best at all times.

Extra-Curricular provision

Saturday Enrichment was refined to include personalised programmes of academic enrichment, including revision skills, 11+ and 13+ entrance examination tuition and reasoning skills in the mornings.

Covid-19 response

Huge leaps forward were made in terms of IT use and expertise (both for staff and pupils), with remote lessons and blended learning providing education throughout the pandemic with minimal disruption to the children's experience. All Covid-19 measures were monitored carefully to ensure safety of our school community and no cases of Covid-19 were recorded in any Prep School pupils or staff. Online 'Howzat' dice cricket and 'Around the world' challenges replaced competitive sports fixtures throughout the lockdown period and daily messages from the Head kept parents and pupils in touch with the changing seasons in the grounds. Sports Day, a Leavers' Service in the Chapel, a Year 7 Summer barbecue, Year 8 Leavers' Summer Dinner, a charity football event, the summer fete and two Speech Days all went ahead with full Covid-19 risk assessments.

The Pre-Prep remained open for 85% of pupils during the second lockdown owing to parents having critical worker status. This worked well for all involved. Extra measures were in place with additional cleaning, increased ventilation, small bubbles and staff taking twice-weekly Lateral Flow Tests. We were lucky not to have any positive cases in Pre-Prep. Staff worked hard to provide remote learning for families who were shielding or who didn't come in during the lockdowns, using a range of recorded and live small sessions focusing on well-being, English and Maths.

Development of Facilities (Prep and Pre-Prep)

Developments at the Prep School include upgrades to the junior bathrooms in Kenwyn and to the downstairs reception/relaxation areas in Crossways, new blinds throughout the Music School, redecoration of the Year 4 classrooms and the completion of the Kitchen Cabin at the very end of the Summer Term – all are ready for use in September 2021.

Architects, Purcell, prepared a Masterplan for the development of Pre-Prep, which will improve and expand facilities and make them more accessible for the youngest children in the school. Phase One was completed during the summer 2021 holiday, with two new Nursery classrooms ready for use from the start of the new year, and Phase 2 will be progressed during the coming year.

ACHIEVEMENTS, PERFORMANCE AND KEY PERFORMANCE INDICATORS (continued)

Pupil numbers

During the year Gresham's School averaged 861 pupils (2020: 815).

Public benefit

ISC Research (The impact of independent schools on the British Economy, October 2018) suggests that ISC Schools saved the taxpayer an estimated £3.0 billion in 2017. This equates to a per pupil sum of £6,640 per annum. Using this figure, Gresham's could be estimated to have saved the taxpayer £5.7 million over the last academic year.

Scholarships and bursaries were equivalent to 12.9% (2020: 13.5%) of the School's fee income. In total £2,805,000 (2020: £2,785,000) was made available by the School and comprised £1,319,000 (2020: £1,261,000) awarded as scholarships and £1,486,000 (2020: £1,524,000) awarded as bursaries. 132 pupils (15.3% of the total number of pupils) (2020: 129 pupils, 15.8% of total) benefited from scholarships. 123 pupils (14.3% of the total number of pupils) (2020: 123 pupils, 15.1% of total) benefited from means-tested bursaries.

Gresham's is an educational partner of Ormiston Venture Academy, Gorleston. Regular exchange visits are arranged for both staff and pupils, and a 100% 6th form Scholarship to Gresham's is made available each year.

In addition to the above, the Fishmongers' Company makes several prestigious awards available each year which, like the School's awards, are for academic excellence, music, art, drama and sport. In doing so, the Company provided funds totalling £39,000 (2020: £59,000) to the School during the year, in addition to the £134,000 (2020: £212,000) donated to the Foundation for bursaries.

Of the 108 bursary awards made, 43 were considered to be 'life-changing' awards. These awards cover between 76% and 100% of the termly fees. Great Yarmouth Charter Academy and the Ormiston Venture Academy are two examples of schools with which Gresham's has developed strong links in recent years. Thanks to donations from The Fishmongers' Company to the Foundation, four life changing awards are made every year to pupils from these two schools.

The impact that a Gresham's education can have on these pupils, and the impact that the pupils themselves have on their peers and the School as a whole, is significant. They get so much out of what a Gresham's education offers, whilst the pupil body in turn is enriched by the inclusion of these young people.

In recent years, life changing award holders have gone on to study a wide range of courses at university, which include undergraduate courses at Oxbridge. Equally, some recent life changing award recipients have also gone on to become pupils who became successful in the fields of medicine, music, acting, first class cricket and professional rugby. One former pupil in particular, who graduated three years ago, was also in receipt of a rugby scholarship, became Head of their House and was also appointed as Head Chorister whilst at School. One year ago, a pupil was Head of House and was the lead in the School Musical.

Gresham's pupils work closely with the Holt Youth Project in their North Norfolk Young Carers Scheme. The School makes a minibus available every Wednesday to help transport the Young Carers to their evening activities. Pupils from the School's Sixth Form accompany them to help and provide assistance to the young people. There are regular visits to the School by the Young Carers Group for activities organised by the School's Director of Art, for example, the screen printing of T- Shirts and a supper is arranged by the Sixth Form pupils.

The School and the London Children's Camp provided groups of disadvantaged young people with summer camp experiences in the School's Woodland facilities.

ACHIEVEMENTS, PERFORMANCE AND KEY PERFORMANCE INDICATORS (continued)

Public benefit (continued)

The School supports other organisations and causes by providing school facilities free of charge. For example, the School runs an annual Cross-Country event involving over 20 local primary schools. The School grounds and facilities are made available to enable this to take place in a safe environment. The Gresham's Prep School runs art, design and music events for local primary children as well as Latin lessons, dance and drama activities. The School also works in partnership with the National Youth Choir to provide opportunities for local children.

The Holt Youth Project has been using the sports hall (Michaelmas & Lent term) and the Astro pitches during the Summer Term, since 1998. For the last twelve years the School's CCF has run a Summer Camp for RM Cadets from Flegg High School (Great Yarmouth) in the school grounds. Whilst here they camp, go mountain biking, swim, use the shooting range and climb.

The School's minibus is available for the Holt Primary School every Wednesday to take them to the School's swimming pool. Local scout groups can also use the minibus for visits to the shooting range and the School woods.

All of the above activities have been curtailed over the past year because of the Covid-19 pandemic.

Community Links

Gresham's is a major contributor to the local economy in North Norfolk. The School is the largest employer in the town of Holt, employing some 384 (2020: 386) full and part-time teaching and support staff. A substantial proportion of the School's budget is spent locally and the School is keen to involve local contractors and tradesmen whenever possible. Facilities are made available when not being used by the School and local primary schools use the School pool regularly. Local people are able to attend performances in the Britten Building or the Auden Theatre. A public car park was built on School grounds near the centre of Holt in 2017, providing much-needed car parking for Holt, which continues to be of benefit to shops and traders in the town.

FINANCIAL REVIEW

The Consolidated Statement of Financial Activities for the year is set out on page 24 of the financial statements.

Pupil numbers in 2020/21 were very good, higher than anticipated in the School's budget and higher than the previous year. The School achieved net income before investment gains of £365,000 (2020: £18,606,000 of which £18,212,000 related to the Dyson Trust donation).

The impact of the Covid-19 pandemic continued, as mentioned above. Fees were frozen for the year, in recognition of the impact of the pandemic generally on many families, and fees were discounted during the Lent Term closure period (£730,000; 2020: £1,100,000). Closure of the school meant operational savings were made, in particular on catering costs, utilities and educational budgets, saving in the region of £267,000 (2020: £578,000). Fee debts continued to be managed carefully, with additional support provided where a sudden need arose and more allowance than usual was made for fees to be staged over a Term for families who needed it.

The School was eligible to obtain government support grants to offset the impact of the pandemic. The Coronavirus Job Retention Scheme ("CJRS") allowed the School to furlough 167 staff members, primarily between 11 January and 7 March, with some continuing to be furloughed due to the School's restricted activities in the Summer term (2020: 178 between 20 March and 31 August) and therefore claimed £246,000 (2020: £845,000).

These accounts consolidate the results of Gresham's School Enterprises Limited (GSEL) as it is a 100% owned subsidiary. During the year GSEL made a profit of £12,000 (2020: loss £30,000), reflecting the start of a recovery post-pandemic.

