

# THE ENA MAKIN EDUCATIONAL TRUST

England & Wales · Charity number 307931

## Details

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Other names	ENA MAKIN EDUCATIONAL TRUST, THE GRANVILLE SCHOOL
Status	Registered
Legal form	Charitable company
Company number	<a href="#">00865624</a>
Registered	1966-03-31
Register	<a href="#">View on the Charity Commission register</a>

## Contact

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Address	The Granville School 2 Bradbourne Park Road Sevenoaks TN13 3LJ
Phone	01732453039
Email	<a href="mailto:bursar@granvilleschool.org">bursar@granvilleschool.org</a>
Website	<a href="http://www.granvilleschool.org">www.granvilleschool.org</a>

## Activities

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**Objects:** THE ADVANCEMENT OF EDUCATION AND THE BENEFIT OF THE PUBLIC IN PARTICULAR BY THE PROVISION AND CONDUCT OF A DAY SCHOOL IN OR NEAR SEVENOAKS FOR BOYS AND GIRLS.

**Activities:** Education of children up to the age of 11 and the widening of access by the provision of bursaries.

## Classification

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- **How:** Makes Grants To Individuals, Provides Services, Other Charitable Activities
- **What:** Education/training
- **Who:** Children/young People

## Geography

- Area of benefit: SEVENOAKS
- Kent

## Finances

Period end	Income	Expenditure	Assets	Employees
2024-08-31	£3,029,904	£3,074,845	£4,316,538	53
2023-08-31	£2,551,953	£2,772,998	£4,361,479	53
2022-08-31	£2,906,903	£2,715,322	£4,582,524	57
2021-08-31	£2,325,513	£2,615,694	£4,390,943	63
2020-08-31	£2,458,583	£2,707,444	£4,681,124	58

## Trustees

Name	Role	Appointed
Bridget Ward		2020-11-12
Carolyn Webster		2023-09-01
George Brown		2020-11-12
James Howard		2023-03-08
Nicholas Arnold		2025-09-11
Nicole Coll		2019-06-26
Philip John Tippin		2022-06-25
Rachel Bailey		2025-09-11
Stephen James Paget-Brown		2025-04-23
William Neale Bussey		2025-11-24

**THE ENA MAKIN EDUCATIONAL TRUST**

England & Wales - Charity number 307931

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# Accounts

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**Charity Registration No. 307931**  
**Company Registration No. 865624**

**THE ENA MAKIN EDUCATIONAL TRUST**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2024**

**THE ENA MAKIN EDUCATIONAL TRUST  
ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2024**

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<b>CONTENTS</b>	<b>Pages</b>
<b>Legal and Administrative Information</b>	1
<b>Governors' Annual Report</b>	3
<b>Independent Auditor's Report</b>	12
<b>Statement of Financial Activities</b>	15
<b>Balance sheet</b>	16
<b>Statement of Cash Flows</b>	17
<b>Notes to the Financial Statements</b>	18

**THE ENA MAKIN EDUCATIONAL TRUST  
LEGAL AND ADMINISTRATIVE INFORMATION**

**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Registered office:** The Granville School  
2 Bradbourne Road  
Sevenoaks  
Kent  
TN13 3LJ

**Registered Number:** 865624 (England and Wales)

**Charity Number:** 307931 (England and Wales)

**The Governors are the Directors of the Ena Makin Educational Trust**

The following served as Governors since the start of the year:

Nicole Coll - Chair  
Heather Paget-Brown – Deputy Chair  
George Brown  
Kate Easton  
Genevieve Heselden  
James Howard  
Anna Jobke  
Louise McCabe-Arnold  
Jackie Thomas  
Philip Tippin  
Bridget Ward  
Michael Zheng

During the year and subsequently up to the date of approving the accounts, the following Governors were appointed:

Joelle Natzkoff (1 September 2023)  
Carolyn Webster (1 September 2023)

During the year, the following Governors resigned:

Kate Easton (18 October 2023)  
Anna Jobke (19 March 2024)  
Jackie Thomas (20 June 2024)  
Michael Zheng (20 June 2024)

**Auditors:** HaysMac LLP  
10 Queen Street  
London  
EC4R 1AG

**THE ENA MAKIN EDUCATIONAL TRUST  
LEGAL AND ADMINISTRATIVE INFORMATION (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Bankers:**

National Westminster PLC  
67 High Street  
Sevenoaks  
Kent, TN13 1LA

Coutts & Co  
440 Strand  
London, WC2R 0QS

Lloyds Bank PLC  
83 High Street  
Sevenoaks, TN13 1LG

**Contact details:**

The Granville School  
2 Bradbourne Park Road  
Sevenoaks  
Kent, TN13 3LJ

[www.granvilleschool.org](http://www.granvilleschool.org)

Registered charity No. 307931

# **THE ENA MAKIN EDUCATIONAL TRUST GOVERNORS' REPORT**

**FOR THE YEAR ENDED 31 AUGUST 2024**

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The governors present their annual report and financial statements for the year ended 31 August 2024.

## **OBJECTIVES AND ACTIVITIES**

The charity's objectives are the advancement of education and the benefit of the public, in particular by the provision and conduct of a day school for boys and girls residing in or near Sevenoaks. In furtherance of this objective, the governors, as charity trustees, have complied with the duty in S.4 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement under that Act.

## **EDUCATIONAL AIMS**

The School caters for boys and girls in the Pre-School from 3 to 4 years old and girls in the Prep School from 4 to 11 years of age. The School aims to foster and provide an excellent all-round education for its pupils. This encompasses their academic, social and physical development and wellbeing through its academic curriculum, pastoral care, sporting and other extra-curricular activities. The Granville provides an educational environment where every child can realise his or her true potential by developing knowledge, confidence and self-reliance within a supportive and happy school community.

The Granville School aims to set the highest academic and pastoral standards. Experienced staff identify and develop the full potential and natural talents of each individual child to prepare them for a fulfilled, happy and productive life. The School prepares each pupil for a wide selection of independent senior and state grammar schools.

The School's five key educational aims are:

1. To provide exceptional and inspirational teaching across a broad, stimulating and ambitious curriculum where each pupil develops a love for learning, maximises their full potential and gains a place at a senior school where they will continue to thrive.
2. To offer outstanding pastoral care in a school that is safe, healthy, environmentally, culturally and socially aware.
3. To offer all the pupils the opportunity to explore and develop their talents in and beyond the academic curriculum through the provision of an outstanding extra-curricular programme.
4. To raise the profile of the Granville as a centre of academic excellence, outstanding personal development and exceptional pastoral care.
5. To optimise the use of the school's resources including staff, ICT, infrastructure, land and buildings for the benefit of the current and future pupils.

## **Academic**

The school's commitment to the excellence of teaching is evidenced by continued outstanding performance, and remarkable value added to standardized scores. This is achieved through rigorous efforts in recruitment, high quality continuous professional development and thorough performance management reviews. Our high-performance strategy is further supported by the small teacher-to-pupil ratios, allowing teachers to customise teaching and learning strategies to meet the individual needs of each of our pupils.

The Granville School has once again achieved outstanding results in entry examinations for Senior Schools, showcasing the exceptional quality and depth of teaching and learning techniques employed. Entrance examinations led to 78 offered places, with notable success. 12 out of 13 students passed the Kent 11+, with our record 93% success rate sustained, and 13 girls from a cohort of 24 secured places at Sevenoaks School, including two with scholarships. Both girls who applied to St Pauls' Girls School were successful. In total, 39 scholarships and awards were granted across various independent senior schools.

The educational foundation at the Granville School rests on a comprehensive, broad and forward-thinking curriculum, where children benefit from subject specialist teaching right from the youngest children in Pre-School. This includes PE, French, Computing, and Music. This approach, coupled with a cross-curricular strategy, the acquisition of knowledge, and interpersonal skills, sees pupils progress and develop as they move through the different key stages. Opportunities for learning outside the classroom like Forest School, practical workshops, trips, and visits further enrich the curriculum. The incorporation of theatre and musical workshops, storytellers, history-themed sessions, visiting speakers, Virtual Reality headsets, and local visits enhances the overall learning experience. This is further supported by the adept use of information technology which provides extensive access to online resources supporting their education.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2024**

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Assessments, testing, and benchmarking play pivotal roles in comprehensively understanding children's achievement, progress and areas of development. These assessments consistently demonstrate Granville's year-on-year value addition in all areas. They also aid teachers in planning next steps and support both the school and parents in decision-making regarding senior school options.

The school is committed to supporting all children in reaching their potential, including those with specific learning difficulties. The Special Educational Needs Co-ordinator (SENCO) collaborates with staff to provide pupil-centred support, offering personalised plans, which incorporates a number of different interventions such as 1:1 teaching, small focus group sessions, sensory circuits, Lego therapy, social sessions, and Nessy Phonics. The Special Educational Needs and Disability (SEND) department is central to the Granville approach, coordinating regular visits by speech and language therapists and occasional Educational Psychologist assessments.

Similarly, there is comprehensive provision made for more able, gifted, and talented (MAG&T) pupils through tailored challenges, differentiated work, focus activities, squad training, clubs, and pathways to external organisations. This is a distinctive feature of the Granville approach and enables those pupils to continue to excel in areas of great potential and interest.

The Granville Graduate Programme for the Year 6 girls after their exams, continues to be well received; the aim being to devise a curriculum which continues to stretch and challenge, but also to equip with the skills needed in secondary school. The graduate programme includes International awareness, Extended studies in English and Maths, Arts and Culture, Personal Development and STEM. Projects included F1 Racing, Model UN and Homer's Odyssey. The girls particularly enjoyed their Business and Finance project that culminated in a business fair where girls pitched their ideas and products to parents and pupils. No one can dispute their success, which saw the girls make £2115 in profit from a £5 start up.

There is an enormous sense of pride in what our pupils achieve, which is celebrated by all members of the school community, including staff, governors, parents, and students themselves. This achievement is all the more remarkable as the school is not selective and so pupils' collective efforts are even more impressive. Moreover, it is not just in academics where the pupils achieve and this is demonstrated by the scholarships and awards earned in more diverse curriculum areas such as music, sports, art, and drama. These accomplishments affirm the Granville School's commitment to delivering a well-rounded and exceptional standard of education.

### **Pastoral**

Every child in our school is known individually by each teacher. Pupils feel comfortable sharing their worries and concerns with the teachers they trust. Our house system, which includes all girls from Reception, creates a vertical structure for all girls from all year groups to mix and collaborate whilst also engaging in a friendly atmosphere of competition, fostering a sense of belonging and community. Each child actively contributes to the ideas brought to the School Council, influencing the school's operations. The children's views hold great significance and are conveyed through School Council assemblies. Many of the suggestions and ideas have been incorporated into school life including Home Clothes House Day, new playground games and a revamp of the lunch menu. The widespread use of the 'Feelings Boxes' allows children to express their thoughts and feelings through posted notes, which are then addressed by the form teachers or Headmistress.

The school environment is characterised by care, safety, and encouragement, and provides a conducive and warm setting for pupils to achieve their best. With a very happy ethos and a family atmosphere, we treat each individual with personalised attention, striving to meet their specific needs to ensure they thrive as learners, knowing they are valuable members of our school community.

The family atmosphere is reinforced by the continual presence of Teddie, the school dog, who continues to have a positive impact on the well-being of children and pupils. Teddie has supported many children who are dealing with anxiety, and he has been instrumental in boosting morale, and enhancing self-esteem. Time with Teddie is a real reward for those showing good behaviour and demonstrating our Granville Values

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Co-curricular and Extra-Curricular**

The Granville School experience is completed by the diverse curricular, extra-curricular, and co-curricular offerings which play a vital role in ensuring each girl attains her highest level of personal achievement. There are abundant opportunities for discovering, exploring, and honing new skills, both within and beyond the classroom. The comprehensive curriculum, an extensive extra-curricular program, and our participation in challenging competitions which are all supported by the specialised knowledge of our teachers, collectively contribute to this goal.

Competitions like the Primary Maths Challenge, designed for children in Years 7 and 8, who compete nationally, present significant challenges for the more advanced students.

Sports and physical fitness hold a prominent place in our curriculum, The PE provision, led by specialist sports teachers and coaches, offers numerous opportunities to engage in various sports. Inter-school competitions for every child in Years 3 to 6 are played in netball, hockey, athletics, rounders, tennis, swimming, cross-country, and cricket. The increase in the number of teams and variety of sports participated in ensures that all girls experience both the lessons of defeat and the thrill of victory! As well as success in Sevenoaks and Kent tournaments in tennis, cross country and skiing, the Granville pupils have qualified for and competed in the national finals in Netball, Hockey, Cricket and swimming and even showjumping. All of these achievements are all the more impressive considering that the Granville girls had to beat teams from much larger schools to gain those places.

Music is a feature of daily life at The Granville, encompassing everything from daily singing in assemblies to weekly music lessons and elaborate festivals. Opportunities for individual lessons in piano and other orchestral instruments typically start from Year 2, with over 90% of pupils in Years 2 to 6 learning an instrument. Orchestras, choirs, and numerous chamber groups provide platforms for practising and performing significant musical pieces. Collaborations with other schools on musical projects, such as the IAPS Choral Festival at the Rochester Cathedral, the Walthamstow Hall Joseph Choral Day and the Midwinter Fayre at The Hop Farm, all enhance the musical experiences.

Drama is another cornerstone of our curriculum, because it builds confidence and poise. Performances and festivals not only showcase talent but also build resilience and the ability to present to an audience. The LAMDA program remains popular and very successful with all 96 girls passing their examinations, with distinction.

Another weekly highlight for Pre-School to Year 3 pupils are their Forest School lessons, which utilise the woodland bordering the school. These lessons encourage imagination whilst fostering physical challenge and develop social skills, problem-solving, and encourage risk-taking, and collaborative creativity.