The School received bursary donations totalling £343,000 (2020: £322,000) from the Gresham's Foundation, a connected charity, and £14,000 of small grant and capital project donations (2020: £32,000). For further details on the relationship between the School and the Foundation see note 18.

FINANCIAL REVIEW (continued)

Reserves

At 31 August 2021, the School had unrestricted funds of £36,223,000 (2020: £22,298,000), deployed as part of the School's premises and equipment, and with the need for day-to-day working capital being met by careful management of short-term liquid resource in the absence of free reserves. Within unrestricted funds there is a fund of £510,000 designated to cover the liability the School could have should it decide to withdraw from the Independent School's Pension Scheme (see note 24). The Governors have a policy to use revenue surpluses and borrowings as appropriate to improve the facilities and the overall educational service provided by the School. It is the intention of the Governors that this policy be continued and any unrestricted surpluses will be used for this purpose. The Governors consider that free reserves of £2.0m, or two months' expenditure, would be practicable and achievable in order to cover the risks and uncertainties of operating as an independent educational establishment. The policy is therefore to continue to build up reserves out of annual operating surpluses until that level is reached, subject to the prior demands of further capital expenditure to equip the School with the up-to-date facilities needed to maintain the standard of educational services currently provided.

The School had restricted funds of £3,135,000 (2020: £16,512,000), (see note 19) and endowment funds of £3,235,000 (2020: £2,924,000).

Principal Funding Source

The infrastructure of the School is funded from operating surpluses, donations and by agreed bank facilities.

Pupils attending the School are charged a termly fee and the income arising from these fees is utilised to meet the costs of running the School on a day-to-day basis as well as funding longer-term capital projects and the provision of scholarships and bursaries.

Investment powers, policy and performance

The Charity's investment powers are governed by its Memorandum and Articles of Association, which give the Governors the power to invest the monies of the charitable company, not immediately required for its purposes, in or upon such investments, securities or property as may be thought fit.

Investments are managed on a discretionary basis, on a medium risk profile, with predominately an income mandate but some capital growth. Performance over the past year was in line with expectations, allowing for the impact of Covid-19 on the markets, but investment objectives are being reconsidered, with a view to setting a greater total return target in future.

PLANS FOR THE FUTURE

Momentum is starting cautiously to build again, using the School's positive position to pursue the governors' strategic aim to grow the school and, in so doing, build greater resilience. The School is offering a wider range of Sixth Form options now, with interest growing in qualifications like BTEC sitting alongside A levels and the IB. Over the coming year, following the opening of the new Dyson Building at the start of the new academic year, we will continue to develop our estate in line with our campus development plan to ensure facilities are maintained and developed to meet the needs and expectations of pupils, parents and staff well into the future. This work includes plans to accommodate the growth in pupil numbers we are seeking. Alongside this, we will seek to continue to attract and retain good quality staff and ensure they are trained to meet our needs and develop the IT expertise, infrastructure and resources which proved so vital to maintaining continuity of education during the pandemic closures. The School already does a lot to foster good relationships with the local community and provide support to others, whether through its bursary programme or making facilities available for others to use when feasible.

RISK MANAGEMENT

On an ongoing basis the Governors assess the major risks to which the School is exposed and they are satisfied that systems are in place to manage all identified risks. The Audit & Risk Committee assess the major risks in detail and the minutes of each of its meetings are presented to the main Governing body for review and comment. The Governors view the risks in terms of impact and probability. They have identified the three risks as most significant to the ongoing operation of the School, which are mitigated as follows:

Recruitment and retention of pupils

Through a programme of Open Days, parental visits, Taster Days, marketing, ready access to the Heads of the Schools, monitoring of reasons for joining/leaving and management of finances to control increases in fees, recruitment and retention of pupils is managed.

Safety of pupils

The School ensures that it follows proper safeguarding procedures, staff recruitment policies, makes suitable checks on contractors, maintains a Health Centre staffed 24/7, promotes the best in pastoral care and support and operates under a comprehensive health and safety policy to ensure the safety of our pupils.

Major failure of IT systems

A dedicated team maintains the IT infrastructure, supplemented by external help where necessary. The day-to-day running and the security of the system is a priority. The building of the new Dyson STEAM building was used as an opportunity to enhance the resilience of the school's IT network. There has been a renewed focus on cyber security following high-profile attacks on other institutions.

Global pandemic

The Covid-19 pandemic tested the School's ability to respond under such circumstances in ways never envisaged and, through this experience, the School was able to test and refine its remote working response to dealing with a pandemic and develop a comprehensive risk assessment for operating during a pandemic. This provides an excellent basis on which to develop future risk assessments, adapted according to the nature of any future pandemic. The financial impact of the pandemic was mitigated to some degree through a combination of sound financial management to maintain cash and reserves at healthy levels; provision of good alternative teaching and learning provision; fair reductions in fees and availability of support where necessary, but robust pursuit of unpaid debts; pausing capital expenditure to preserve cash where necessary; and using our linked charity, the Gresham's Foundation, to support those parents who needed it. Whilst there are signs at last that the impact of the pandemic is receding, the School is not complacent and continues to operate with some vigilance in relation to potential further impact over the coming year.

Pension Costs

In response to a 43% increase in the cost of teachers' pensions in 2019, the School consulted with teaching staff on changes to their pension provision, resulting in new arrangements commencing in May 2020 that provide more choice and are more sustainable. The School will continue to monitor external socio-political and economic factors that are changing the landscape in which independent schools like Gresham's operate so that it can identify and manage emerging risks. See further detail in note 24 of the financial statements.

Financial Instruments

The School has a normal level of exposure to price, credit, liquidity, and cash flow risks arising from trading activities which are largely conducted in sterling. Foreign currency transactions are so minimal that the risk of exchange rate volatility is considered negligible.

Companies (Miscellaneous Reporting) Regulations 2018

The governors understand and have complied with their duty to have regard to the matters set out in s.172 (1) of the Companies Act 2006 and consider that the school's achievements and financial performance, mentioned above, reflect this. Further comments are made below.

Promotion of the School

Covid-19 once again limited opportunities to promote the school at live events, such as the Norfolk Show, but excellent opportunities have been taken to promote the School through digital media, articles in national publications, including Tatler Schools Guide, and local news articles. The Speech Days, celebrating the collective and individual successes of pupils, were able to return to being live events this year albeit with restrictions in place to comply with Covid-19 guidance and the School's Covid-19 risk assessment. The resilience shown during a very tough period undoubtedly helped to raise the School's profile and help its reputation.

Employee involvement and policy

The School is an equal opportunity employer and ensures, through a comprehensive set of HR policies, that all applicants or employees are treated consistently. The School has established methods to provide information to and consult with employees on a regular basis on financial and other matters that affect them. Mechanisms include regular staff briefings in each school and an annual meeting at the start of the academic year, to which all staff are invited, which allows the Heads and Bursar to brief on highlights from the past year and plans for the coming year. Microsoft Teams has allowed briefings to continue even when face-to-face meetings have not been possible. A more formal mechanism for involving staff is the HR and Staff Conditions Committee, which is a formal sub-committee of the governing body, sitting twice each year, and which is attended by staff representatives. More informal arrangements include a staff wellbeing group, who consider and seek approval for smaller improvements to help staff, including arranging events and promoting services which help wellbeing, such as massage sessions and Pilates to help ease stress. Staff are offered the chance to join a school wellbeing support package, which is funded by the School.

Engagement with others

The School engages with stakeholders in different ways. Parents, through newsletters, a house tutor system, parent meetings and forums and surveys. Our local community is engaged informally through myriad events and activities with which the School is engaged, including those summarised under the Community Links section, and more formally when required through public meetings, such as that held prior to the building of our new Dyson STEAM building. Good relations are maintained with suppliers and other stakeholders through prompt payment of invoices, the turnaround times for which are formally monitored under payment practices reporting requirements, and regular meetings with representatives from those organisations with whom we have an ongoing/contractual business relationship, such as our catering contractor.

Carbon and energy reporting and Environmental Matters

The School is required to report emissions, as a 'large undertaking', in line with Streamlined Energy and Carbon Reporting ("SECR") regulations.

An evidence-based methodology was adopted in accordance with BS EN ISO 14064-3:2019, Section 4.3; verifiable data has been collected from the following sources:

- Energy Data: Energy metering, invoices, supply summaries/statements, repayment claims for business mileage, fuel cards and correspondence with suppliers and the School.
- Previous Audit Data: ESOS Phase II and SECR 2019/20.

All emission factors for CO₂e, have been calculated using Defra Conversions 2021, as the period covers four-months of 2020 and eight-months of 2021, in accordance with Defra guidelines. The energy data was compiled and audited by an external, registered ESOS Lead Assessor.

GHG emissions and energy use data for period 1 September 2020 to 31 August 2021, with comparative data for the baseline reporting year, are shown below:

	Baseline Reporting Year 2019-2020	Current Reporting Year 2020-2021
	UK GHG Emission and Energy Data	UK GHG Emission and Energy Data
Energy consumption used to calculate emissions (kWh); all mandatory energy sources are included.	6,463,162.8	7,710,564.70
Scope 1: Emissions from the combustion of Natural Gas tCO ₂ e	694.4	792.6
Scope 1: Emissions from combustion of Fuel for transport and/or heating tCO ₂ e (see evidence pack for breakdown)	324.5	388.2
Scope 1: Emissions of Biomass Pellets tCO ₂ e	0.0	0.0
Scope 3: Emissions from business travel in employee-owned vehicles, where the company repaid mileage claims tCO ₂ e (average vehicle/fuel source unknown)	5.1	0.7
Scope 2: Emissions from purchased Electricity tCO ₂ e	388.7	389.3
Total gross CO ₂ e based on above (tCO ₂ e)	1,412.8	1,572.4
Intensity Ratio 1: kg CO ₂ e gross based on mandatory fields above per metre square of Gross Internal Area: (kg CO ₂ e m ⁻²), being 33,202.5 m²	42.6 kg CO₂e m⁻²	47.4 kg CO₂e m⁻²

Carbon and energy reporting and Environmental Matters (continued)

Analysis and Actions

During the financial year 100% of electricity supplied to the school was from 100% REGO-backed Renewable Zero Carbon Generation. Gresham's School has a maintained woodland of approximately 80 acres, consisting of Oak, Beech, Ash, and other native trees, which would sequester approximately 152 tCO₂e per year over a 100-year period (Woodland Trust, 2020).

Scope 2 emissions rose marginally, as carbon intensity reduced from grid supplied electricity, the reopening of the school increased demand for electricity. Scope 1 emissions have risen during this reporting period because of lower ambient temperatures during spring 2021 and school closure during the same period in 2020. Throughout autumn and winter 2020, the requirement for increased ventilation to reduce the transmission of the Coronavirus, resulted in excessive heat losses and increased energy consumption, representing a comparative increase of 97.8 tCO₂e for natural gas. Scope 2 emissions for heating fuels and Transport also rose during 2020/21, as travel restrictions eased and the school reopened. Conversely, Scope 3 emissions reduced significantly because of increased use of digital communication and travel restrictions.

Gresham's School is considering the benefits and impacts of procuring up to 100% renewable gas and fuel switching/decarbonisation of heating through ground/air source heat pumps (GSHP/ASHP), as part of the School's move towards becoming a Net Zero school. The Dyson Building is the first building to have been installed with GSHP, which has replaced the former Biology and English blocks (2021). We are also exploring the potential for increased onsite generation from Solar PV, which would complement the Solar PV array installed on the Dyson and Oakeley Buildings, with an annual generation of circa 22,180 kWh pa, directly saving 5.2 tCO₂e pa equivalent of 103.4 tCO₂e over the 20-year life expectancy of the systems.

In order to gain much greater granularity of energy usage, and be able to identify opportunities, possible waste and provide more insightful data in support of 'spend-to-save' measures and net carbon zero road mapping, the School is considering whether to replace the 17 existing gas meters for new automatic metering with half-hourly energy data, and possibly investing in sub-metering for gas, electricity and heat.

There is a rolling program of lighting upgrades, as lighting generally accounts for around 8%-10% of total energy consumption or approximately 20% of total energy cost per year. Given the number of fittings across the school estate, it would be a significant cost to replace all the lighting and run the risk of the lighting requiring replacement after 50,000hrs, requiring a life-cycle replacement program to be considered.

A combined Environmental and Energy Policy is being drafted, which it is hoped will lead to an action plan based on SMART objectives. As part of this, the School obtained a gold standard Eco Schools Green Flag award, thanks to the efforts of the Senior School's Environmental Committee.

GOVERNORS' RESPONSIBILITIES

Governing document

Gresham's School was founded by Sir John Gresham and received letters patent from Queen Mary and King Philip in 1555. Sir John Gresham placed the School under the care of the Worshipful Company of Fishmongers of the City of London in 1556 and to this day that company remains actively involved. The School is a charitable company limited by guarantee, Gresham's School (Company Registration 5196298 and Charity Commission Registration Number 1105500).

Recruitment and appointment of Governors

The Governors are also Trustees for the purpose of charity law and Directors for the purpose of company law. It is the Board of Governors' collective responsibility to ensure that the organisation is fit for purpose and to determine and support its strategic direction in order to enable it to attain its stated objective. The Charity aims to recruit Governors with a wide range of business and other sector experience from which the School will benefit. Complementing this diversity, the Board of Governors has a strong sense of purpose and ethos through strong links with Old Greshamians and parents of pupils at, or formerly at, the School.

Governor induction and training

On appointment, Governors are provided with copies of relevant documents, including the Charity Commission guidance note CC3 - "The Essential Trustee: What you need to know". In addition, Governors are encouraged to keep abreast of their duties and responsibilities by reading Charity Commission and other updates and attending appropriate training courses.

Organisational structure

The Board of Governors meets a minimum of three times annually, including at least one meeting per term. In addition, the Finance and General Purposes Committee of Governors meets at least once per term to monitor the financial management and development of the School. Other Sub-Committees have specific remit to consider matters such as Strategy, Education, Estates, Human Resources, Health and Safety and Risk. Working Parties may be established, as necessary, but all feed back to the Board.

The day-to-day running of the School is delegated to the Headmaster, and through the Headmaster, to the Head of the Prep School, the Head of the Pre-Prep School and the Bursar. The Heads and the Bursar attend Governor and Committee meetings.

The Governors are non-executive, unpaid key managers. The key executive managers are the Heads of the three Schools, the Bursar and the Deputy Heads of the Senior and Prep Schools (see note 7 to the accounts). The pay and remuneration of the Head and senior staff is reviewed annually and any changes are recommended by the Finance & General Purposes Committee and approved by the Board of Governors.

All scheduled governor meetings were held as planned during the year but, when necessary to comply with government guidance during the pandemic, took place in part or in full remotely via Microsoft Teams and so governance continued in spite of the pandemic. The Chair of the Audit and Risk Committee continued to lead on behalf of the governors for reviewing risks assessments.

GOVERNORS RESPONSIBILITIES (continued)

The Governors are responsible for preparing the Governors' Report and the financial statements in accordance with applicable law and regulations. Company law requires the Governors to prepare financial statements for each financial year. Under that law the Governors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and company and of the profit or loss of the group and company for that year. In preparing these financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and 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 assume that the charitable company will continue on that basis.

The Governors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 group and company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Governors, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report, are set out on page 1.

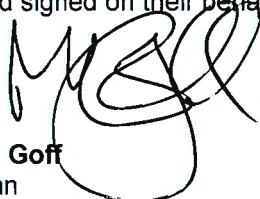
In accordance with company law, as the charitable company's directors, we certify that:

- so far as we are aware, there is no relevant audit information of which the charitable company's auditor is unaware;
- as the directors of the charitable company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and have established that the charitable company's auditor is aware of that information.

AUDITOR

A resolution proposing that Haysmacintyre LLP be reappointed as auditor of the Charity will be put to the Annual General Meeting.

This Governors' Report, which incorporates the Strategic Report, was approved by the Governors on 13 December 2021 and signed on their behalf by:



Michael Goff
Chairman

INDEPENDENT AUDITOR'S REPORT
TO THE GOVERNORS OF GRESHAM'S SCHOOL
FOR THE YEAR ENDED 31 AUGUST 2021



Opinion

We have audited the financial statements of Gresham's School for the year ended 31 August 2021 which comprise the Consolidated Statement of Financial Activities, the School and Group Balance Sheets, the Consolidated Cash Flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 August 2021 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

INDEPENDENT AUDITOR'S REPORT

TO THE GOVERNORS OF GRESHAM'S SCHOOL (continued)

FOR THE YEAR ENDED 31 AUGUST 2021



Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Report (which incorporates the strategic report and the directors' report).