Once again, this year we have built on our expansive extra-curricular programme of clubs, offering an even broader range of activities. Whole-school enrichment activities, including Mandarin Club and Puzzle Club, provide opportunities for pupils to broaden and deepen their learning experiences, discover new interests, and unveil talents. The 65 club sessions, taking place before school, during lunch, and after school, feature enthusiastic and experienced teachers alongside skilled external coaches, enriching the curriculum with diverse offerings like sewing machine club, hockey, tennis, gymnastics, multisport, rugby, cricket, and even boxing as well as cycling and yoga for our Pre-School pupils.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Outreach**

Bursaries play a crucial role in supporting pupils who might otherwise miss out on the benefits of a Granville education. This year, means-tested bursaries amounted to £34,474 assisting 4 pupils, (2023: £60,315, 5 pupils) with 2 pupils receiving transformational bursaries at 95% and 100% respectively. Bursaries declined as a result of time limited awards coming to an end at the close of the previous year. The Governors' Bursary Committee promotes the availability of bursaries and regularly reviews the Bursary Policy to ensure that children from all backgrounds can access fee assistance based on means testing. Recognising the financial challenges faced by existing parents in the current economic climate, the Governors approach these cases with sensitivity while maintaining the essential fairness of a means-tested methodology.

Many of our annual Granville events are time-honoured traditions, adapted to incorporate a forward-looking perspective to prepare pupils for the challenges of today's world. Many parents value the principles and ethos of a Granville education, which, even 79 years after our foundation, remain relevant. The whole school unites and comes together to celebrate events like 'Stirring the Pudding' and the 'Spring Festival' and they also serve as opportunities to raise funds for worthy causes. During 'Stirring the Pudding', nearly 90 bags were collected for Friends for Families, and a minibus was filled with food for the local food bank during the Autumn Festival. Additionally, the children donated nearly 100 Easter Eggs to the Food bank at Easter.

The Granville has a long-standing tradition of supporting various local and national charities, which instils in children a respect and understanding for the broader community and those in need. This year, the children at the Granville School have raised an incredible £7769.41 for the charities we have supported, namely The Loaves and Fishes, British Royal Legion, and Restless Development, Cancer Research, RSPCA, UNICEF, Battersea Cats and Dogs home, Antibullying Alliance, NSPCC, Wildcat Conservation Alliance and Inclusive Sportswear to name a few.

Fundraising activities not only contribute to charitable causes but also offer personal development opportunities for the girls as they plan, lead, and execute these events. In addition to the causes noted above the children have donated and helped out at The Loaves and Fishes foodbank, have picked up litter for CleanUp Sevenoaks, have made up food bags for Friends of Families, have sung carols, participated in the School's Triathlon and walked vast distances in the Moonlight Walk for Hospice in the Weald. Our Granville Christmas Market was hosted by the school community to provide an event space for local craftspeople and small businesses to trade their products to our families and the public. This too, offered the older girls the opportunity to plan and lead activities for the younger pupils.

The Granville School has organised and hosted IT cluster groups with some local state school partners, allowing IT coordinators and teachers to share best practices with each other. Community hire of the swimming pool to two local swim schools ensures many children and parents have use of the swimming pool on weekdays and weekend throughout the school year.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2024**

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**School Resources**

The schools' resources are for the singular purpose of sustaining and developing the delivery of its charitable objectives. Everything we undertake is for the education and wellbeing of our pupils and employees. The school maintains, upgrades and replaces physical assets each year, to ensure these assets are available, functioning and that they continue to be enablers for its charitable objectives. In this regard the school has invested in new assets during the year in the amount of £137,029, and in maintenance of assets and the estate in the amount of £70,902.

The school also invests in solutions and support systems that provide resources and access for both pupils; where they are teacher led and for staff, where they are accessible directly by staff. Employees are trained in both the Positive Education solution geared towards pupils, and child & adult mental health first aid. Counselling services are available to pupils and are accessed as needed for employees. The school's insurance programmes provide employee assistance tools and the option to speak to an advisor.

**FUTURE PLANS**

The strategic objectives guide the School's future plans, aiming to create an educational environment where each child can realise their full potential by nurturing confidence, self-reliance and knowledge within a supportive and joyful school community. The Governors commit to sustain the School's competitive position by delivering a top-tier education, continuing to demonstrate high academic standards, and uphold the comprehensive and forward-looking curriculum including competitive and non-competitive sport and extra-curricular activities, alongside exceptional pastoral care.

The Senior Leadership Team together with the Governors have conducted a strategic review and the School has updated its marketing, development, and financial risk management plans. All funding for development and growth, including capital projects, maintenance and marketing, come from fee income and reserves.

The Governors continue to oversee a rigorous system of budgeting and cash flow monitoring to ensure the school can meet its ongoing educational and development needs. Simultaneously, a rigorous assessment of the feasibility of development projects is undertaken for investments, to maintain and enhance the estate and facilities. Integral to our strategy is the upgrading the school's physical infrastructure, with continuing plans to improve infrastructure facilities including heating, ventilation and air-conditioning systems, as well as learning & play spaces and sporting facilities in the years ahead. The Governors are confident in the School's ability to maintain and increase available funds and develop operational facilities, enabling the School to meet its strategic objectives.

The Governors are also committed to ensuring funds are readily available to support bursaries for local children, which demonstrates their ongoing efforts to broaden access to a Granville education.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2024**

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**OUR FINANCES**

The financial statements show a net deficit of income and movement in funds after depreciation for the year on School activities of (£44,941) (2023: £221,045 deficit). The surplus before depreciation, a non-cash expense, was £113,185, (2023: £68,941 deficit), an improvement in earnings before depreciation of 264%. The principal source of income is fees accounting for 86% (2023: 89%) of the School's total income. This year legacy income accounted for 2% (2023: 0.6%) of the School's total income. In both the current and prior years, legacy income were one off receipts, greater detail on this legacy can be found in note 17 on page 25. The Governors are continuing the strategy of deploying all net income and resources to investing in the educational purposes, the facilities of the school and in building up the level of general and investment reserves.

**Reserves and Financial Health**

As part of the effective governance of the School, the Governors receive detailed monthly management accounts with a review of finances, actual expenditure and variances against budgets, a 12-monthly rolling cash flow forecast and a dashboard of key performance metrics. The Governors have plans to continue to invest in the School's facilities and have a continuing programme with detailed plans at various stages of feasibility assessment and approval for refurbishment, equipment renewal and replacement, new building development and other capital investments to maintain excellent teaching and learning facilities for our teaching staff and pupils. The closing value of our tangible assets, property, plant and equipment, was £3,850,620 (2023 £3,871,717). At 31 August 2024, the School's total funds were £4,316,538, (2023: £4,361,479) comprised of restricted funds of £16,000 (2023: £18,000) and unrestricted funds of £4,300,538 (2023: £4,343,479). Net current assets totalled £823,103 (2023: £489,762), while cash balances were £1,546,015 (2023: £979,887).

**Going Concern**

The national public health events and economic shocks of the last four years have strengthened the Governors' focus on cash reserves, a more active and involved consideration of wider collateral issues when reviewing business risks and a strategic priority to build reserves. In building these reserves Governors will set out the target and purpose. These steps reinforce the Governors' primary and relentless objective to safeguard the financial stability of the Trust. The Governors have proactively instituted several measures aimed at mitigating the impact of inflation on our operations over the last two years, including fixing contract prices, changing suppliers and reducing discretionary demand for goods and services where possible. The Governors continue to oversee the strategic cash management and investment of reserves, and in taking advantage of higher interest rates, realised interest income of £52,854 in the year. The investment strategy remained focused on products with our existing bankers and not investments that risked capital value.

The School's strategies over costs and income have continued to be successful, notwithstanding the external pressures on the sector, to the extent that we have consistently delivered improvements in earnings before depreciation year on year. In the context of this consistent trend, and after making appropriate enquiries on future cash flow projections, the Governors have a reasonable expectation that the School has adequate resources to continue its operations for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2024**

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**STRUCTURE, GOVERNANCE AND MANAGEMENT**

Governors are appointed as vacancies arise. In making appointments Governors take into account the Charity Commission's guidance, the depth and range of skills and experience required by the school namely in the areas of safeguarding, health and safety, law, finance & accounting, regulatory compliance, education, human resources, estate management, ESG development and other general senior managerial and/or commercial business skills. Potential candidates who possess the requisite personal and specialist skills are identified, interviewed, selections discussed by Governors and invited to become a Governor if approved.

The Governors, who are also the charity trustees, approve the general policies of the school. Significant expenditure decisions and major capital projects are referred to the Governors for approval via a tiered process through the House (Estates) Committee, to the Finance Committee and then the Board. At each stage, detailed scrutiny of the proposed investment, the project aims; with a priority on educational benefits and infrastructure development, the scope of works, and expected pay back are all considered. The Governors maintain a robust position towards taking risk, preferring an analytical approach to opportunities with a focus on maintaining adequate reserves. Governors do everything possible to ensure that overall risk to which the School is exposed is mitigated to the lowest levels. The Board approves the strategic direction of the School and matters of environmental; social and governance development (ESG) are considered by the whole Board.

Governors undergo an induction upon assumption of their role and are provided with relevant training through seminars and online CPD programmes, which include safeguarding training. A specific Governor is designated as the safeguarding lead and another as the health & safety lead at the Board level providing oversight and an open channel for the School's senior leadership team. The Full Board of Governors meets three times a year, plus ad hoc meetings as necessary, with each committee also meeting at least 3 times a year. The Granville School Bursar, who is also Company Secretary and Clerk to the Governors, co-ordinates the work of the Board and their Committees, prepares papers, reports and reviews all matters arising.

The Committees of the Board comprise: Finance, House (Estates), Compliance & Risks, Education, and the Bursary Committee.

The Finance Committee is responsible for oversight of matters of finance, statutory financial compliance and financial policy, this committee will recommend the approval of the annual budgets, capital expenditure and annual audited accounts to the Board. The House Committee is responsible for all matters relating to health & safety in the workplace, the estate, premises, equipment and facilities, they have first oversight of all capital expenditure projects prior to approval by the finance committee. The Compliance & Risk committee is responsible for regulatory and internal policies & procedures, compliance, all types of business risks covering competitive, economic, operational, legal and regulatory compliance, including complaints. The Education Committee is responsible for all education and pastoral aspects of the School, curriculum development, oversight of academic and sporting performance, safeguarding and pastoral care. The Health & Safety committee is an internal management forum, chaired by the Bursar and made up of the Senior Leadership Team and key members of staff, representing the whole school body with responsibility for keys areas of health, safety and wellbeing across the School. The Chair of the Health & Safety Committee reports to the Governor lead for health & safety. The School also has a Bursary committee, a subgrouping of the finance and education committees, which meets annually to consider bursary applications.

All Governors give of their time freely without remuneration, no expenses directly related to attending meetings were paid in the year. No Governor or person connected with a Governor received any benefit from means tested bursaries. Governors determine the remuneration of key management staff and the staff body based on considerations of the Finance Committee, which is kept under annual review.

The Governors are the charity trustees of The Granville School. The Governing document is the Memorandum and Articles of Association dated 13 November 2009. New Governors are appointed by the existing Board of Governors and ratified by

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2024**

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the Members at the annual AGM. Governors are appointed for a period of three years and may be appointed for a further 3-year term.

**Leadership and Engagement with Employees**

The Headmistress undertakes the key leadership role overseeing educational, pastoral and administrative functions in consultation with the senior leadership team. The Headmistress oversees the recruitment of all educational staff and administrative staff, whilst under delegated authority the Bursar oversees the recruitment of non-teaching support staff. The Headmistress and Bursar are invited to attend Governors' meetings. The Headmistress attends the IAPS Conference, and the Bursar attends the ISBA Conference (annually). Both conferences permit appropriate consultation and consensus on representations to Government and regulators on matters relevant to the sector, participation in training, technical updates, and supplier meetings.

The day-to-day management of the school is delegated to the Headmistress and the Senior Leadership Team, comprising the Director of Finance, Resources & Operations (the Bursar), the Deputy Head and four other senior members of the teaching staff.

The School is structured and organised to ensure collaboration, learning and involvement of all employees, providing channels and forum for employees at all levels to be involved in all areas of the School. There is a cascading structure of meetings at the levels of heads of department, divisional heads, subject staff, operational staff and the senior leadership team where the business of the School is raised, discussed and better outcomes arrived at on a weekly basis. Project teams are created regularly to deliver improvements or implement change programmes using the appropriate skills of each employee.

**Setting pay for staff and key management personnel**

A number of criteria are used in setting pay, the national pay scales; the nature of the role and responsibilities; the sector average salary for comparable positions using the Association of Governing Bodies of Independent Schools (AGBIS) surveys, Independent Association of Prep Schools (IAPS) advice, paid surveys of remuneration in the independent sector and trends in pay in recent years. Annual pay awards are approved by the Board upon the recommendation of the Headmistress and the Bursar.

**Risk Management**

The school maintains a risk register, the contents of which are discussed at all meetings in the various agenda items. This register is updated as required, but always annually based on the School's experience of risks during the year and constant understanding of conditions in the market, economy or politics. The updated register with amendments is reviewed by all committees and approved annually by the Compliance and Risk Committee for presentation to the Board of Governors for final approval.

As risk oversight responsibility is assigned to each board committee, the risk register is shared with all committees for comment during the review process leading up to Board approval. The Governors at committee meetings routinely consider the major risks and other possible risks faced by the School and the probability of the risks arising. They are assisted in this regard by the school's Senior Leadership Team. Risk is managed under the two broad groupings of:

- Operational and,
- Strategic

Below which several risk headings are allocated, including these key risk headings:

- Safeguarding, Education & Pastoral outcomes
- Regulatory Compliance
- ICT resilience, security and business continuity
- National Emergencies
- Finance
- Governance along with the broader environmental, social and governance (ESG) frameworks or standards

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2024**

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**Key risks**

All risks flow back to the reputation of the school such that there is a potential for material impact on current and future pupil numbers and the ability of the school to attract high quality staff. These key risks are managed through safeguarding and safer staff recruitment policies, pastoral and wellbeing support for both pupils and staff, high quality teaching and learning, active identification and resolution of health and safety related issues and sound financial management.