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

- adequate accounting records have not been kept by the parent charitable company; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Governors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of governors for the financial statements

As explained more fully in the governors' responsibilities statement set out on pages 20 the Governors (who are the directors of the charitable company for the purposes of company law and the trustees for the purposes of charity law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Governors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Governors are responsible for assessing the group's and the parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the independent school regulations, safeguarding regulations, health and safety requirements, GDPR, employment law, charity law and company law, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and Charities Act 2011 and consider other factors such as payroll tax.

INDEPENDENT AUDITOR'S REPORT

TO THE GOVERNORS OF GRESHAM'S SCHOOL (continued)

FOR THE YEAR ENDED 31 AUGUST 2021



We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the improper recognition of revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted at the year end; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: 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 Governors, 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 Governors 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 Governors, as a body, for our audit work, for this report, or for the opinions we have formed.

Tracey Young (Senior Statutory Auditor)
Haysmacintyre LLP, Statutory Auditor

10 Queen Street Place
London
EC4R 1AG

Date: 20.12.21

INCOME FROM:	Notes	Unrestricted Funds £000	Restricted Funds £000	Endowment Fund £000	2021 £000	2020 £000
Charitable activities						
School fees	2	16,463	-	-	16,463	15,427
Other income	3	203	-	-	203	239
Other trading activities						
Gresham's School Enterprises		240	-	-	240	160
Lettings		22	-	-	22	12
Investment income	4	112	15	-	127	122
Donations and grant income	5	263	81	-	344	19,174
Other income						
Profit on sale of fixed assets		-	-	-	-	2
Total income		<u>17,303</u>	<u>96</u>	<u>-</u>	<u>17,399</u>	<u>35,136</u>
EXPENDITURE						
Raising Funds		260	11	16	287	229
Charitable activities		16,635	110	-	16,745	16,301
Total expenditure	6	<u>16,895</u>	<u>121</u>	<u>16</u>	<u>17,032</u>	<u>16,530</u>
Net income/(expenditure) before investment gains/(losses)		406	(25)	(16)	365	18,606
Investment (losses)/gains		27	145	322	494	(45)
Net movement in funds before transfers		433	120	306	859	18,561
Transfers	19	13,492	(13,497)	5	-	-
Net movement in funds		<u>13,925</u>	<u>(13,377)</u>	<u>311</u>	<u>859</u>	<u>18,561</u>
Reconciliation of funds						
Fund balances at 1 August 2020		22,296	16,512	2,924	41,732	23,173
Fund balances at 31 August 2021		<u>36,223</u>	<u>3,135</u>	<u>3,235</u>	<u>42,593</u>	<u>41,732</u>

The consolidated statement of financial activities includes all gains and losses in the year. All incoming resources, and resources expended, derive from continuing activities. The comparative year's consolidated statement of financial activities is included in note 26.

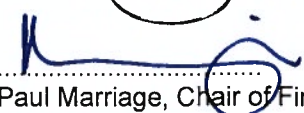
The accompanying notes form part of these accounts.

	Notes	2021 Group	2021 School	2020 Group (Restated)	2020 School
		£000	£000	£000	£000
FIXED ASSETS					
Tangible assets	9	42,030	41,604	27,616	27,149
Investments	10	4,865	4,865	3,841	3,841
		<u>46,895</u>	<u>46,469</u>	<u>31,457</u>	<u>30,990</u>
CURRENT ASSETS					
Stock		21	-	33	-
Debtors	11	3,569	3,611	16,517	16,598
Cash at bank and in hand		2,810	2,749	1,850	1,821
		<u>6,400</u>	<u>6,360</u>	<u>18,400</u>	<u>18,419</u>
CURRENT LIABILITIES					
CREDITORS: amounts falling due within one year	12	(6,576)	(6,529)	(4,419)	(4,383)
NET CURRENT (LIABILITIES)/ASSETS		<u>(176)</u>	<u>(169)</u>	<u>13,981</u>	<u>14,036</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>46,719</u>	<u>46,300</u>	<u>45,438</u>	<u>45,026</u>
LONG TERM LIABILITIES					
CREDITORS: amounts falling due after more than one year	13	(4,126)	(3,746)	(3,706)	(3,321)
NET ASSETS		<u>42,593</u>	<u>42,554</u>	<u>41,732</u>	<u>41,705</u>
FUND BALANCES					
Unrestricted funds					
General funds	19	35,713	35,674	21,786	21,759
Designated funds	19	510	510	510	510
Restricted funds	19	3,135	3,135	16,512	16,512
Endowment funds	19	3,235	3,235	2,924	2,924
		<u>42,593</u>	<u>42,554</u>	<u>41,732</u>	<u>41,705</u>

The School's net movement in funds was £849,000 (2020: £18,561,000).

The financial statements were approved and authorised for issue by the Governors on 13 December 2021 and signed on their behalf by:


Michael Goff, Chairman of Governors


Paul Marriage, Chair of Finance & General Purposes Committee

The accompanying notes form part of these accounts.

	2021 £000	2020 Restated £000
Net cash inflow from operating activities		
Net income	365	18,606
Depreciation	1,170	1,100
Investment income and interest receivable	(127)	(122)
Interest payable	46	56
Loss on disposal of fixed assets	6	97
Decrease/(increase) in stock	12	(16)
Decrease/(increase) in debtors	12,948	(15,555)
Increase/(decrease) in creditors	1,588	(1,862)
	16,014	2,307
Cash flow from investing activities		
Investment income and interest receivable	127	122
Payments to acquire tangible fixed assets	(15,634)	(4,649)
Net proceeds from sale of fixed assets	11	2
Payments to acquire investments	(4,631)	(585)
Proceeds from sale of investments	4,101	507
	(16,026)	(4,606)
Cash flows from financing activities		
New loan amounts	-	2,500
Net loan repayments	(45)	(36)
Interest payable	(46)	(56)
Fee in advance scheme movements		
- Additions to the Scheme	1,554	332
- Payments of fees	(491)	(548)
	972	2,192
Net change in cash and cash equivalents in the reporting year	960	(107)
Cash and cash equivalents at the beginning of the reporting year	1,850	1,957
Cash and cash equivalents at the end of the reporting year	2,810	1,850

Analysis of Changes in Net Debt

	At 31 August 2020 £000	Cash flow £000	Other Changes £000	At 31 August 2021 £000
Cash and cash equivalents	1,850	960	-	2,810
Borrowings				
Debt due within one year	(53)	-	(496)	(549)
Debt due after one year	(2,854)	53	415	(2,386)
	(2,907)	53	(81)	(2,935)
Net Debt	(1,057)	1,013	(81)	(125)

The accompanying notes form part of these accounts.

1. ACCOUNTING POLICIES

Basis of Preparation

The financial statements have been prepared under the historical cost convention, as modified by the inclusion of fixed assets investments at market value and the non-recognition of the value to the School of the use of land as described in note 9. The format of the financial statements has been presented to comply with the Companies Act 2006, FRS102 *The Financial Reporting Standard applicable in the UK and Ireland* and the Statement of Recommended Practice *Accounting and Reporting by Charities, second edition* ("SORP 2015"). Figures are presented in sterling and rounded to the nearest pound.

The Charity is a Public Benefit Entity as defined by FRS102.

Going concern

The Governors consider that there are no material uncertainties which would cast doubt on the School's ability to continue as a going concern. The Governors review the financial information of the School and consider whether it is a going concern for at least twelve months from the date of approval of the accounts. The Governors have assessed the major risks to which the School is exposed, including those specifically related to the Covid-19 pandemic and is satisfied that systems are in place to manage exposure to major risks. The ultimate impact of Covid-19 on the UK economy and the school community is not yet known. However, through appropriate consideration of financial forecasts and normal risk management processes and mitigating actions already taken and available to be taken the Governors consider it appropriate for the going concern basis to be adopted for these accounts.

Group accounts

Gresham's School is the sole corporate trustee of Gresham's School Trust and owns 100% of the share capital of Gresham's School Enterprises Limited. These accounts consolidate the results of Gresham's School (Charity number 1105500), Gresham's School Trust (Charity number 311268) and Gresham's School Enterprises Limited (Company Number 06577062). As permitted by Section 408 of the Companies Act 2006, the School's statement of financial activities has not been included in these financial statements.