**Statement of Governors' Responsibilities**

Company law requires the Governors to prepare Financial Statements for each financial period which give a true and fair view of the state of affairs of the charity's activities during the period and of its financial position at the end of the period. In preparing those Financial Statements, the Governors are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles of the Charities statement of recommended practice (SORP).
- Make judgements and estimates that are reasonable and prudent.
- State whether the policies are in accordance with applicable accounting standards.
- Prepare the financial statements on the going concern basis unless it is not appropriate to presume that the charitable company will continue in operation.

The Governors are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the Charitable Company and to enable them to ensure that the Financial Statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Governors confirm that there is no information relevant to the audit of which the auditors are unaware and that the Governors have taken the necessary steps to ensure they are aware of all relevant audit information and made sure the auditors are aware of it.

The Governors' Report has been prepared in accordance with the small companies regime and the Governors have taken the exemption from preparing a strategic report.

Approved by the Governors at its meeting on 30 January 2025.

And signed on its behalf by: Nicole Coll



Chair of the Board of Trustees:

Dated: 30 January 2025

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ENA MAKIN EDUCATIONAL TRUST FOR THE YEAR ENDED 31 AUGUST 2024**

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### **Opinion**

We have audited the financial statements of The Ena Makin Educational Trust for the year ended 31 August 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows, 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 charitable company's affairs as at 31 August 2024 and of the 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

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

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

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

### **Other information**

The Governors are responsible for the other information. The other information comprises the information included in the Governors' Report, other than the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 incorporates the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Governors' Report (which incorporates the directors' report) has been prepared in accordance with applicable legal requirements.

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

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

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ENA MAKIN EDUCATIONAL TRUST FOR THE YEAR ENDED 31 AUGUST 2024 (CONTINUED)**

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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 charitable company; or
- the 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; or
- the Governors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemptions in preparing the Governors' Report and from the requirement to prepare a strategic report.

### **Responsibilities of Governors for the financial statements**

As explained more fully in the Governors' responsibilities statement set out on page 10 the Governors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the 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 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 Governors' either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

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

Based on our understanding of the Charitable Company and industry, we identified that the principal risks of non-compliance with laws and regulations relates to company law and charity law applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and Charities Act 2011.

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

- Inspection of correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of noncompliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates, including the estimate made in relation to the accrual of legacy income.

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

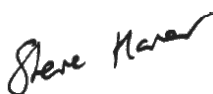
**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ENA MAKIN EDUCATIONAL TRUST  
FOR THE YEAR ENDED 31 AUGUST 2024(CONTINUED)**

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will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

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



Steve Harper (Senior Statutory Auditor)  
For and on behalf of HaysMac LLP, Statutory Auditors

10 Queen Street Place  
London  
EC4R 1AG

20 February  
..... 2025

**THE ENA MAKIN EDUCATIONAL TRUST  
STATEMENT OF FINANCIAL ACTIVITIES  
(INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 AUGUST 2024**

	Note	Unrestricted funds £	Restricted funds	Total 2024	2023 £
<b>Income from:</b>					
Charitable activities	3	2,909,645	-	2,909,645	2,498,589
Donations and grant income	4	4,587	-	4,587	22,903
Legacy Income	4, 17	50,544	-	50,544	15,066
Other & Interest Income		65,128	-	65,128	15,395
<b>Total</b>		<u>3,029,904</u>	<u>-</u>	<u>3,029,904</u>	<u>2,551,953</u>
<b>Expenditure on:</b>					
Charitable activities	6	3,072,845	2,000	3,074,845	2,772,998
<b>Total</b>		<u>(42,941)</u>	<u>(2,000)</u>	<u>(44,941)</u>	<u>2,772,998</u>
<b>Net income and net movement in funds</b>		(42,941)	(2,000)	(44,941)	(221,045)
Balances brought forward at 1 September		4,343,479	18,000	4,361,479	4,582,524
<b>Balances carried forward at 31 August</b>	12, 13	<u>4,300,538</u>	<u>16,000</u>	<u>4,316,538</u>	<u>4,361,479</u>

All of the above results were derived from continuing activities.

There were no other recognised gains and losses other than those stated above.

The notes on pages 17 to 24 form an integral part of these financial statements.

**THE ENA MAKIN EDUCATIONAL TRUST  
BALANCE SHEET**

**COMPANY NUMBER: 00865624**

**AS AT 31 AUGUST 2024**

	Notes	2024		2023	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	8		3,850,620		3,871,717
<b>CURRENT ASSETS</b>					
Stock		-		3,307	
Debtors	9	133,919		108,636	
Cash at bank and in hand		1,546,015		979,887	
		<u>1,679,934</u>		<u>1,091,830</u>	
<b>CREDITORS: amounts falling due within one year</b>	10	<u>856,831</u>		<u>602,068</u>	
<b>NET CURRENT ASSETS</b>			823,103		489,762
Creditors due in more than one year	11		357,185		-
<b>TOTAL NET ASSETS</b>			<u>4,316,538</u>		<u>4,361,479</u>
<b>FUNDS OF THE CHARITY</b>					
<b>Unrestricted funds</b>					
Fixed asset reserve	12		3,850,620		3,871,717
Revenue reserve			449,918		471,762
			<u>4,300,538</u>		<u>4,343,479</u>
<b>Restricted funds</b>	13		<u>16,000</u>		<u>18,000</u>
			<u>4,316,538</u>		<u>4,361,479</u>

The notes on pages 17 to 24 form part of these financial statements.

The financial statements have been prepared in accordance with part 15 of the Companies Act 2006 in regard to small companies.

The financial statements were approved and authorised for issue by the Board of Governors and were signed on its behalf by:



Mrs Nicole Coll

Dated: 30 January 2025

**THE ENA MAKIN EDUCATIONAL TRUST**  
**STATEMENT OF CASH FLOWS**

**AS AT 31 AUGUST 2024**

	Notes	£	2024	£	£	2023	£
<b>Cash flows from operating activities:</b>							
Net cash provided by operating activities	14 (a)			(84,408)			443,637
<b>Cash flows from investing activities:</b>							
Payments to acquire tangible fixed assets		(137,029)			(160,545)		
Interest received		52,854			11,094		
Net cash used in investing activities				(84,175)			(149,451)
Net cash (outflow)/inflow before financing				(168,583)			294,186
<b>Investment Deposits</b>							
Net transfers from/(to) deposits				(489,723)			(332,974)
<b>Fees in advance scheme</b>							
New fees in advance receipts				734,711			
Increase/(Decrease) in cash in the year				76,405			(38,788)
<b>Reconciliation of net cash flow to movement in net funds</b>							
	14 (b)						
Increase/(Decrease) in cash				76,405			(38,788)
(Decrease)/Increase in deposits				489,723			332,974
Net advance fees received				(734,711)			-
Change in net funds				(168,583)			294,186
Net funds at 1 September 2023				979,887			685,701
Net funds at 31 August 2024				811,304			979,887

**THE ENA MAKIN EDUCATIONAL TRUST  
NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2024**

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**1. COMPANY STATUS**

**Charity information**

The Ena Makin Educational Trust is a private company limited by guarantee (number 865624) registered in England & Wales. The liability of the members is limited to £1 each in the event of the Company being wound up. The Company has five members. The Company is a registered charity, number 307931. Its registered office and principal place of business is shown on page 1. The Company constitutes a public benefit entity in line with FRS 102.

**2. ACCOUNTING POLICIES**

**a) Basis of accounting**

These financial statements have been prepared in accordance with the Companies Act 2006, the Statement of Recommended Practice: Accounting and Reporting by Charities Second Edition (SORP 2019), and in accordance with Financial Reporting Standard 102 (FRS 102). The trustees are satisfied that the Trust has adequate resources to continue in operation for the foreseeable future and, accordingly these financial statements have been prepared on the basis that the Ena Makin Educational Trust is a going concern for the foreseeable future (being a period of at least twelve months from the date of approval of these financial statements).

The independent school sector has been facing structural challenges for a number of years, with smaller schools mostly impacted. Apart from other threats within the political, economic, social, technological, legal and environmental (PESTLE) framework, the political threats of the last few years have finally become a reality with the change in Government. The School faces increased costs from both business rates and employers' national insurance contributions from April 2025. The fee increases this reported year together with stability in pupil headcount has enabled the School to deliver a positive earnings result before depreciation. Similarly, the fee increases for 2024/2025 and greater growth in pupil numbers will assist the school in covering these costs increases.

The School has decided to pass onto families the benefit of the recoverable input VAT, though this discount to fees will be negated by a similar reduction to costs as recoverable input VAT is removed from costs.

The Governors are satisfied that the Trust has adequate resources to continue in operation for the foreseeable future while making targeted investments in facilities and, accordingly these financial statements have been prepared on the basis that the Ena Makin Educational Trust is a going concern.

**b) Income**

Fees receivable represent the invoiced value of tuition and associated fees, after deducting bursaries and other remissions granted by the School. Entrance and registration fees are credited to income in the year in which they are received.

Legacies are applied for the general use of the School unless directed otherwise. Receipt of a legacy is recognised when it is probable that it will be received, there is entitlement to the income and the income can be recognised with reasonable accuracy. Receipt is normally probable when:

- There has been grant of probate;
- The executors have established that there are sufficient assets in the estate, after settling any liabilities, to pay the legacy; and
- Any conditions attached to the legacy are either within the control of the School or have been met.

**c) Tangible fixed assets**

Fixed assets in use by the school are held at cost less depreciation and impairment. Provision is made for depreciation on all tangible fixed assets at rates calculated to write off the cost or valuation, less estimated residual value, of each asset over its expected useful life, as follows:

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2024**

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**2. ACCOUNTING POLICIES (Continued)**

Freehold buildings	2% per annum on cost
Building improvements	10% - 20% per annum on cost
Fixtures, fitting and equipment	10% per annum on cost
Computer equipment	25% per annum on cost
Motor vehicles	25% per annum on cost

**d) Expenditure**

All expenditure is accounted for on an accruals basis.

Expenditure is allocated directly to the appropriate expense headings. The irrecoverable element of VAT is included with the item of expense to which it relates.

**Teaching costs**

Supplies of games equipment, books, stationery and sundry materials are written off when the expenditure is incurred.

**Allocation of support and governance costs**

Support and governance costs have all been allocated to Expenditure on Charitable Activities.

**Charitable Activities**

Charitable Activities include teaching, establishment and administration costs as well as finance charges.

**e) Financial instruments**

The School only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**f) Critical sources of estimation uncertainty and accounting judgements**

In the application of the accounting policies, the Governors are required to make judgements, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

**g) Fund accounting**

Unrestricted funds comprise funds not subject to any restrictions regarding their use and are available for any charitable purpose of the Company. Restricted funds comprise funds donated to the Company to be applied towards specific capital and revenue items.

**h) Pension scheme**

The Company contributes to the Teachers' Pension Scheme. This is a multi-employer pension scheme and it is not possible to identify the Company's share of the underlying assets and liabilities. Therefore, as required by FRS 102, the Company accounts for the scheme as if it was a defined contribution scheme. Contributions payable in respect of the accounting period are charged to direct charitable expenditure. The School has formally implemented Phased Withdrawal from the Teachers' Pension Scheme effective from 1 September 2023. All new teachers are now enrolled in the APTIS Pension Scheme administered by AVIVA. Existing teachers at the effective date continue to be members of the Teachers' Pension Scheme.

The Company also contributes to a defined contribution scheme for non-teaching staff. Contributions payable in respect of the accounting period are charged to direct charitable expenditure.

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2024**

**3. INCOME FROM CHARITABLE ACTIVITIES**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Gross fees	2,730,840	2,389,409
Bursaries and fee discounts	(98,319)	(125,163)
	<u>2,632,521</u>	<u>2,264,246</u>
Net fee income	2,632,521	2,264,246
Registration fees	7,500	6,600
Clubs and trips	153,012	104,336
Other fees & Letting Income	116,612	123,407
	<u>2,909,645</u>	<u>2,498,589</u>

**4. INCOME FROM DONATIONS AND GRANTS**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Donations	4,587	2,903
Restricted Donation – Friends of Granville	-	20,000
Legacy Income	50,544	15,066
	<u>55,131</u>	<u>37,969</u>

**5. NET INCOME**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<b>Net income is stated after charging:</b>		
Auditor's remuneration – audit ex VAT	14,450	14,000
Depreciation of owned assets	158,126	152,104
	<u>172,576</u>	<u>166,104</u>

**6. ANALYSIS OF CHARITABLE EXPENDITURE AND SUPPORT COSTS**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Teaching	1,870,822	1,755,336
Establishment	443,451	403,803
Administration	549,537	404,910
Depreciation	158,126	152,104
Governance costs	52,909	48,746
Provision for bad debt	-	8,099
	<u>3,074,845</u>	<u>2,772,998</u>

The costs above include personnel costs stated in note 7 below as well as all other charitable expenditure and support costs attributable to the operations of the School.

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2024**

**7. STAFF COSTS**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Salaries and wages	1,739,611	1,603,646
Social security costs	174,668	158,519
Pension contributions	304,333	270,999
	<u>2,218,612</u>	<u>2,033,164</u>

The average number of employees during the year was 53 (2023:53).

The key management personnel are considered to be the Governors and seven (7) individuals that make up the Senior Leadership Team. The Governors received no remuneration in the year (2023: none). The aggregate remuneration of the Senior Leadership Team during the year amounted to £487,611 (2023 £473,781).