General information

The Charity is a company limited by guarantee, incorporated in England and Wales (company number: 05196298) and a charity registered in England and Wales (charity number: 1105500).

Significant Judgements

In preparing these financial statements the Governors have had to make estimates and assumptions that affect the amounts recognised in these financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. A key area subject to judgement and estimation is as follows:

Fixed asset depreciation. Judgement is applied when assigning anticipated average lives to the fixed assets of the school.

Fund accounting

- Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity.
- Designated funds are unrestricted funds earmarked by the Governors for particular purposes.
- Restricted funds are subject to restrictions on their expenditure imposed by the donor.
- Endowment funds are permanent and represent land and other investments.
- Transfers are made to unrestricted funds to reflect capital expenditure.

1. ACCOUNTING POLICIES (continued)**Incoming resources**

All incoming resources are included in the statement of financial activities when the Charity is entitled to the income, its receipt is probable and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of grants and donations and is included in full in the Statement of Financial Activities when receivable. Where entitlement is conditional on the delivery of a specific performance by the Charity, income is recognised when the Charity becomes unconditionally entitled to it.
- Grant income relates to Coronavirus Job Retention Scheme grants, Retail, hospitality & leisure grant income, and the Coronavirus Business Interruption Loan Scheme grant. These are recognised when receivable.
- Investment income is included when receivable.
- School fees are accounted for in the year in which the service is provided. School fees are stated after deducting scholarships, bursaries and other allowances granted by the School, but include contributions received from Restricted Funds for funded scholarships and bursaries.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. The irrecoverable element of VAT is included with the item of expense to which it relates:

- Expenditure on raising funds comprise the costs associated with attracting voluntary income, the costs of trading for fundraising purposes and finance costs.
- Charitable expenditure comprises those costs incurred by the Charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the Charity and include the audit fees and costs linked to the strategic management of the Charity.
- All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly. Other costs are apportioned on an appropriate basis.

Tangible Fixed Assets

The freehold of the majority of the land occupied by the School is vested in Gresham's School as Trustee of the Gresham's School Trust. The other freehold land is part owned by the Fishmongers' Company's Charitable Trust and part owned by the Fishmongers' Company and is made available to the School.

The School enjoys the use of the original buildings, however, no cost can be attributed to them.

All building improvements and extensions are capitalised and carried in the balance sheet at historical cost.

Depreciation

Depreciation is calculated to write off on a straight line basis the cost, less estimated residual values, of tangible fixed assets over their estimated useful lives to School. The annual depreciation rates are as follows:

Land	Nil
Buildings	1% - 10%
Furniture and fittings	5% - 20%
Plant and machinery	5% - 20%
Educational equipment	20% - 25%
Motor vehicles	25%

1. ACCOUNTING POLICIES (continued)

Depreciation (continued)

The carrying values of tangible fixed assets are reviewed for impairment in accordance with the requirements of FRS102.

Stocks

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

Financial instruments

Basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable are accounted for on the following basis:

Investments

Investments held for the long-term to generate income or capital growth are carried at fair value as fixed assets. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

Cash and cash equivalents

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

Debtors and creditors

Debtors and creditors are measured at the transaction price less any provision for impairment. Any losses arising from impairment are recognised as expenditure.

Bank borrowings

The bank loan is measured at the transaction price.

The Coronavirus Business interruption Loan (CIBL) is measured at the present value of future payments discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost using the effective interest method.

Fee in advance scheme

The Charity has an advance fees scheme whereby parents and others make advance payments, which together with the discount accruing thereon, provide for a set contribution each term towards the pupils' fees. The capital portion outstanding is recognised as a liability and the amount of discount crystallised in the year is included in the Statement of Financial Activities.

Pension schemes

- i) The School contributes to the Teachers' Pension Scheme. The scheme is a multi employer defined benefit scheme and the School contributes at rates set by the Scheme Actuary as advised to the Board by the Scheme Administrator. It is not possible to identify the assets and liabilities which are attributable to the School. In accordance with accounting standards the scheme is accounted for as a defined contribution scheme.
- ii) The School contributes to Aviva's Pension Trust for Independent Schools ("APTIS"), a defined contribution scheme for teachers offered as an alternative to the Teachers' Pension Scheme, from May 2020.
- iii) The School contributes to the Independent Schools' Pension Scheme (operated by The Pensions Trust). The scheme is a multi-employer defined benefit scheme and the School contributes at rates set by the Scheme Actuary as advised to the Board by the Scheme Administrator. The liability attributable to the School is detailed in note 24. In accordance with FRS17 the scheme is accounted for as a defined contribution scheme. On 31 August 2015, all existing members of the scheme were transferred to a Defined Contribution scheme also operated by the Pensions Trust.

1. ACCOUNTING POLICIES (continued)**Pension schemes (continued)**

- i) The School also offers defined contribution schemes operated by AEGON and NEST for support staff. The assets of these schemes are held separately from those of the School in independently administered funds.

The charge in the Statement of Financial Activities represents the contributions payable by the School to the funds for the year.

2. SCHOOL FEES

	2021	2020
	£000	£000
The School's fee income comprised:		
Fees	19,343	18,312
Less: Scholarships and bursaries	(3,075)	(3,043)
Other reductions	(187)	(222)
	<u>16,081</u>	<u>15,047</u>
Add back: External funding - The Fishmongers' Company	39	59
Add back: External funding - Gresham's Foundation	343	321
	<u><u>16,463</u></u>	<u><u>15,427</u></u>

3. OTHER INCOME

	2021	2020
	£000	£000
Registration fees	62	58
Rents receivable	15	17
Late fee interest	11	10
Forfeited fees	94	121
Other income	15	18
Activity course income	6	15
	<u>203</u>	<u>239</u>

4. INVESTMENT INCOME

	Unrestricted	Restricted	
	Funds	& Endowment	
	£000	Funds	2021
		£000	£000
Fee in Advance Scheme	59	-	59
Sir John Gresham Trust	49	-	49
Douglas Scholarship Fund	-	7	7
income			
Other	4	8	12
	<u>112</u>	<u>15</u>	<u>127</u>

4. INVESTMENT INCOME (continued)

Comparative Analysis:	Unrestricted Funds £000	Restricted & Endowment Funds £000	2020 £000
Fee in Advance Scheme	47	-	47
Sir John Gresham Trust	48	-	48
Douglas Scholarship Fund income	-	9	9
Other	4	14	18
	<u>99</u>	<u>23</u>	<u>122</u>

5. DONATION AND GRANT INCOME

	Unrestricted Funds £000	Restricted Funds £000	2021 £000
Donations towards equipment and projects		77	77
Other donations	17	4	21
Government grants	246	-	246
	<u>263</u>	<u>81</u>	<u>344</u>

Comparative Analysis:	Unrestricted Funds £000	Restricted Funds £000	2020 £000
James & Deidre Dyson Trust donation to STEAM building	-	18,212	18,212
Foundation donation to the Eccles pavilion	-	16	16
Donations towards equipment and projects	-	36	36
Other donations	25	-	25
Government grants	885	-	885
	<u>910</u>	<u>18,264</u>	<u>19,174</u>

6. ANALYSIS OF EXPENDITURE

	Staff Costs £000	Depreciation £000	Other £000	2021 £000
Charitable Activities:				
Teaching	7,004	-	318	7,322
Education	983	107	529	1,619
Boarding	937	-	1,185	2,122
Establishment	618	969	1,130	2,717
Maintenance	259	-	418	677
Marketing costs	220	-	138	358
Administration	1,397	51	450	1,898
Grants, awards and prizes	-	-	4	4
Governance costs	-	-	28	28
	11,418	1,127	4,196	16,745
Raising funds:				
Finance	-	-	46	46
Investment fees	-	-	50	50
Gresham's School Enterprises	-	43	148	191
	-	43	244	287
	11,418	1,170	4,440	17,032

Expenditure includes:

Auditors' remuneration

Audit services School

Gresham's School Enterprises Limited

Non-audit services

Irrecoverable VAT

22

4

2

4

Establishment costs include insurance, utilities and costs of running the School estate.

Administration costs include costs of staff recruitment, professional fees, OG membership subsidy, subscriptions, private medical and life insurance costs and costs associated with operating the administrative support function of the School such as postage, administrative IT and photocopying costs.

6. ANALYSIS OF EXPENDITURE (continued)**Comparative Analysis:**

	Staff Costs £000	Depreciation £000	Other £000	2020 £000
Charitable Activities:				
Teaching	7,594	-	24	7,618
Education	737	78	723	1,538
Boarding	901	-	1,009	1,910
Establishment	534	1,008	934	2,476
Maintenance	267	-	300	567
Marketing costs	173	-	167	340
Administration	1,327	69	424	1,820
Grants, awards and prizes	-	-	4	4
Governance costs	-	-	28	28
	<u>11,533</u>	<u>1,155</u>	<u>3,613</u>	<u>16,301</u>
Raising funds:				
Finance	-	-	56	56
Investment fees	-	-	22	22
Gresham's School Enterprises	-	43	108	151
	<u>-</u>	<u>43</u>	<u>186</u>	<u>229</u>
	<u>11,533</u>	<u>1,198</u>	<u>3,799</u>	<u>16,530</u>

Expenditure includes:

Auditors' remuneration	
Audit services School	19
Gresham's School Enterprises Limited	4
Non-audit services	2
Irrecoverable VAT	4
	<u>29</u>

7. STAFF COSTS

	2021 £000	2020 £000
Wages and salaries	9,494	9,373
Social security costs	876	871
Pension costs	1,048	1,289
	<u>11,418</u>	<u>11,533</u>

7. STAFF COSTS (continued)

The average number of employees and their full time equivalents (FTE) analysed by function was:

	2021		2020	
	No.	FTE	No.	FTE
Teaching, education and boarding	303	225	308	220
Establishment and maintenance	30	30	30	30
Management and administration	51	44	48	41
	<u>384</u>	<u>299</u>	<u>386</u>	<u>291</u>

The number of higher paid employees whose emoluments exceeded £60,000 fell within the following bands:

	2021 No.	2020 No.
£60,000 to £69,999	6	6
£70,000 to £79,999	1	1
£80,000 to £89,999	-	1
£90,000 to £99,999	1	-
Over £100,000	<u>1</u>	<u>1</u>

Contributions of £47,000 (2020: £85,000) were made to the Teachers' Pensions Scheme, which is a defined benefit scheme, for three (2020: six) of the higher paid employees, whilst contributions of £44,000 (2020: £28,000) were made to defined contribution schemes for six (2020: six) higher paid employees. Note that in 2020 three of the higher paid employees had contributions paid into the Teachers' Pensions Scheme and a defined contribution scheme during the year as their scheme membership changed during the year.

During the year the School made redundancy payments of £49,000 (2020: £21,000) and compensatory redundancy payments of £21,000 (2020: £31,000).

No Governor received any remuneration from the School during the year. Travel expenses to and from meetings of £nil (2020: £37) were reimbursed to any Governors (2020: one) during the year.

Key Management Personnel:

The key management roles in the School for the year were the Governors, who are not paid, the Headmaster, the Bursar, Headmistress of the Prep School, Headmistress of the Pre-Prep School and the Deputy Heads of each school. Their total emoluments, including employer's NI contributions and pensions paid, were £826,000 (2020: £787,000).

8. TAXATION

The Charity is generally exempt from corporation tax as surplus income and gains are applied for charitable purposes.

9. TANGIBLE FIXED ASSETS

Group	Buildings £000	Furniture, Fittings, Plant & Machinery £000	Educational Equipment £000	Motor Vehicles £000	Total £000	Trust Land £000	Group Total £000
Cost or valuation							
At 31 August 2020	35,467	2,812	3,180	132	41,591	1,400	42,991
Additions	14,429	890	258	23	15,600	-	15,600
Disposals	(22)	-	(14)	(10)	(46)	-	(46)
At 31 August 2021	49,874	3,702	3,424	145	57,145	1,400	58,545
Depreciation							
At 31 August 2020	10,968	1,804	2,483	120	15,375	-	15,375
Charge for the year	784	269	107	10	1,170	-	1,170
Disposals	(7)	-	(14)	(9)	(30)	-	(30)
At 31 August 2021	11,745	2,073	2,576	121	16,515	-	16,515
Net Book Value							
At 31 August 2021	38,129	1,629	848	24	40,630	1,400	42,030
At 31 August 2020	24,499	1,008	697	12	26,216	1,400	27,616

School	Buildings £000	Furniture, Fittings, Plant & Machinery £000	Educational Equipment £000	Motor Vehicles £000	Total £000	Trust Land £000	School Total £000
Cost or valuation							
At 31 August 2020	34,917	2,783	3,180	132	41,012	1,400	42,412
Additions	14,427	890	258	23	15,598	-	15,598
Disposals	(22)	-	(14)	(10)	(46)	-	(46)
At 31 August 2021	49,322	3,673	3,424	145	56,564	1,400	57,964
Depreciation							
At 31 August 2020	10,868	1,792	2,483	120	15,263	-	15,263
Charge for the year	747	263	107	10	1,127	-	1,127
Disposals	(7)	-	(14)	(9)	(30)	-	(30)
At 31 August 2021	11,608	2,055	2,576	121	16,360	-	16,360
Net Book Value							
At 31 August 2021	37,714	1,618	848	24	40,204	1,400	41,604
At 31 August 2020	24,049	991	697	12	25,749	1,400	27,149

9. FIXED ASSETS (continued)**Inalienable and historic assets**

In addition to the capitalised fixed assets held for the School's own use, Gresham's School also has a number of historic buildings. These buildings have no reliable cost or value that can be attributed and accordingly these buildings have not been capitalised in the financial statements.

10. INVESTMENTS

	Unrestricted	Endowed & Restricted	Fees in advance scheme	2021
	£000	£000	£000	£000
Market value at 31 August 2020	111	2,231	1,499	3,841
Additions	287	2,234	2,110	4,631
Disposals	(195)	(2,317)	(1,589)	(4,101)
Unrealised gains/(losses)	27	467	-	494
	<u>230</u>	<u>2,615</u>	<u>2,020</u>	<u>4,865</u>
Market value at 31 August 2021	<u>230</u>	<u>2,615</u>	<u>2,020</u>	<u>4,865</u>
Investment in Gresham's School Enterprises Ltd	-	-	-	-
School	<u>230</u>	<u>2,615</u>	<u>2,020</u>	<u>4,865</u>

11. DEBTORS

	2021	Group	2021	School	2020
	£000	2020	£000	£000	£000
Debtors due after one year:					
James & Deidre Dyson Trust	-	239	-	239	
	<u>-</u>	<u>239</u>	<u>-</u>	<u>239</u>	
School fees	363	316	363	316	
Trade debtors	29	1	17	1	
Staff loans	23	22	23	22	
James & Deidre Dyson Trust	2,764	15,545	2,764	15,545	
Other debtors	179	258	179	258	
Prepayments	211	136	177	121	
Gresham's School Enterprises Limited	-	-	88	96	
	<u>3,569</u>	<u>16,278</u>	<u>3,611</u>	<u>16,359</u>	
Debtors due within one year	<u>3,569</u>	<u>16,278</u>	<u>3,611</u>	<u>16,359</u>	
Total debtors	<u>3,569</u>	<u>16,517</u>	<u>3,611</u>	<u>16,598</u>	

The loans to staff are interest free and repayable between 2019 and 2024.

12. CREDITORS: amounts falling due within one year	Group		School	
	2021	2020 (Restated)	2021	2020
	£000	£000	£000	£000
Bank loan (see note 14)	536	36	536	36
Other loan	13	17	-	-
School fees in advance and deposits	3,568	2,674	3,568	2,674
Fees in advance scheme (see note 16)	655	490	655	490
Pension deficit reduction contributions (see note 24)	10	10	10	10
PAYE & NIC	235	232	235	232
Trade creditors	626	232	615	227
Other creditors and accruals	912	669	889	655
Deferred income (see below)	21	53	21	53
Provision (see note 17)	-	6	-	6
	<u>6,576</u>	<u>4,419</u>	<u>6,529</u>	<u>4,383</u>

12. CREDITORS: amounts falling due within one year (continued)

Deferred income comprises commercial let income due in the following financial year (2020: box office ticket income, commercial let income and external funding for school fees).