The total number of employees whose emoluments exceeded £60,000 were: -

	<b>2024</b>	<b>2023</b>
£60,000 - £70,000	1	0
£80,000 - £90,000	1	1
£120,000 - £130,000	0	1
£130,000 - £140,000	1	0

**8. TANGIBLE FIXED ASSETS**

	<b>Freehold land and buildings £</b>	<b>Furniture and equipment £</b>	<b>Total £</b>
<b>Cost</b>			
At 1 September 2023	5,140,488	961,479	6,101,967
Additions	-	137,029	137,029
Transfers	-	-	-
<b>At 31 August 2024</b>	<u>5,140,488</u>	<u>1,098,508</u>	<u>6,238,996</u>
<b>Depreciation</b>			
1 September 2023	1,617,394	612,856	2,230,250
Charge for the year	102,394	55,732	158,126
<b>At 31 August 2024</b>	<u>1,719,788</u>	<u>668,588</u>	<u>2,388,376</u>
<b>Net book values</b>			
31 August 2024	<u>3,420,700</u>	<u>429,920</u>	<u>3,850,620</u>
At 31 August 2023	<u>3,523,094</u>	<u>348,623</u>	<u>3,871,717</u>

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2024**

**9. DEBTORS**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Fee debtors	50,813	57,341
Prepayments	83,106	51,295
	<u>133,919</u>	<u>108,636</u>

**10. CREDITORS: Amounts falling due within one year**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Trade creditors	53,418	69,797
Taxation and social security	43,297	40,855
Other creditors	60,642	55,780
Parent Deposits	163,400	167,038
Accruals and deferred income	46,541	50,830
Other creditors (including fees paid in advance of recognition of fee billing)	112,005	217,768
	<u>479,303</u>	<u>602,068</u>

**11. CREDITORS: Amounts falling due after more than one year**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Fees in advance scheme	734,711	-
	<u>734,711</u>	<u>-</u>

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2024**

**12. UNRESTRICTED FUNDS**

	<b>Balance at 1 September 2023</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance at 31 August 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Fixed asset reserve	3,871,717	-	(156,126)	135,029	3,850,620
Revenue reserve	471,762	3,029,904	(2,916,719)	(135,029)	449,918
	<u>4,343,479</u>	<u>3,029,904</u>	<u>(3,072,845)</u>	<u>-</u>	<u>4,300,538</u>
	<u><u>4,343,479</u></u>	<u><u>3,029,904</u></u>	<u><u>(3,072,845)</u></u>	<u><u>-</u></u>	<u><u>4,300,538</u></u>
	<b>Balance at 1 September 2022</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance at 31 August 2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Fixed asset reserve	3,863,276	-	(143,105)	151,546	3,871,717
Revenue reserve	712,248	2,531,953	(2,620,893)	(151,546)	471,762
	<u>4,575,524</u>	<u>2,531,953</u>	<u>(2,763,998)</u>	<u>-</u>	<u>4,343,479</u>
	<u><u>4,575,524</u></u>	<u><u>2,531,953</u></u>	<u><u>(2,763,998)</u></u>	<u><u>-</u></u>	<u><u>4,343,479</u></u>

Transfers between funds represent purchases of tangible fixed assets, which are made out of the revenue reserves and transferred to the fixed asset reserve at the year end.

**13. RESTRICTED FUNDS**

	<b>Balance at 1 September</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance at 31 August</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Science Lab Fund	18,000	-	(2,000)	-	16,000
	<u>18,000</u>	<u>-</u>	<u>(2,000)</u>	<u>-</u>	<u>16,000</u>
	<u><u>18,000</u></u>	<u><u>-</u></u>	<u><u>(2,000)</u></u>	<u><u>-</u></u>	<u><u>16,000</u></u>

A donation of £20,000 was received in 2023 towards the refurbishment of the science laboratory.

Restricted funds comprise solely the net book value of a portion of the building improvement costs capitalised for the science laboratory, which is included within tangible fixed assets on the Balance Sheet at its full completion costs.

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2024**

**14. (a) RECONCILIATION OF NET INCOME TO NET CASH GENERATED FROM OPERATING ACTIVITIES**

	<b>2024</b>		<b>2023</b>	
	£	£	£	£
<b>Net income for the year</b>		(44,941)		(221,045)
<b>Adjustments for:</b>				
Depreciation	158,126		152,104	
Interest received	(52,854)		(11,094)	
Decrease/(Increase) in debtors	(25,282)		456,588	
Decrease/(Increase) in Stock	3,307		(3,307)	
(Decrease)/Increase in creditors (excluding parent deposits)	(119,156)		59,859	
(Decrease)/Increase in parent deposits	(3,608)		10,532	
		<u>(39,467)</u>		<u>664,682</u>
<b>Net cash provided by operating activities</b>		<u>(84,408)</u>		<u>443,637</u>

**14 (b) ANALYSIS OF CHANGES IN NET FUNDS**

	<b>At 1 September 2023</b>	<b>Cash flows</b>	<b>At 31 August 2024</b>
	£	£	£
Cash	118,471	76,405	194,876
Deposits & Notice Accounts	861,416	489,723	1,351,139
Fees in advance scheme	-	(734,711)	(734,711)
	<u>979,887</u>	<u>(168,583)</u>	<u>811,304</u>
<b>Net Funds</b>	<u>979,887</u>	<u>(168,583)</u>	<u>811,304</u>

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2024**

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**15. TRUSTEES' REMUNERATION AND EXPENSES**

Trustees are not remunerated for their services. During the year expenses reimbursed to Governors were £nil. (2023: £nil). There were no further related party transactions that require disclosure. Some Governors have children at the School but receive no discount or related benefit. No current parent Governor as of 31 August 2024 was in arrears with fees and charges.

**16. PENSION COSTS**

The school's employees belong to one of three principal employee schemes.

- a) Legal and General, which is a defined contribution scheme for non-teaching staff.
- b) Teachers' Pension Scheme (TPS) for teaching staff who joined the School prior to 1 September 2023, which is a multi-employer defined benefit scheme.
- c) Aviva APTIS, Teachers Defined Contribution Scheme for teaching staff who joined the School from 1 September 2023.

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 £356,403 (2023: £332,075) and at the year-end £31,932 (2023 - £28,723) was accrued in respect of contributions to this scheme. The School has formally notified the TPS of Phased Withdrawal from the scheme, said notice being accepted by the TPS with effect from 1 September 2023.

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 2020 and the Valuation Report was published in October 2023.

Following the McCloud judgement, the remedy proposed that when benefits become payable, eligible members can select to receive them from either the reformed or legacy schemes for the period 1 April 2015 to 31 March 2022. The actuaries have assumed that members are likely to choose the option that provides them with the greater benefits, and in preparing the 2020 valuation has valued the 'greater value' benefits for groups of relevant members.

The employer contribution rate for the TPS is 28.6%, and employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2024**

**17. PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds 2024 £	Restricted funds 2024	Total 2023 £
<b>Income from:</b>			
Charitable activities	2,909,645	-	2,498,589
Donations and grant income	4,587	-	22,903
Legacy Income	50,544	-	15,066
Other	65,128	-	15,395
<b>Total</b>	<u>3,029,904</u>	<u>-</u>	<u>2,551,953</u>
<b>Expenditure on:</b>			
Charitable activities	(3,072,845)	(2,000)	2,772,998
<b>Total</b>	<u>(42,941)</u>	<u>(2,000)</u>	<u>2,772,998</u>
<b>Net income and net movement in funds</b>	(42,941)	(2,000)	(221,045)
Balances brought forward at 1 September	4,343,479	18,000	4,582,524
<b>Balances carried forward at 31 August</b>	<u>4,300,538</u>	<u>16,000</u>	<u>4,361,479</u>

**18. LEGACY INCOME – FROGGATT ESTATE**

The School was named as a beneficiary of a legacy given in the Last Will and Testament of a former Headmistress, Miss M Froggatt, who passed away on 23 February 2022. The estate comprised property and market investments under the management of the joint executors.

Within the financial years ended 31 August 2022 and 2023, sums of £429,679 and £15,066 were recognised as legacy income in the financial statements, with funds received by the School.

Within the current financial year, final accounts of the Estate were completed with an HMRC IHT assessment issued. On completion of the estate accounts and IHT assessment, a final sum of £50,544 was paid by the Executors to School, and this has been recognised as income during the year ended 31 August 2024.

**THE ENA MAKIN EDUCATIONAL TRUST**

England & Wales - Charity number 307931

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# Accounts

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**Charity Registration No. 307931**  
**Company Registration No. 865624**

**THE ENA MAKIN EDUCATIONAL TRUST**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2023**

**THE ENA MAKIN EDUCATIONAL TRUST  
ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2023**

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<b>CONTENTS</b>	<b>Pages</b>
<b>Legal and Administrative Information</b>	1
<b>Governors' Annual Report</b>	3
<b>Independent Auditor's Report</b>	11
<b>Statement of Financial Activities</b>	14
<b>Balance sheet</b>	15
<b>Statement of Cash Flows</b>	16
<b>Notes to the Financial Statements</b>	17

**THE ENA MAKIN EDUCATIONAL TRUST  
LEGAL AND ADMINISTRATIVE INFORMATION**

**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Registered office:** The Granville School  
2 Bradbourne Road  
Sevenoaks  
Kent  
TN13 3LJ

**Registered Number:** 865624 (England and Wales)

**Charity Number:** 307931 (England and Wales)

**The Governors are the Directors of the Ena Makin Educational Trust**

The following served as Governors since the start of the year:

Nicole Coll - Chair  
George Brown  
Kate Easton  
Genevieve Heselden  
Anna Jobke  
Louise McCabe-Arnold  
Heather Paget-Brown  
Jackie Thomas  
Philip Tippin  
Bridget Ward  
Michael Zheng

During the year and subsequently up to the date of approving the accounts, the following Governors were appointed:

James Howard (8<sup>th</sup> March 2023)  
Joelle Natzkoff (1<sup>st</sup> September 2023)  
Carolyn Webster (1<sup>st</sup> September 2023)

During the year, the following Governors resigned:

Velizar Tarashev (24<sup>th</sup> November 2022)  
Rowena Bolton (2<sup>nd</sup> December 2022)

**Auditors:** Haysmacintyre LLP  
10 Queen Street  
London  
EC4R 1AG

**THE ENA MAKIN EDUCATIONAL TRUST  
LEGAL AND ADMINISTRATIVE INFORMATION (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Bankers:**

Coutts & Co  
440 Strand  
London, WC2R 0QS

National Westminster PLC  
67 High Street  
Sevenoaks  
Kent, TN13 1LA

Lloyds Bank PLC  
83 High Street  
Sevenoaks, TN13 1LG

**Contact details:**

The Granville School  
2 Bradbourne Park Road  
Sevenoaks  
Kent, TN13 3LJ

[www.granvilleschool.org](http://www.granvilleschool.org)

Registered charity No. 307931

## **THE ENA MAKIN EDUCATIONAL TRUST GOVERNORS' REPORT**

**FOR THE YEAR ENDED 31 AUGUST 2023**

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The governors present their annual report and financial statements for the year ended 31 August 2023.

### **OBJECTIVES AND ACTIVITIES**

The charity's objectives are the advancement of education and the benefit of the public, in particular by the provision and conduct of a day school for boys and girls residing in or near Sevenoaks. In furtherance of this objective, the governors, as charity trustees, have complied with the duty in S.4 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement under that Act.

### **EDUCATIONAL AIMS**

The School caters for boys and girls in the Pre-School from 3 to 4 years old and girls in the Prep School from 4 to 11 years of age. The School aims to foster and provide an excellent all-round education for its pupils. This encompasses their academic, social and physical development and wellbeing through its academic curriculum, pastoral care, sporting and other extra-curricular activities. The Granville provides an educational environment where every child can realise his or her true potential by developing knowledge, confidence and self-reliance within a supportive and happy school community.

The Granville School aims to set the highest academic and pastoral standards. Experienced staff identify and develop the full potential and natural talents of each individual child to prepare them for a fulfilled, happy and productive life.

The School's five key educational aims are:

1. To provide exceptional and inspirational teaching across a broad, stimulating and ambitious curriculum where each pupil develops a love for learning, maximises their full potential and gains a place at a senior school where they will continue to thrive.
2. To offer outstanding pastoral care in a school that is safe, healthy, environmentally, culturally and socially aware.
3. To offer all the pupils the opportunity to explore and develop their talents in and beyond the academic curriculum through the provision of an outstanding extra-curricular programme.
4. To raise the profile of the Granville as a centre of academic excellence, outstanding personal development and exceptional pastoral care.
5. To optimise the use of the school's resources including staff, ICT, infrastructure, land and buildings for the benefit of the current and future pupils.

### **Academic**

The school's approach to achieving outstanding performance, as evidenced by remarkable value added to standardized scores, involves maintaining the excellence of our teaching. This is achieved through strategic efforts in recruitment, continuous professional development and thorough appraisals. The teacher-to-pupil ratios significantly contribute to our high-performance strategy, allowing us to customise teaching and learning strategies to meet the individual needs of our pupils.

The Granville School has achieved outstanding results in entry examinations for Senior Schools, showcasing the exceptional quality and depth of teaching and learning techniques employed. Entrance examinations led to 72 offered places, with a notable success rate. 14 out of 15 students passing the Kent 11+, with our record 93% success rate sustained, and 13 girls from a cohort of 22 secured places at Sevenoaks, including three with scholarships. In total, 27 scholarships and awards were granted across various independent senior schools.

The Granville School's educational foundation rests on a comprehensive and relevant curriculum, featuring subject specialist teaching from Pre-School onwards, including PE, French, Computing, and Music. This approach, coupled with a cross-curricular strategy, facilitates knowledge expansion and integration as pupils progress through different year groups. Initiatives such as Forest School, practical workshops, trips, and visits further enrich the curriculum. The incorporation of theatre and musical workshops, storytellers, history-themed sessions, visiting speakers, Virtual Reality headsets, and local visits enhances the overall learning experience. The adept use of IT information technology by students provides extensive access to online resources supporting their education.

## **THE ENA MAKIN EDUCATIONAL TRUST GOVERNORS' REPORT**

**FOR THE YEAR ENDED 31 AUGUST 2023**

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Testing, standardised assessment, and benchmarking play pivotal roles in comprehensively understanding children's progress, aiding both the school and parents in decision-making regarding senior school options. These assessments consistently demonstrate Granville's year-on-year value addition in all areas.

The school is dedicated to supporting all children in reaching their potential, including those facing learning challenges. The Special Educational Needs Co-ordinator (SENCo) collaborates with staff to provide pupil-centered support, offering various interventions such as 1:1 teaching, small group sessions, sensory circuits, Lego therapy, social sessions, and Nessy Phonics. The Special Educational Needs and Disability (SEND) department is integral to the Granville approach, coordinating regular visits by speech and language therapists and occasional Educational Psychologist assessments.

Similarly, the provision for more able, gifted, and talented (MAG&T) students is a distinctive feature of the Granville approach. Identification of these students is followed by tailored challenges through differentiated work, focus activities, clubs, and pathways, allowing them to excel in areas of great potential and interest.

The school community, including staff, governors, parents, and students, takes immense pride in their achievements. Recognition of their efforts is especially gratifying, particularly when talented students earn scholarships and awards for their academics and music but also more diverse curriculum areas such as sports, art, and drama. These accomplishments affirm the Granville School's commitment to delivering a well-rounded and exceptional standard of education.

### **Pastoral**

Every teacher in our school knows each child individually. Students feel comfortable sharing their worries and concerns with the teachers they trust. Our house system, which includes all girls, cultivates a friendly atmosphere of competition, encouraging children of all ages to collaborate, fostering a sense of belonging and community. Each child actively participates in the ideas brought to the School Council, influencing the school's operations. The children's views hold significance and are conveyed through School Council assemblies, highlighting the value placed on their opinions. The widespread use of the 'Feelings Box' allows children to express their thoughts and feelings through posted notes, which are then addressed by the Headmistress.

Our school environment is characterized by care, safety, and encouragement, providing a conducive setting for pupils to achieve their best. With a strong sense of happiness and a familial atmosphere, we treat each individual with personalized attention, striving to meet their specific needs to ensure they thrive as learners and valuable members of the school community.

Teddie, the school dog, has had a positive impact on the well-being of children and pupils. Many express that Teddie has played a helpful role in dealing with anxiety, boosting morale, and enhancing self-esteem and time with Teddie is a real treat for those showing good behaviour and our Granville Values.

### **Co-curricular and Extra-Curricular**

The diverse curricular, extra-curricular, and co-curricular offerings play a vital role in The Granville School's life, ensuring each girl attains her highest level of personal achievement. Abundant opportunities for discovering, exploring, and honing new skills exist both within and beyond the classroom. Our comprehensive curriculum, supported by the specialised knowledge of our teachers, an extensive extra-curricular program, and participation in challenging competitions, collectively contribute to this goal.

National competitions like the Primary Maths Challenge, designed for children in Years 7 and 8, present significant challenges for the more advanced students. Notably, ten girls earned Gold Awards, eleven secured Silver, and fourteen received Bronze, with ten advancing to the Bonus round.

In our curriculum, sports and physical fitness hold a prominent place. The PE curriculum, led by specialist sports teachers, offers numerous opportunities to engage in various sports. Inter-school competitions in netball, hockey, athletics, rounders, tennis, swimming, cross-country, and cricket involve every child from Year 3 to Year 6. The increase in the number of teams participating in competitive sports ensures that all girls experience both the thrill of victory and the lessons of defeat. Elite

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2023**

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players also benefit from participating in national tournaments, such as our U11 cross-country team ranking 3rd in the IAPS national finals.

Music is an integral part of daily life at The Granville, encompassing everything from daily singing in assemblies to weekly music lessons and elaborate festivals. Opportunities for individual lessons in piano and other orchestral instruments typically start from Year 2, with over 90% of pupils in Years 2 to 6 learning an instrument. Orchestras, choirs, and numerous chamber groups provide platforms for practising and performing significant musical pieces. Collaborations with other schools on musical projects, such as Benenden and Walthamstow Hall, enhance the musical experiences. Drama, a key aspect of our curriculum, builds confidence and poise in addressing groups. Performances and festivals not only showcase talent but also build confidence in every pupil, from Pre-School to Year 6. The LAMDA program remains popular, with all girls passing their examinations, most with distinction.

Forest School lessons, a weekly highlight for Pre-School to Year 3 pupils, utilise the woodland bordering the school, encouraging imaginative use while fostering physical and social challenges, problem-solving, risk-taking, and collaborative creativity.

This year witnessed an expansion of our extra-curricular clubs, offering a broad range of activities. Whole-school enrichment activities, including Mandarin Club and Puzzle Club, provide opportunities for pupils to broaden and deepen their learning experiences, discover new interests, and unveil talents. The 65 club sessions, taking place before school, during lunch, and after school, feature enthusiastic and experienced teachers alongside skilled external coaches, enriching the curriculum with diverse offerings like hockey, tennis, gymnastics, multisport, rugby, cricket, and even boxing.

### **Outreach**

Bursaries play a crucial role in supporting children who might otherwise miss out on the benefits of a Granville education. This year, means-tested bursaries amounted to £60,315 assisting 5 pupils, (2022: £57,425, 5 pupils) with four of them receiving transformational bursaries at 100%. The Governors' Bursary Committee actively promotes the availability of bursaries and regularly reviews the Bursary Policy to ensure that children from all backgrounds can access fee assistance based on means testing. Recognising the financial challenges faced by existing parents in the current economic climate, the Governors approach these cases with sensitivity while maintaining the essential fairness of a means-tested methodology.

Central to our annual Granville calendar are time-honoured traditions, harmoniously blended with a forward-looking perspective to prepare pupils for the challenges of modern life. Many parents aspire for their children to embrace the values and ethos of a Granville education, which, 77 years later, remain relevant. Traditional events like 'Stirring the Pudding' and the 'Spring Festival' unite the entire school community and serve as opportunities to raise funds for worthy causes. During 'Stirring the Pudding', nearly 100 bags were collected for Friends for Families, and a minibus was filled with food for the local food bank during the Autumn Festival. Additionally, the children donated nearly 100 Easter Eggs to the Food bank at Easter.

The long-standing tradition of supporting various local and national charities at Granville instils in children a respect and understanding for the broader community and those in need. This year, the Granville School children raised £830 for the Turkey/Syria Earthquake appeal, raised £136 on Odd Socks Day for the Anti-bullying Alliance, £197 for the Royal British Legion through Poppy sales and £246 at the Christmas Carol Concert for St. Nicholas Church and the Sevenoaks and Loaves and Fishes Foodbank. Charity fundraising activities not only contribute to charitable causes but also offer personal development opportunities for the girls as they plan, lead, and execute these events. In addition to the causes noted above the children led a number of initiatives during the year collecting items of clothing and food for distribution to local charities. Our onsite Christmas Market was hosted by the school community to provide an event space for local craftspeople and small businesses to trade their products to our families and the public. Delivering this event also offers the older girls the opportunity to plan and lead activities.

The Granville School has organised and hosted IT cluster groups with some local state school partners, allowing IT coordinators and teachers to share best practices with each other. Community hire of the swimming pool to two local swim schools ensures many children and parents have use of the swimming pool on weekdays and weekend throughout most of the year.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2023**

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Outreach extends beyond fundraising, and this year, the girls actively participated in community service. They assisted at The Sevenoaks Larder and Loaves and Fishes Foodbank, sang carols, and delivered treats to local Residential Care Homes. Students, parents, and even dogs, including Teddie, the school dog, joined the Sevenoaks Clean Up drive to engage in litter picking.

**School Resources**

The resources of the School are for the singular purpose of sustaining and developing the delivery of its charitable objectives. Ultimately everything we do is for the education and wellbeing of our children but also our employees. The School was delighted to open our newly refurbished and modern designed Science Lab at the begin of the year, where we moved and installed new fixed experiment and test stations to the side with added storage, to allow more flexibility in the use of the room, with the potential to switch to a multi-function space when required. The Friends of Granville contributed to the overall costs with a donation of £20,000.

The Early Years outdoor area also received a makeover with AstroTurf laid over the brick paving, enabling the children to play more freely without risk of injury on a hard surface. This had the dual benefit of making the outdoor classroom space much more appealing to our youngest learners.

Investments in new computers and cameras for the ICT Suite, replacement interactive boards for classrooms, new computers and equipment for teaching staff and the Great Hall were some of the IT investments made. The commercial kitchen and the swimming pool were other areas and facilities benefitting from the replacement of equipment and provision of new equipment to improve services. Two new classrooms on the Terrace to accommodate Year 4 were repaired and fully fitted out, ready for the start of the new school year.

**FUTURE PLANS**

The strategic objectives outlined earlier guide the School's future plans, aiming to establish an educational environment where each child can actualise their full potential by nurturing confidence, self-reliance and knowledge within a supportive and joyful school community. The commitment of the Governors is to sustain the School's competitive position by delivering a top-tier education, achieving high academic standards, and upholding the comprehensive and forward-looking curriculum including competitive and non-competitive sport and extra-curricular activities, alongside exceptional pastoral care.

Governors together with the Senior Leadership Team have conducted a strategic review, the School has updated its marketing, development, and financial risk management plans. Funding for growth, development, including capital projects, maintenance and marketing comes from reserves and fee income.

The Governors oversaw the implementation of a rigorous budgeting and cash flow monitoring model to ensure the school can meet its ongoing educational and development needs. Simultaneously, they assess rigorously the feasibility of development projects, investing in the estate and facilities to maintain and enhance them. Upgrading the school's physical infrastructure remains integral to our strategy, with ongoing plans to improve facilities covering infrastructure, core heating, ventilation and air-conditioning systems, learning and play spaces and sporting facilities in the years ahead. The Governors express confidence in the School's ability to maintain and grow available funds and operational facilities, affirming the School's capacity to fulfil its strategic objectives.

Ensuring funds are readily available to support bursaries for local children is also a continued focus for the Governors. This commitment reflects their ongoing efforts to broaden access to a Granville education.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2023**

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**OUR FINANCES**

The financial statements show net deficit of income and movement in funds after depreciation for the year on School activities of (£221,045) (2022: £191,581 surplus). The deficit before the non-cash expense of depreciation was (£68,941), (2022: £322,323 surplus), as a result of the School fully absorbing the rising costs of energy, with the full impact of this economic shock experienced in this year. The principal source of income is fees accounting for 89% (2022: 77%) of the School's total income. This year legacy income accounted for 0.6% (2022: 15%) of the School's total income. In both the current and prior years, legacy income were one off receipts, greater detail on this legacy can be found in note 16 on page 24. The Governors are continuing the strategy of deploying all net income and resources to investing in the educational purposes and facilities of the school.

**Reserves and Financial Health**

As part of the effective governance of the School, the Governors receive monthly management accounts with a review of finances, actual expenditure and variances against budgets together with a monthly cash flow analysis and forecast. The Governors have plans to continue to invest in the School's facilities and have a continuing programme and plans at various stages of feasibility assessment and approval for refurbishment, equipment renewal and replacement, new building development and other capital investments to maintain excellent teaching and learning facilities for our teaching staff and pupils. The closing value of our tangible assets, property, plant and equipment, was £3,871,717 (2021 £3,863,276). At 31 August 2023, the School's total funds were £4,361,479, comprised of restricted funds of £18,000 and unrestricted funds of £4,343,479 (2022: £4,582,524). Net current assets totalled £489,762 (2022: £719,248), while cash balances were £979,887 (2022: £685,701).

In the prior financial year, the School benefited from a substantial legacy left by Miss M. Froggatt a former Headmistress of the School. This legacy strengthened the financial position of the School by improving its reserves. There is a residual amount to be received as Executors complete the administration of the estate of Miss Froggatt. More detailed information on the Froggatt legacy can be found in note 16 on page 24.

**Going Concern**

Following the challenges of the global pandemic with the most severe impact in the years 2020 through to 2022, the Governors strategically led the response to new but related challenges from supply chain disruptions, the energy costs crisis to rising food and general inflation and its significant impact on costs. The Governors have consistently endeavoured to safeguard the financial stability of the Trust, while successfully navigating the impact of these post pandemic risks on our reserves. Throughout this period, the primary focus of Governors has been on ensuring the sustained health of our financial reserves and other resources. To address these challenges, Governors have proactively instituted several measures aimed at mitigating the impact of inflation on our operations. The Governors have overseen strategic cash management and investment, ensuring optimised allocation to support our core educational objectives. Preservation of a healthy cash flow position by closely monitoring our income streams and expenses. Through financial modelling, the Governors were able to determine a reasonable fee increase for the school year 2023-2024 of 8.5%, in response to the escalating costs of essential inputs. While mindful of the impact on our parents, the Governors believed this adjustment was crucial to ensure the sustainability and quality of the education and pastoral services the Trust provides, after years of a pricing strategy of absorbing increases in costs. The Governors understand the importance of maintaining transparency with our stakeholders and feel assured that these decisions have been taken after careful consideration and with the best interests of our mission in mind.

During the last three years potential risks have taken on new dimensions with a health pandemic, soaring inflation and an energy crisis. These like all other traditional risks faced by a school, are actively managed with actions taken to mitigate any impact.

As a result, the School's strategies over costs and income have been successful over the last 3 years, notwithstanding the external pressures on the sector, to the extent that we have consistently delivered improvements in earnings before depreciation year on year. In the context of this consistent trend, and after making appropriate enquiries on future cash flow projections,

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2023**

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the Governors have a reasonable expectation that the School has adequate resources to continue its operations for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

Governors are appointed as vacancies arise. In making appointments Governors take into account the Charity Commission's guidance, the depth and range of skills and experience required by the school namely in the areas of safeguarding, health and safety, law, finance & accounting, regulatory compliance, education, human resources, estate management, ESG development and other general senior managerial and/or commercial business skills. Potential candidates who possess the requisite personal and specialist skills are identified, interviewed, selections discussed by Governors and invited to become a Governor if approved.

The Governors, who are also the charity trustees, approve the general policies of the school. Significant expenditure decisions and major capital projects are referred to the Governors for approval through the Finance Committee. The Board approves the strategic direction of the School and matters of environmental; social and governance development (ESG) are considered by the whole Board.

The Governors maintain a robust position towards taking risk, preferring an analytical approach to opportunities with a focus on maintaining adequate reserves. Governors do everything possible to ensure that overall risk to which the School is exposed is mitigated to the lowest levels. Governors undergo an induction upon assumption of their role and are provided with relevant training through seminars and online CPD programmes, which include safeguarding training. A Governor is designated as the safeguarding lead and another as the Health & Safety lead at the Board level providing oversight and an open channel for the School's senior leadership team. The Full Board of Governors meet three times a year, plus ad hoc meetings as necessary, with each committee also meeting at least 3 times a year. The Granville School Bursar, who is also Company Secretary and Clerk to the Governors, co-ordinates the work of the Board and their Committees, prepares papers and reports and the review of matters arising.