Group and School	2021 £000	2020 £000
Balance as at 1 September 2020	53	9
Amount released to income earned	(53)	(9)
Amount deferred in the year	21	53
Balance as at 31 August 2021	<u>21</u>	<u>53</u>

13. CREDITORS: amounts falling due after more than one year	Group		School	
	2021 £000	2020 £000	2021 £000	2020 £000
Pension deficit reduction contributions (see note 24)	83	94	83	94
Fees in advance scheme (see note 16)	1,657	758	1,657	758
Bank loan (see note 14)	2,006	2,469	2,006	2,469
Loan from London Children's Camp	380	385	-	-
	<u>4,126</u>	<u>3,706</u>	<u>3,746</u>	<u>3,321</u>

14. BANK LOAN	2021 £000	2020 £000
Group and School		
Bank loan	42	78
CBIL loan	2,500	2,427
	<u>2,542</u>	<u>2,505</u>
 Due within one year (see note 12)	 536	 36
Due in one to two years	506	580
Due in two to five years	1,500	1,460
Due over five years	-	429
	<u>2,542</u>	<u>2,505</u>

Bank borrowings were secured by way of a fixed charge on designated school assets. Interest on the term loan was charged at varying rates determined at the time the loan was made; overdraft interest is linked to the base rate. The bank loan was repayable by instalments.

The School obtained a Coronavirus Business Interruption Loan (CBIL) to provide financial support as a result of the COVID-19 outbreak. This is repayable over 5 years from September 2021.

15. OTHER LOANS	2021 £000	2020 £000
Group		
Within one year	13	17
Within one to two years	13	13
Within two to five years	54	54
After five years	313	318
	<u>393</u>	<u>402</u>

The London Children's Camp has loaned monies to Gresham's School Enterprises Ltd in order to construct a high ropes course, climbing tower, assault course and woodland cabin. Interest on the loan is accrued at 2.25% per annum and is repayable quarterly over 50 years from the date of the final draw down. The loan is not secured against any of the Group's assets.

16. FEES IN ADVANCE SCHEME

Group and School

Parents have the option of paying school fees in advance for either part of or the whole time that the pupil is at the School. The money is returned if the child is withdrawn from the School, after any outstanding fees are deducted and amounts owing are added.

Assuming pupils will remain in the School, advanced fees will be applied as follows:

	2021 £000	2020 £000
Within one year	<u>655</u>	<u>490</u>
Within one to two years	464	324
Within two to five years	1,134	396
After five years	59	38
	<u>1,657</u>	<u>758</u>
	<u>2,312</u>	<u>1,248</u>

The movements during the year were:

Balance brought forward	1,248	1,467
Additions to the Scheme	1,554	331
Withdrawals from the Scheme	-	(2)
Payments of fees	(490)	(548)
	<u>2,312</u>	<u>1,248</u>

The investments held to fund the liability are disclosed in note 10.

17. PROVISIONS

In 2020 a member of staff was advised of redundancy prior to the year end and as such the costs associated with that redundancy (£6,000) were provided for at year end and included within the staff costs note.

18. CONNECTED AND SUBSIDIARY CHARITIES

Connected Charities

The Gresham's Foundation, Charity Number 1109441, was registered as a Charity on 16 May 2005 with the object of advancing and promoting charitable purposes connected with Gresham's School and advancing and promoting education in general by the provision of grants, scholarships and bursaries.

The London Children's Camp, Charity Number 303323, was registered with the object of providing organised holidays for needy children and young people throughout the UK to improve their social welfare and to do this whilst fostering greater links with Gresham's School. Several of the charity's trustees are either Governors, or senior members of staff at Gresham's School.

Subsidiary Charity

Gresham's School Trust (Charity number: 311268) is considered a subsidiary as Gresham's School (Charity Number: 1105500) is the sole corporate trustee and the Charity's purpose is supporting the School from a permanent endowment fund of £1,400,000 which is represented by the land from which the School operates. The Trust does not generate any income or expenditure and as such the results for the year are £nil (2020: £nil). The only asset which it holds is the land noted above.

19. FUNDS	Balance 31 August 2020 (Restated) £000	Income £000	Expenditure £000	Transfers Gains/ (Losses) £000	Balance 31 August 2021 £000
Group					
General Funds	21,759	17,076	(16,680)	13,519	35,674
Designated Funds					
Pension Liability Fund	510	-	-	-	510
General fund – Gresham's School Enterprises Ltd	27	227	(215)	-	39
Total Unrestricted Funds	22,296	17,303	(16,895)	13,519	36,223
Restricted Funds					
Lumsden Handwriting Prize Fund	3	-	(1)	2	4
Emil Schwarz Scholarship	11	1	-	(12)	-
Swatland-Ucelli Scholarship	60	2	(15)	(24)	23
Douglas Scholarship	464	7	(9)	99	561
Prize Funds	247	5	(6)	28	274
James & Deidre Dyson Trust donation	15,644	-	-	(13,445)	2,199
Other donations	83	81	(90)	-	74
	16,512	96	(121)	(13,352)	3,135
Endowment Fund					
Estate Trustees of the Sir John Gresham Trust	2,924	-	(16)	327	3,235
Group Total Funds	41,732	17,399	(17,032)	494	42,593
General fund: Gresham's School Enterprises Ltd	(27)	(227)	215	-	(39)
School Total Funds	41,705	17,172	(16,817)	494	42,554

19. FUNDS (continued)	Balance 31 August 2019 £000	Income £000	Expenditure £000	Transfers Gains/ (Losses) £000	Balance 31 August 2020 £000
Comparative Analysis: Group (Restated)					
General Funds	18,734	16,699	(16,237)	2,563	21,759
Designated Funds					
Pension Liability Fund	510	-	-	-	510
General fund – Gresham's School Enterprises Ltd	57	150	(180)	-	27
Total Unrestricted Funds	19,301	16,849	(16,417)	2,563	22,296
Restricted Funds					
Lumsden Handwriting Prize Fund	4	-	-	(1)	3
Emil Schwarz Scholarship	42	2	(30)	(3)	11
Swatland-Ucelli Scholarship	81	4	(20)	(5)	60
Douglas Scholarship	477	9	(2)	(20)	464
Prize Funds	256	8	(5)	(12)	247
James & Deidre Dyson Foundation	-	18,212	-	(2,568)	15,644
Other donations	85	52	(54)	-	83
	945	18,287	(111)	(2,609)	16,512
Endowment Fund					
Estate Trustees of the Sir John Gresham Trust	2,925	-	(2)	1	2,924
Group Total Funds	23,171	35,136	(16,530)	(45)	41,732
General fund: Gresham's School Enterprises Ltd	(57)	(150)	180	-	(27)
School Total Funds	23,114	34,986	(16,350)	(45)	41,705

19. FUNDS (continued)

Pension Liability Fund

The Independent School's Pension Scheme 3 year actuarial review in September 2011 identified that Gresham's would have a liability of £614,724 if it ceased to participate in the scheme. Whilst the School has no plans to leave the scheme, the value of the designated fund was increased to £615,000 in 2015. The School's Independent Financial Adviser was asked to investigate the School's stated liability and they determined that the School had been charged the whole of one member's liability when it should have been shared between two employers. The £105,000 reduction to the fund in 2015 to £510,000 came about as a result of the investigation.

Lumsden Handwriting Prize Fund

Donated by Mr P J S Lumsden, former School Governor, to fund handwriting prizes awarded at the Prep School.

Emil Schwarz Scholarship

Donated by the late Martin Scott in memory of his father Emil Schwarz to allow funds to be allocated to an academically able French national or German national or British national pupil.

Swatland-Uccelli Scholarship

Donated by the family to provide scholarships to pupils who are studying one of the sciences.

Douglas Scholarship

Donated by Old Greshamians in memory of a former Housemaster, Bruce Douglas. The scholarship award is made by the Old Greshamian Club, on the recommendation of the Headmaster, to the best mathematician entering the lower sixth form.

Prize Funds

Prize funds are restricted funds arising out of generous donations for the purpose of providing prizes for outstanding academic and other achievements.

Estate Trustees of the Sir John Gresham Trust

This fund is a permanent endowment fund of the land which the School occupies, and certain investments transferred by the Estate Trustees of the Sir John Gresham Trust to Gresham's School as Trustee of the Gresham's School Trust.