The Committees of the Board comprise: Finance, House (Estates), Compliance & Risks, Education, Health & Safety and the Bursary Committee.

The Finance Committee is responsible for oversight of matters of finance, statutory financial compliance and financial policy, this committee will recommend the approval of the annual budgets, capital expenditure and annual audited accounts to the Board. The House Committee is responsible for all matters relating to health & safety in the workplace, the estate, premises, equipment and facilities, they have oversight of all capital expenditure projects prior to approval by the finance committee. The Compliance & Risk committee is responsible for regulatory and internal policies & procedures, compliance, all types of business risks covering competitive, economic, operational, legal and regulatory compliance, including complaints. The Education Committee is responsible for all education and pastoral aspects of the School, curriculum development, oversight of academic and sporting performance, safeguarding and pastoral care. The Health & Safety committee is an internal management forum, chaired by the Bursar and made up of the Senior Leadership Team and key members of staff, representing the whole school body with responsibility for keys areas of health, safety and wellbeing across the School. The Chair of the Health & Safety Committee reports to the Governor lead for health & safety. Finally, the School also has a Bursary committee, a subgrouping of the finance and education committees, which meets annually to consider bursary applications.

All Governors give of their time freely without remuneration, no expenses directly related to attending meetings were paid in the year. No Governor or person connected with a Governor received any benefit from means tested bursaries. Governors determine the remuneration of key management staff through the Finance Committee, which is kept under annual review.

The Governors are the charity trustees of The Granville School. The Governing document is the Memorandum and Articles of Association dated 13 November 2009. New Governors are appointed by the existing Board of Governors and ratified by the Members at the annual AGM. Governors are appointed for a period of three years and may be appointed for a further 3-year term.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Leadership and engagement with employees**

The Headmistress undertakes the key leadership role overseeing educational, pastoral and administrative functions in consultation with the senior leadership team. The Headmistress oversees the recruitment of all educational staff and administrative staff, whilst under delegated authority the Bursar oversees the recruitment of non-teaching support staff. The Headmistress and Bursar are invited to attend Governors' meetings. The Headmistress attends the IAPS Conference, and the Bursar attends the ISBA Conference (annually). Both conferences permit appropriate representation to Government and regulators on matters relevant to the sector.

The day-to-day management of the school is delegated to the Headmistress and the Senior Leadership Team, comprising the Director of Finance, Resources & Operations (the Bursar), the Deputy Head and four other senior members of the teaching staff.

The School is structured and organised to ensure collaboration, learning and involvement of all employees, providing channels and forum for employees at all levels to be involved in all areas of the School. There is a cascading structure of meetings at the levels of heads of department, divisional heads, subject staff, operational staff and the senior leadership team where the business of the School is raised, discussed and better outcomes arrived at on a weekly basis. Project teams are created regularly to deliver improvements or implement change programmes using the appropriate skills of each employee.

**Setting pay for staff and key management personnel**

A number of criteria are used in setting pay, the national pay scales; the nature of the role and responsibilities; the sector average salary for comparable positions using the Association of Governing Bodies of Independent Schools (AGBIS) surveys, Independent Association of Prep Schools (IAPS) advice, paid surveys of remuneration in the independent sector and trends in pay in recent years. Annual pay awards are approved by the Board upon the recommendation of the Headmistress.

**Risk Management**

The school maintains a risk register, the contents of which is discussed at all meetings in the various agenda items. This register is updated as required, but always annually based on the School's experience of risks during the year and constant understanding of conditions in the market, economy or politics. The updated register with amendments is reviewed and approved annually by the Compliance and Risk Committee and is presented to the Board of Governors for final approval.

As risk oversight is assigned to each board committee the risk register is shared with all committees for comment during the review process leading up to Board approval. The Governors at committee meetings routinely consider the major risks and other possible risks faced by the School and the probability of the risks arising. They are assisted in this regard by the school's Senior Leadership Team. Risk is managed under the two broad groupings of:

- Operational and,
- Strategic

Below which several risk headings are allocated, including these key risk headings:

- Safeguarding, Education & Pastoral outcomes
- Regulatory Compliance
- ICT resilience, security and business continuity
- National Emergencies
- Finance
- Governance along with the broader environmental, social and governance (ESG) frameworks or standards

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2023**

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**Key risks**

All risks flow back to the reputation of the school such that there is a potential for material impact on current and future pupil numbers and the ability of the school to attract high quality staff. These key risks are managed through safeguarding and safer staff recruitment policies, pastoral and wellbeing support for both pupils and staff, high quality teaching and learning and active identification and resolution of health and safety related issues.

**Statement of Governors' Responsibilities**

Company law requires the Governors to prepare Financial Statements for each financial period which give a true and fair view of the state of affairs of the charity's activities during the period and of its financial position at the end of the period. In preparing those Financial Statements, the Governors are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles of the Charities statement of recommended practice (SORP).
- Make judgements and estimates that are reasonable and prudent.
- State whether the policies are in accordance with applicable accounting standards.
- Prepare the financial statements on the going concern basis unless it is not appropriate to presume that the charitable company will continue in operation.

The Governors are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the Charitable Company and to enable them to ensure that the Financial Statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Governors confirm that there is no information relevant to the audit of which the auditors are unaware and that the Governors have taken the necessary steps to ensure they are aware of all relevant audit information and made sure the auditors are aware of it.

The Governors' Report has been prepared in accordance with the small companies regime and the Governors have taken the exemption from preparing a strategic report.

Approved by the Governors at its meeting on 19 March 2024.

And signing on its behalf by: Nicole Coll



Chair of the Board of Trustees:

Dated: 19 March 2024

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ENA MAKIN EDUCATIONAL TRUST FOR THE YEAR ENDED 31 AUGUST 2023**

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### **Opinion**

We have audited the financial statements of The Ena Makin Educational Trust for the year ended 31 August 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows, 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 charitable company's affairs as at 31 August 2023 and of the 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

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

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

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

### **Other information**

The Governors are responsible for the other information. The other information comprises the information included in the Governors' Report, other than the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 incorporates the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Governors' Report (which incorporates the directors' report) has been prepared in accordance with applicable legal requirements.

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

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

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ENA MAKIN EDUCATIONAL TRUST FOR THE YEAR ENDED 31 AUGUST 2023 (CONTINUED)**

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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 charitable company; or
- the 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; or
- the Governors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemptions in preparing the Governors' Report and from the requirement to prepare a strategic report.

### **Responsibilities of Governors for the financial statements**

As explained more fully in the Governors' responsibilities statement set out on page 10 the Governors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the 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 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 Governors' either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

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

Based on our understanding of the Charitable Company and industry, we identified that the principal risks of non-compliance with laws and regulations relates to company law and charity law applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and Charities Act 2011.

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

- Inspection of correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of noncompliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates, including the estimate made in relation to the accrual of legacy income.

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

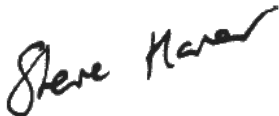
**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ENA MAKIN EDUCATIONAL TRUST  
FOR THE YEAR ENDED 31 AUGUST 2023(CONTINUED)**

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will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

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



Steven Harper (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory Auditors

10 Queen Street Place  
London  
EC4R 1AG

...25 March..... 2024

**THE ENA MAKIN EDUCATIONAL TRUST  
STATEMENT OF FINANCIAL ACTIVITIES  
(INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 AUGUST 2023**

	Note	Unrestricted funds £	Restricted funds	Total 2023	2022 £
<b>Income from:</b>					
Charitable activities	3	2,498,589	-	2,498,589	2,473,966
Donations and grant income	4	2,903	20,000	22,903	1,565
Legacy Income	4, 16	15,066	-	15,066	429,679
Other & Interest Income		15,395	-	15,395	1,693
<b>Total</b>		<u>2,531,953</u>	<u>20,000</u>	<u>2,551,953</u>	<u>2,906,903</u>
<b>Expenditure on:</b>					
Charitable activities	6	2,763,998	9,000	2,772,998	2,715,322
<b>Total</b>		<u>2,763,998</u>	<u>9,000</u>	<u>2,772,998</u>	<u>2,715,322</u>
<b>Net income and net movement in funds</b>		(232,045)	11,000	(221,045)	191,581
Balances brought forward at 1 September		4,575,524	7,000	4,582,524	4,390,943
<b>Balances carried forward at 31 August</b>	11, 12	<u>4,343,479</u>	<u>18,000</u>	<u>4,361,479</u>	<u>4,582,524</u>

All of the above results were derived from continuing activities.

There were no other recognised gains and losses other than those stated above.

The notes on pages 17 to 24 form an integral part of these financial statements.

**THE ENA MAKIN EDUCATIONAL TRUST  
BALANCE SHEET**

**COMPANY NUMBER: 00865624**

**AS AT 31 AUGUST 2023**

	Notes	2023		2022	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	8		3,871,717		3,863,276
<b>CURRENT ASSETS</b>					
Stock		3,307		-	
Debtors	9	108,636		565,224	
Cash at bank and in hand		979,887		685,701	
		<u>1,091,830</u>		<u>1,250,925</u>	
<b>CREDITORS: amounts falling due within one year</b>	10	<u>602,068</u>		<u>531,677</u>	
<b>NET CURRENT ASSETS</b>			489,762		719,248
<b>TOTAL NET ASSETS</b>			<u>4,361,479</u>		<u>4,582,524</u>
<b>FUNDS OF THE CHARITY</b>	11				
<b>Unrestricted funds</b>					
Fixed asset reserve			3,871,717		3,863,276
Revenue reserve			471,762		712,248
			<u>4,343,479</u>		<u>4,575,524</u>
<b>Restricted funds</b>			18,000		7,000
			<u>4,361,479</u>		<u>4,582,524</u>

The notes on pages 17 to 24 form part of these financial statements.

The financial statements have been prepared in accordance with part 15 of the Companies Act 2006 in regard to small companies.

The financial statements were approved and authorised for issue by the Board of Governors and were signed on its behalf by:



Mrs Nicole Coll

Dated: 19 March 2024

**THE ENA MAKIN EDUCATIONAL TRUST**  
**STATEMENT OF CASH FLOWS**

**AS AT 31 AUGUST 2023**

	Notes	£	2023	£	£	2022	£
<b>Cash flows from operating activities:</b>							
Net cash provided by operating activities	<b>A</b>			443,637			(119,795)
<b>Cash flows from investing activities:</b>							
Payments to acquire tangible fixed assets		(160,545)				(493,312)	
Interest received		11,094				1,693	
Net cash used in investing activities				(149,451)			(491,619)
Increase /(Decrease) in cash in the reporting period				294,186			(611,414)
Bank balance at 1 September				685,701			1,297,115
<b>Bank balance at 31 August</b>				<b>979,887</b>			<b>685,701</b>
<b>Note A:</b>							
<b>Reconciliation of net income to net cash generated from operating activities</b>							
Net income for the year				(221,045)			191,581
<b>Adjustments for:</b>							
Depreciation				152,104			130,742
Interest received				(11,094)			(1,693)
Decrease/(Increase) in debtors				456,588			(452,238)
Increase in creditors				70,391			11,813
Increase in stock				(3,307)			-
Net cash provided by operating activities				443,637			(119,795)

**THE ENA MAKIN EDUCATIONAL TRUST  
NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2023**

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**1. COMPANY STATUS**

**Charity information**

The Ena Makin Educational Trust is a private company limited by guarantee (number 865624) registered in England & Wales. The liability of the members is limited to £1 each in the event of the Company being wound up. The Company has five members. The Company is a registered charity, number 307931. Its registered office and principal place of business is shown on page 1. The Company constitutes a public benefit entity in line with FRS 102.

**2. ACCOUNTING POLICIES**

**a) Basis of accounting**

These financial statements have been prepared in accordance with the Companies Act 2006, the Statement of Recommended Practice: Accounting and Reporting by Charities Second Edition (SORP 2019), and in accordance with Financial Reporting Standard 102 (FRS 102). The trustees are satisfied that the Trust has adequate resources to continue in operation for the foreseeable future and, accordingly these financial statements have been prepared on the basis that the Ena Makin Educational Trust is a going concern for the foreseeable future (being a period of at least twelve months from the date of approval of these financial statements).

Post the Covid-19 Pandemic, the School faced emerging financial challenges from general inflation and soaring utility costs due to the energy crisis. Governors oversaw the implementation of several strategies over personnel and operating costs, energy pricing, fee levels and revenue sources. These decisions and initiatives collectively limited the cash deficit of the past year and positions the School for an improved performance in the current.

The Governors are satisfied that the Trust has adequate resources to continue in operation for the foreseeable future while making targeted investments in facilities and, accordingly these financial statements have been prepared on the basis that the Ena Makin Educational Trust is a going concern.

**b) Income**

Fees receivable represent the invoiced value of tuition and associated fees, after deducting bursaries and other remissions granted by the School. Entrance and registration fees are credited to income in the year in which they are received.

Legacies are applied for the general use of the School unless directed otherwise. Receipt of a legacy is recognised when it is probable that it will be received, there is entitlement to the income and the income can be recognised with reasonable accuracy. Receipt is normally probable when:

- There has been grant of probate;
- The executors have established that there are sufficient assets in the estate, after settling any liabilities, to pay the legacy; and
- Any conditions attached to the legacy are either within the control of the School or have been met.

**c) Tangible fixed assets**

Fixed assets in use by the school are held at cost less depreciation and impairment. Provision is made for depreciation on all tangible fixed assets at rates calculated to write off the cost or valuation, less estimated residual value, of each asset over its expected useful life, as follows:

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2023**

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**2. ACCOUNTING POLICIES (Continued)**

Freehold buildings	2% per annum on cost
Building improvements	10% - 20% per annum on cost
Fixtures, fitting and equipment	10% per annum on cost
Computer equipment	25% per annum on cost
Motor vehicles	25% per annum on cost

**d) Expenditure**

All expenditure is accounted for on an accruals basis.

Expenditure is allocated directly to the appropriate expense headings. The irrecoverable element of VAT is included with the item of expense to which it relates.

**Teaching costs**

Supplies of games equipment, books, stationery and sundry materials are written off when the expenditure is incurred.

**Allocation of support and governance costs**

Support and governance costs have all been allocated to Expenditure on Charitable Activities.

**Charitable Activities**

Charitable Activities include teaching, establishment and administration costs as well as finance charges.

**e) Financial instruments**

The School only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**f) Critical sources of estimation uncertainty and accounting judgements**

In the application of the accounting policies, the Governors are required to make judgements, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

**g) Fund accounting**

Unrestricted funds comprise funds not subject to any restrictions regarding their use and are available for any charitable purpose of the Company. Restricted funds comprise funds donated to the Company to be applied towards specific capital and revenue items.

**h) Pension scheme**

The Company contributes to the Teachers' Pension Scheme. This is a multi-employer pension scheme and it is not possible to identify the Company's share of the underlying assets and liabilities. Therefore, as required by FRS 102, the Company accounts for the scheme as if it was a defined contribution scheme. Contributions payable in respect of the accounting period are charged to direct charitable expenditure. The School has formally implemented Phased Withdrawal from the Teachers' Pension Scheme effective from 1 September 2023. All new teachers are now enrolled in the APTIS Pension Scheme administered by AVIVA. Existing teachers at the effective date continue to be members of the Teachers' Pension Scheme.

The Company also contributes to a defined contribution scheme for non-teaching staff. Contributions payable in respect of the accounting period are charged to direct charitable expenditure.

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2023**

<b>3. INCOME FROM CHARITABLE ACTIVITIES</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Gross fees	2,389,409	2,359,519
Bursaries and fee discounts	(125,163)	(108,334)
Net fee income	<u>2,264,246</u>	<u>2,251,185</u>
Registration fees	6,600	4,100
Clubs and trips	104,336	144,993
Other fees & Letting Income	123,407	73,688
	<u><u>2,498,589</u></u>	<u><u>2,473,966</u></u>
<b>4. INCOME FROM DONATIONS AND GRANTS</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Amounts received through the Coronavirus Job Retention Scheme	-	268
Donations	2,903	1,297
Restricted Donation – Friends of Granville	20,000	-
Legacy Income	15,066	429,679
	<u>37,969</u>	<u>431,244</u>
<b>5. NET INCOME</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
<b>Net income is stated after charging:</b>		
Auditor's remuneration – audit ex VAT	14,000	13,315
Depreciation of owned assets	152,104	131,032
	<u><u>166,104</u></u>	<u><u>144,347</u></u>
<b>6. ANALYSIS OF CHARITABLE EXPENDITURE AND SUPPORT COSTS</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Teaching	1,755,336	1,724,903
Establishment	403,803	348,092
Administration	404,910	462,529
Depreciation	152,104	130,742
Governance costs	48,746	49,056
Provision for bad debt	8,099	-
Total Expenditure on Charitable Activities	<u><u>2,772,998</u></u>	<u><u>2,715,322</u></u>

The costs above include personnel costs stated in note 7 below as well as all other charitable expenditure and support costs attributable to the operations of the School.

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2023**

**7. STAFF COSTS**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Salaries and wages	1,603,646	1,543,674
Social security costs	158,519	152,734
Pension contributions	270,999	267,197
	<u>2,033,164</u>	<u>1,963,605</u>

The average number of employees during the year was 53 (2022:57).

There was 1 employee receiving employee salary and benefits between £120,000 and £130,000 during the year (2022: 1 employee receiving salary and benefits between £120,000 and £130,000).

There was 1 employee receiving employee salary and benefits between £80,000 and £90,000 during the year. (2022 1 employee received employee salary and benefits of between £80,000 and £90,000).

The key management personnel are considered to be the Governors and seven (7) individual that make up the Senior Leadership Team. The Governors received no remuneration in the year (2022: none). The aggregate remuneration of the Senior Leadership Team during the year amounted to £357,107 (2022 £356,882).

**8. TANGIBLE FIXED ASSETS**

	<b>Freehold land and buildings</b>	<b>Furniture and equipment</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Cost			
At 1 September 2022	5,153,035	788,387	5,941,422
Additions	-	160,545	160,545
Transfers	(12,547)	12,547	-
<b>At 31 August 2023</b>	<u>5,140,488</u>	<u>961,479</u>	<u>6,101,967</u>
<b>Depreciation</b>			
1 September 2022	1,515,000	563,146	2,078,146
Charge for the year	102,394	49,710	152,104
<b>At 31 August 2023</b>	<u>1,617,394</u>	<u>612,856</u>	<u>2,230,250</u>
Net book values			
31 August 2023	<u>3,523,094</u>	<u>348,623</u>	<u>3,871,717</u>
At 31 August 2022	<u>3,638,035</u>	<u>225,241</u>	<u>3,863,276</u>

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2023**

**9. DEBTORS**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Fee debtors	57,341	45,063
Prepayments	51,295	66,685
Other debtors	-	23,797
Legacy Income Receivable	-	429,679
	<u>108,636</u>	<u>565,224</u>

**10. CREDITORS: Amounts falling due within one year**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Trade creditors	69,797	41,163
Taxation and social security	40,855	38,529
Other creditors (including pupils deposits)	222,818	156,506
Accruals and deferred income	50,830	19,523
Other creditors (including fees paid in advance for the next school term)	217,768	275,956
	<u>602,068</u>	<u>531,677</u>

**11. UNRESTRICTED FUNDS**

	<b>Balance at 1 September 2022</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance at 31 August 2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Fixed asset reserve	3,863,276	-	(143,105)	151,546	3,871,717
Revenue reserve	712,248	2,531,953	(2,620,893)	(151,546)	471,762
	<u>4,575,524</u>	<u>2,531,953</u>	<u>(2,763,998)</u>	<u>-</u>	<u>4,343,479</u>
	<u>4,575,524</u>	<u>2,531,953</u>	<u>(2,763,998)</u>	<u>-</u>	<u>4,343,479</u>
	<b>Balance at 1 September 2021</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance at 31 August 2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Fixed asset reserve	3,500,706	-	(132,729)	201,602	3,863,276
Revenue reserve	876,237	2,325,513	(2,475,965)	(201,602)	712,248
	<u>4,376,943</u>	<u>2,325,513</u>	<u>(2,608,694)</u>	<u>-</u>	<u>4,575,524</u>
	<u>4,376,943</u>	<u>2,325,513</u>	<u>(2,608,694)</u>	<u>-</u>	<u>4,575,524</u>

Transfers between funds represent purchases of tangible fixed assets, which are made out of the revenue reserves and transferred to the fixed asset reserve at the year end.

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2023**

**12. RESTRICTED FUNDS**

	<b>Balance at 1 September £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Transfers £</b>	<b>Balance at 31 August £</b>
Minibus fund	7,000	-	(7,000)	-	-
Science Lab Fund	-	20,000	(2,000)	-	18,000
	<u>7,000</u>	<u>20,000</u>	<u>(9,000)</u>	<u>-</u>	<u>18,000</u>

During the year ended 31 August 2019, the School received a donation of £28,000 from Friends of Granville School towards the purchase of a new minibus. A minibus was subsequently purchased in September 2019. The depreciation charged on the minibus has been allocated to this fund.

A new donation of £20,000 was received in 2023 towards the refurbishment of the science laboratory.

Restricted funds comprise solely the net book value of a portion of the building improvement costs capitalised for the science laboratory, which is included within tangible fixed assets on the Balance Sheet at its full completion costs.

**13. TRUSTEES' REMUNERATION AND EXPENSES**

Trustees are not remunerated for their services. During the year expenses reimbursed to Governors were £NIL. (2022: £232). There were no further related party transactions that require disclosure. Some Governors have children at the School but receive no discount or related benefit. No current parent Governor as at 31 August 2023 was in arrears with fees and charges.

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2023**

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**14. PENSION COSTS**

The school's employees belong to one of three principal employee schemes.

- a) Legal and General, which is a defined contribution scheme for non-teaching staff.
- b) Teachers' Pension Scheme (TPS) for teaching staff who joined the School prior to 1 September 2023, which is a multi-employer defined benefit scheme.
- c) Aviva APTIS, Teachers Defined Contribution Scheme for teaching staff who joined the School from 1 September 2023.

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 £332,075 (2022: £317,962) and at the year-end £28,723 (2022 - £27,810) was accrued in respect of contributions to this scheme. The School has formally notified the TPS of Phased Withdrawal from the scheme, said notice being accepted by the TPS with effect from 1 September 2023.

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 2020 and the Valuation Report, which was published in October 2023.

Following the McCloud judgement, the remedy proposed that when benefits become payable, eligible members can select to receive them from either the reformed or legacy schemes for the period 1 April 2015 to 31 March 2022. The actuaries have assumed that members are likely to choose the option that provides them with the greater benefits, and in preparing the 2020 valuation have valued the 'greater value' benefits for groups of relevant members.

The valuation confirmed that the employer contribution rate for the TPS would increase from 23.6% to 28.6% from 1 April 2024. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2023**

**15. PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds 2023 £	Restricted funds 2023	Total 2022 £
<b>Income from:</b>			
Charitable activities	2,498,589	-	2,473,966
Donations and grant income	2,903	20,000	1,565
Legacy Income	15,066	-	429,679
Other	15,395	-	1,693
<b>Total</b>	<u>2,531,953</u>	<u>20,000</u>	<u>2,906,903</u>
<b>Expenditure on:</b>			
Charitable activities	2,763,998	9,000	2,715,322
<b>Total</b>	<u>2,763,998</u>	<u>7,000</u>	<u>2,715,322</u>
<b>Net income and net movement in funds</b>	(232,045)	11,000	191,581
Balances brought forward at 1 September	<u>4,575,524</u>	<u>7,000</u>	<u>4,383,943</u>
<b>Balances carried forward at 31 August</b>	<u><u>4,343,479</u></u>	<u><u>18,000</u></u>	<u><u>4,575,524</u></u>

**16. LEGACY INCOME AND CONTINGENT ASSET – FROGGATT LEGACY**

The School was named as a beneficiary of a legacy given in the Last Will and Testament of a former Headmistress, Miss M Froggatt, who passed away on 23 February 2022. The estate comprised property and market investments under the management of the joint executors. Within the financial year ended 31 August 2022, the Board estimated, accrued and recognised legacy income in the sum of £429,679.

Within the current financial year, the school received two interim payments from the Executors amounting to £444,745. The excess of £15,066 over the amount accrued in the prior year, has been recognised within the current financial year as legacy income.

The latest information available to the School from the Executors indicates that subject to HMRC's approval and the completion of the Executors final accounts, there may be a residual amount of income to accrue to the School. The Board is not in possession of final estate accounts, therefore is unable to provide a reasonable estimate of any such residual legacy income at the date of the signing of these accounts.

**THE ENA MAKIN EDUCATIONAL TRUST**

England & Wales - Charity number 307931

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# Accounts

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**Charity Registration No. 307931**  
**Company Registration No. 865624**

**THE ENA MAKIN EDUCATIONAL TRUST**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**

**THE ENA MAKIN EDUCATIONAL TRUST  
ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2022**

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<b>CONTENTS</b>	<b>Pages</b>
<b>Legal and Administrative Information</b>	1
<b>Governors' Annual Report</b>	3
<b>Independent Auditor's Report</b>	10
<b>Statement of Financial Activities</b>	13
<b>Balance sheet</b>	14
<b>Statement of Cash Flows</b>	15
<b>Notes to the Financial Statements</b>	16

**THE ENA MAKIN EDUCATIONAL TRUST  
LEGAL AND ADMINISTRATIVE INFORMATION**

**FOR THE YEAR ENDED 31 AUGUST 2022**

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**Registered office:** The Granville School  
2 Bradbourne Road  
Sevenoaks  
Kent  
TN13 3LJ

**Registered Number:** 865624 (England and Wales)

**Charity Number:** 307931 (England and Wales)

**The Governors are the Directors of the Ena Makin Educational Trust**

The following served as Governors since the start of the year:

Nicole Coll - Chair  
Rowena Bolton  
George Brown  
Kate Easton  
Tamlyn Elrin  
Charlotte Glanville  
Anna Jobke  
Mwai Odewale  
Heather Paget-Brown  
Velizar Tarashev  
Jackie Thomas  
Bridget Ward

During the year and subsequently up to the date of approving the accounts, the following Governors were appointed:

Michael Zheng (9<sup>th</sup> November 2021)  
Philip Tippin (25<sup>th</sup> June 2022)  
Genevieve Heselden (25<sup>th</sup> June 2022)  
Louise McCabe-Arnold (25<sup>th</sup> June 2022)

During the year, the following Governors resigned:

Tamlyn Elrin (25<sup>th</sup> June 2022)  
Mwai Odewale (25<sup>th</sup> June 2022)  
Charlotte Glanville (25<sup>th</sup> June 2022)

**Auditors:** Haysmacintyre LLP  
10 Queen Street  
London  
EC4R 1AG

**THE ENA MAKIN EDUCATIONAL TRUST  
LEGAL AND ADMINISTRATIVE INFORMATION (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2022**

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**Bankers:**

Adam & Co – now Coutts & Co  
440 Strand  
London WC2R 0QS  
440 Strand

National Westminster PLC  
67 High Street  
Sevenoaks  
Kent  
TN13 1LA

Lloyds Bank PLC  
83 High Street  
Sevenoaks  
TN13 1LG

**Contact details:**

The Granville School  
2 Bradbourne Park Road  
Sevenoaks  
Kent  
TN13 3LJ

[www.granvilleschool.org](http://www.granvilleschool.org)

Registered charity No. 307931

# **THE ENA MAKIN EDUCATIONAL TRUST GOVERNORS' REPORT**

**FOR THE YEAR ENDED 31 AUGUST 2022**

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The governors present their annual report and financial statements for the year ended 31 August 2022.