20. SUBSIDIARY COMPANY

Gresham's School Enterprises Limited (Company Number 06577062) was incorporated on 25 April 2008 and is a subsidiary of Gresham's School (Charity Number: 1105500). The company operates a facilities and hirings business. Its trading results for the year, as extracted from the audited financial statements, are summarised below:

	2021	2020
	£000	(Restated)
	£000	£000
Turnover	334	294
Cost of sales	(111)	(82)
Gross profit	223	212
Administrative expenses	(200)	(230)
Interest payable	23	(18)
	(11)	(12)
Profit/(loss) before Gift Aid payment	12	(30)
Retained profit/(loss) for the year	12	(30)
Total share capital and reserves	39	27
Tangible fixed assets	426	467
Current assets	127	78
Creditors	(514)	(518)
Net assets	39	27

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted				2021		2021
	General	Designated	Restricted	Endowment	School	Subsidiary's	Group
	Funds	Funds	Funds	Funds	Total	Funds	Total
	£000	£000	£000	£000	£000	£000	£000
Tangible fixed assets	40,204	-	-	1,400	41,604	426	42,030
Investments	2,250	-	781	1,834	4,865	-	4,865
Current assets	3,495	510	2,354	1	6,360	40	6,400
Current liabilities	(6,529)	-	-	-	(6,529)	(47)	(6,576)
Long term liabilities	(3,746)	-	-	-	(3,746)	(380)	(4,126)
	<u>35,674</u>	<u>510</u>	<u>3,135</u>	<u>3,235</u>	<u>42,554</u>	<u>39</u>	<u>42,593</u>

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS (continued)

Comparative Analysis:	Unrestricted General Funds £000	Designated Funds £000	Restricted Funds £000	Endowment Funds £000	2020 School Total £000	Subsidiary's Funds £000	2020 Group Total £000
Tangible fixed assets	25,749	-	-	1,400	27,149	467	27,616
Investments	1,610	-	711	1,520	3,841	-	3,841
Current assets	2,104	510	15,801	4	18,419	(19)	18,400
Current liabilities	(4,383)	-	-	-	(4,383)	(35)	(4,418)
Long term liabilities	(3,321)	-	-	-	(3,321)	(386)	(3,707)
	<u>21,759</u>	<u>510</u>	<u>16,512</u>	<u>2,924</u>	<u>41,705</u>	<u>27</u>	<u>41,732</u>

22. CAPITAL COMMITMENTS

The group had the following capital commitments authorised but not committed at the year-end:

	2021 £000	2020 £000
Dyson STEAM building	605	14,345
Reith learning support department	-	155
Facilities building	-	433
Pre-Prep School at Old School House	234	-
	<u>839</u>	<u>14,933</u>

23. OPERATING LEASES

At 31 August 2021 the Group and School had future minimum lease payments under non-cancellable operating leases for equipment and motor vehicles as follows:

	2021 £000	2020 £000
Due within one year	137	128
Due in one to five years	162	165
	<u>299</u>	<u>293</u>

Total costs incurred in the year in respect of rental charges for assets held under operating lease were £121,000 (2020: £106,000).

24. PENSION SCHEMES

The School participates in two multi-employer pension schemes, the Government's Teachers Pension Defined Benefit Scheme and the Pensions Trust Defined Benefit Scheme. The School also offers defined contribution schemes for support staff with AEGON and NEST and for teachers with Aviva's Pension Trust for Independent Schools ("APTIS").

Defined Contribution Scheme

The assets of the scheme are held separately from those of the School in funds independently administered by AEGON, ISPS, NEST and APTIS. Contributions into defined contribution schemes totalled £436,000 (2020: £249,000).

The Teachers' Pension Scheme

The 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 £673,000 (2020: £1,037,000) and at the year end £nil (2020: £nil) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). 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 by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions, as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/Sargeant case'. This case has required the courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. The government announced on 4 February 2021 that it intends to proceed with a deferred choice underpin under which members will be able to choose either legacy or reformed scheme benefits in respect of their service during the period between 1 April 2015 and 31 March 2022 at the point they become payable.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020, and a consultation was launched on 24 June on proposed changes to the cost control mechanism following a review by the Government Actuary. The consultation closed to response on 19 August 2021 and the Government is currently analysing the responses.

24. PENSION SCHEMES (continued)

In view of the above rulings and decisions the assumptions used in the 31 March 2016 Actuarial Valuation may become inappropriate. In this scenario, a valuation prepared in accordance with revised benefits and suitably revised assumptions would yield different results than those contained in the Actuarial Valuation.

Until the cost cap mechanism review is completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly no provision for any additional past benefit pension costs is included in these financial statements.

Independent Schools' Pension Scheme (operated by the Pensions Trust)

Non-teaching staff were eligible to contribute to The Pensions Trust's Growth Plan. The scheme is a multi-employer money purchase scheme with guaranteed benefits. The School contributed at a rate of 15.7% of gross pensionable salary. The School would have a liability if it ceased to participate in the scheme which at 30 September 2020 was calculated as £329,725. As the School currently has no plans to leave the scheme, this contingent liability has not been provided for in these accounts.

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 Pensions 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.

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 £149.4m, liabilities of £187.6m and a deficit of £38.2m. To eliminate this funding shortfall, the Trustee asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions

From 1 September 2019 to 30 April 2030:	£2,387,000 per annum (payable monthly and increasing by 3% each on 1st September)
---	--

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

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

24. PENSION SCHEMES (continued)

	2021 £000	2020 £000
Reconciliation of opening and closing provisions:		
Provision at start of year	104	111
Unwinding of discount factor (interest expense)	1	1
Deficit contribution paid	(11)	(10)
Re-measurements – impact of any change in assumptions	(1)	2
	<u>93</u>	<u>104</u>
Split as follows:		
Due within one year	10	10
Due after one year	83	94
	<u>93</u>	<u>104</u>

ASSUMPTIONS

	31 August 2021	31 August 2020	31 August 2019
Rate of discount per annum	1.09%	0.9%	1.1%

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

25. COMPARATIVE CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

		Unrestricted Funds £000	Restricted Funds £000	Endowment Fund £000	2020 £000
INCOME FROM:					
Charitable activities					
School fees	2	15,427	-	-	15,427
Other incoming resources	3	239	-	-	239
Other trading activities					
Gresham's School Enterprises		160	-	-	160
Lettings		12	-	-	12
Investment income	4	99	23	-	122
Donations	5	910	18,264	-	19,174
Other Income					
Profit on sale of fixed assets		2	-	-	2
Total Income		<u>16,849</u>	<u>18,287</u>	<u>-</u>	<u>35,136</u>
EXPENDITURE					
Raising funds		223	4	2	229
Charitable activities		16,194	107	-	16,301
Total expenditure	6	<u>16,417</u>	<u>111</u>	<u>2</u>	<u>16,530</u>
Net income/(expenditure) before investment (losses)/gains		432	18,176	(2)	18,606
Investment (losses)/gains		(5)	(41)	1	(45)
Net movement in funds before transfers		<u>427</u>	<u>18,135</u>	<u>(1)</u>	<u>18,561</u>
Transfers		2,568	(2,568)	-	-
Net movement in funds		<u>2,995</u>	<u>15,567</u>	<u>(1)</u>	<u>18,567</u>
Reconciliation of funds					
Fund balances at 1 August 2019		19,301	945	2,925	23,173
Fund balances at 31 August 2020		<u><u>22,296</u></u>	<u><u>16,512</u></u>	<u><u>2,924</u></u>	<u><u>41,732</u></u>

26. RELATED PARTIES

Sir James Dyson, Governor, is a trustee of the Sir James and Deidre Dyson Trust, which generously committed to donating £18.75m to the School in 2020 to build a Science, Technology, Engineering, Art and Maths building. During the year, the monies received were £13,021,000 (2020: £2,568,000).

Michael Goff is a director of CPS Fuels Ltd which supplied the school with £57,000 (2020: £58,000) of heating oil during the year.

A Governor is a trustee of a charitable trust that made a payment of £12,000 (2020: £12,000) to the School for School fees paid to two pupils.

A Governor had two children in School (2020: two) and was in receipt of staff fee remission on fees paid to the School due to her husband being a member of staff (appointed prior to governor appointment).

A Governor had a child in School (2020: one).

London Children's Camp (LCC), which has in its objects to foster links with Gresham's School, has an outstanding loan amounting to £394,000 (2020: £402,000) with Gresham's School Enterprises Ltd. The loan was made for the construction of a high ropes course, climbing tower, assault course and bunk house on the School grounds. LCC is considered to be a related party as two of its trustees are Governors of Gresham's School (Michael Goff and James Morgan), one is also a director of Gresham's School Enterprises Ltd (Michael Goff) and another trustee is the Headmaster (Douglas Robb).