## **OBJECTIVES AND ACTIVITIES**

The charity's objectives are the advancement of education and the benefit of the public, in particular by the provision and conduct of a day school for boys and girls residing in or near Sevenoaks. In furtherance of this objective, the governors, as charity trustees, have complied with the duty in S.4 of the Charities Act 2006 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement under that Act.

## **EDUCATIONAL AIMS**

The School caters for boys and girls in the Pre-School from 3 to 4 years old and girls in the Prep School from 4 to 11 years of age. The School aims to foster and provide an excellent all-round education for its pupils. This encompasses their academic, social development, physical development and wellbeing through its academic curriculum, pastoral care, sporting and other extra-curricular activities. The Granville provides an educational environment where every child can realise his or her true potential by developing knowledge, confidence and self-reliance within a supportive and happy school community.

The Granville School aims to set the highest academic and pastoral standards. Experienced staff identify and develop the full potential and natural talents of each individual child in order to prepare them for a fulfilled, happy and productive life.

1. To provide exceptional and inspirational teaching across a broad, stimulating and ambitious curriculum where each pupil develops a love for learning, maximises their full potential and gains a place at a senior school where they will continue to thrive
2. To offer outstanding pastoral care in a school that is safe, healthy and environmentally, culturally and socially aware
3. To offer all the pupils the opportunity to explore and develop their talents in and beyond the academic curriculum through the provision of an outstanding extra-curricular programme
4. To raise the profile of the Granville as a centre of academic excellence, outstanding personal development and exceptional pastoral care
5. To optimise the use of the school's resources including staff, ICT, infrastructure, land and buildings for the benefit of the current and future pupils

## **Academic**

The school's strategy for achieving high performance, demonstrating excellent value added to standardised scores, is to maintain the high quality of our teaching, through recruitment, CPD and appraisals. Our teacher-to-pupil ratios play an important part in the process of high performance and we tailor our teaching and learning strategies and delivery as appropriate to meet the individual needs of our pupils.

The Granville School has achieved exceptional entry examination results to Senior Schools, demonstrating the excellent quality and depth of teaching and learning techniques adopted.

In the Kent 11+, 15 out of 32 girls were offered grammar school places, 9 of which were for Tonbridge School for Girls, additionally 1 girl passed the Newstead Woods and 1 passed the Dartford Grammar examinations. 11 Girls were offered a place at Sevenoaks, (4 with scholarships). A total of 27 scholarships and awards were offered at a number of independent senior schools.

The Granville School's educational offer is underpinned by a broad and relevant curriculum with subject specialist teaching beginning in Pre-School with PE, French, Computing and Music and increasing as girls progress through the year groups. This is combined with a cross-curricular approach, which helps to both widen and embed

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2022**

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knowledge. All this is supported by initiatives such as Forest School and the enriched practical experiences of workshops, trips and visits. The curriculum is also enhanced by theatre and musical workshops, storytellers, history themed workshops, visiting speakers, Virtual Reality headsets and visits to local places of interest. The children's competent use of IT gives them great access to a wide range of online resources to support learning.

Testing, standardised assessment and benchmarking helps to assist the School and parents in a thorough understanding of the children's progress as well as being a very useful tool when considering options for senior schools. Standardised assessment also demonstrates without exception the Granville's value add year on year and in every area.

We support all children to reach their potential, including those who find learning challenging. The SENDCo (Special Educational Needs and Disabilities Coordinator) works with all the staff to ensure that the school provides carefully designed, pupil-centred support so that each child who requires it, has the help in the format that they need. Our SEND department is fundamental to the Granville approach. Pupils are sometimes taught on a 1:1 basis, or in small groups, they may access sensory circuits, Lego therapy, social sessions and Nussy Phonics intervention. The SENDCo also co-ordinates weekly visits by the speech and language therapists and the occasional Educational Psychologist assessments.

Likewise, more able, gifted and talented (MAG&T) provision is feature of the Granville approach. MAG&T children are identified and then stretched and challenged with a variety of differentiated work, focus activities, clubs and pathways. This ensures that children can excel in the areas in which they show potential and interest.

Staff, governors, parents and the children themselves, are immensely proud of their achievements. We are always thrilled when their efforts are recognised and even more so when our bright and talented girls gain scholarships and awards to their chosen senior schools. These awards cover many areas of the curriculum: academic, music, sport, art and drama which proves that the exceptionally high standard of education at the Granville School is wide and balanced.

### **Pastoral**

We pride ourselves that every child is known by every teacher in the school. Pupils share their worries or concerns with the teachers, they trust. Our house system, to which all the girls belong, foster friendly competition and enables the children, of all ages, to work together, creating a sense of belonging and community. All children contribute to the School Council, contributing to the way school operates. The children's ideas are considered and fed back to the school via School Council assemblies, which illustrates how the children's opinions matter. The 'Feelings Box' is widely used, and children share their thoughts and feelings through notes posted, which are followed up by the Headmistress.

An environment which is caring, safe and encouraging allows pupils to achieve their best. We have a very happy school with a strong family feel. We treat everyone as an individual and aim to meet their particular needs so that they flourish as learners and are a valued member of the school community.

The School Dog has positively impacted the well-being of children and pupils. Many of whom say that he has helped with dealing and coping with anxiety, morale and self-esteem.

### **Co-curricular and Extra-Curricular**

The curricular, extra-curricular and co-curricular offer is an important part of life at The Granville School and is a key component in ensuring that each girl reaches her highest level of personal achievement. There are plenty of opportunities to discover, explore and develop new skills whether in or out of the classroom. Our broad and varied curriculum, together with the extensive subject knowledge of our specialist teachers, a wide ranging extra-curricular programme and entries into challenging competitions achieves this. National competitions such as Primary Maths Challenge, which is aimed at children in Years 7 and 8 provide great challenge for the more able. Two girls achieved the Gold Award, five girls achieved Silver and eight were awarded Bronze, with seven going through to the Bonus round.

Sport and physical fitness have a very prominent place in our curriculum. The PE curriculum offers many opportunities to participate in a range of sports all of which are delivered by specialist sports teachers. There is a full programme of fixtures in several sports including netball, hockey, athletics, rounders, tennis, swimming, cross-country and cricket, where every child in Year 3 to Year 6 competes in inter-school competitions.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2022**

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The number of teams that participate in competitive sport has been increased to ensure that all girls get the opportunity to learn from the experience of winning and losing in the sporting context. Additionally, children playing at an elite level also benefit from the experience and challenge of playing in national tournaments. In cross country, our U11 team came 5<sup>th</sup> in the IAPS national finals and the U11 netball team, not only qualifying for the IAPS nationals but getting as far as the quarter finals, defeating much larger schools along the way.

Music is an integral part of day-to-day life at The Granville. This ranges from daily singing in assemblies to exciting weekly music lessons, to elaborate festivals and large-scale performances. There are many opportunities for individual lessons in piano and other orchestral instruments from Year 2. Over 90% of pupils in Years 2 to 6 learn an instrument either in or out of school. We have two orchestras, two choirs and numerous chamber groups that allow girls the opportunity to practice and perform significant musical pieces and prepare for their ABRSM music exams, where great success is enjoyed. Granville girls thrive on the regular performances we hold, this year, again because of COVID, most were filmed and streamed to parents. We did, however, manage to collaborate with the schools of Woldingham, Solefield and New Beacon on different projects. Once again, we have had some excellent ABRSM examination results.

A Granville education also features drama, a key part of our provision that equips the children with the confidence and poise to address a group. Fundamental to our inclusive approach to Drama is that every pupil should have a moment to shine in our performances. Our performances and festivals not only provide a showcase for our many talented performers, but they are also a carefully managed opportunity to encourage and build confidence in every pupil. All children, including those in the Pre-School perform publicly. At Christmas, Pre-School and Reception children performed a Christmas concert and Nativity respectively, while Year 1 and 2 performed the heart-warming tale of Santa's Mouse. Year 4 also delivered an amazing performance of 'Necklace of Raindrops', but the triumph of the year was the production of Kitty Whittington performed by the Year 5 and Year 6 girls, to a packed-out audience, at the Stag Theatre in Sevenoaks. The certificated LAMDA programme continues to be very popular, with Years 1 and 2 taking Entry Level and Grade 1 Choral speaking, Year 3 taking their individual entry level and Year 4 to Year 6 girls taking LAMDA acting classes. All girls taking their LAMDA examinations passed, most with distinction.

Forest School lessons are a highlight of the week for pupils from Pre-School to Year 3. This aspect of the curriculum allows the children to imaginatively use the woodland that borders the school, whilst challenging themselves physically and socially as they problem solve, risk take and create together.

This year we have once again expanded the exciting and extensive range of extra-curricular clubs. There was a full programme of whole-school enrichment activities where pupils broaden and deepen learning experiences and discover new interests and talents from the popular Mandarin Club to the long running Puzzle Club. The 61 clubs happen before school, during lunch and after school, where our pupils benefit from enthusiastic and experienced teachers, keen to share interests and passions alongside skilled coaches from external organisations who add value and variety to our offers, including hockey, tennis, gymnastics, multisport, rugby and cricket, the latter gaining in popularity as girls' games.

### **Outreach**

Bursaries support children who would not otherwise be able to benefit from a Granville education. This year the value of means tested bursaries totalled £57,425, (2021 £48,361, 4 children) these provided assistance to 5 pupils, three of which were transformational bursaries at 100%. The Governors' Bursary Committee advertise the availability of bursaries and review the Bursary Policy regularly to ensure that children from outside the school can access means-tested fee assistance. Governors are acutely aware of financial hardship of existing parents in the current economic climate and aim to approach these cases with a sympathetic approach, whilst balancing the essential fairness of a means tested methodology.

At the heart of our yearly Granville calendar is our time-honoured traditions. This is mixed with a future-facing stance, equipping pupils for the challenges of modern life. Many parents want their children to share in the values and ethos of a Granville education, which, 77 years later, are still relevant. Traditional events such as 'Stirring the Pudding' and 'Spring Festival' bring the whole school community together.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2022**

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The well-established tradition of supporting many local and national charities at the Granville gives the children a respect and understanding for the wider community and those less fortunate than themselves or in need. This year the children at the Granville School raised an incredible £5,343 for the charities we have supported, namely The Loaves and Fishes Food Bank, The Sevenoaks Larder, Jeans for Genes, Demelza House Hospice, WWF, Save the Bees, UNICEF, Cancer Research and the Happy Child Foundation in Ukraine.

Charity fundraising activities also provide personal development opportunities for the girls as they plan, lead and execute the events. This year the staff were impressed with the girls who were inspired to support causes that were close to their hearts. House day, Swimathon, Demelza Cake sale were just a few where the girls took the initiative and the responsibility to raise funds for chosen charities.

Outreach is more than raising money and this year the girls have helped out at The Sevenoaks Larder and Loaves and Fishes foodbank and have sung Carols and taken treats to local Residential Care Homes. Children, parents and their dogs, including Teddie, the school dog joined the Sevenoaks CleanUp drive and took to the grounds around Holly Bush to litter pick before enjoying a communal ice-cream.

Sadly, one of our founding members, Miss Froggatt passed away and the school welcomed back former staff and pupils as we celebrated the contribution that Miss Froggatt made to the school during her 33 years as Headmistress, at a moving memorial service led by Headmistress, Mrs Lawrance and the children of The Granville School.

**School Resources**

The resources of the School are for the singular purpose of sustaining and developing the delivery of its charitable objectives. Ultimately everything we do is for the education and wellbeing of our children but also our employees. The impact of the Covid pandemic was experienced over three financial years, it challenged the resilience of our staff, pupils and parents, consumed resources at an accelerating rate, tested our leadership and governance like no other event has in the decades past. During the year we also continued through to the completion of major roof replacement works on our Early Years, Foundation Stage facility, which was completed at the end of February 2022. The roof replacement had a major impact on the School's reserves. We are now challenged by the rising rate of inflation and energy costs both the result of specific global and regional events. This has and will continue to test the financial resilience of the school and our parents.

**FUTURE PLANS**

The School's future plans are driven by the strategic objectives identified above. The overall aim of which is to provide an educational environment where every child can realise his or her true potential by developing knowledge, confidence and self-reliance within a supportive and happy school community. We intend to continue to maintain the School's position in a competitive market by providing a first-class education for our pupils, achieving a high standard of academic results, whilst maintaining the breadth and depth of a broad, future facing and relevant curriculum and outstanding pastoral care.

The School has completed a strategic review, updated its marketing, development and financial risk management plans. Development and marketing plans are financed primarily from our reserves and fee income. The Governors ensure robust budgeting and cash flow monitoring are exercised to ensure the school can meet its ongoing educational needs while reviewing the feasibility of development projects, as we continue to invest in our estate and facilities. Maintaining and developing the fabric and facilities of the School are central to our strategy and the school will continue to improve its facilities and spaces in the coming years. The Governors are satisfied that the school has sufficient available funds and fully functioning facilities to meet its strategic objectives.

The Governors will continue to ensure funds are available to support the award of bursaries to local children in their continued drive to widen access to a Granville education.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2022**

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**OUR FINANCES**

The financial statements show net surplus of income and movement in funds for the year on School activities of £198,581 (2021: £283,181 deficit). The principal source of income is fees accounting for 77% (2021: 97%) of the School's total income. This year legacy income accounted for 15% (2021: 0%) of the School's total income. The Governors are continuing their strategy of deploying all net incoming resources to investing in the educational purposes and facilities of the school.

**Reserves and Financial Health**

As part of the effective governance of the School, the Governors receive monthly management accounts with a review of finances, actual expenditure and variances against budgets together with a monthly cash flow analysis and forecast. The Governors have invested substantial sums into new School buildings in recent years and have a continuing programme of refurbishment, development and investment to maintain excellent teaching facilities for our pupils. The closing value of our tangible assets, property, plant and equipment, was £3,863,276 (2021 £3,500,706). At 31 August 2022, the School's total funds were £4,582,524, comprised of restricted funds of £7,000 and unrestricted funds of £4,575,524. Net current assets were £719,248.

The School is to benefit from a legacy left by Miss M. Froggatt a former Headmistress of the School. This substantial legacy will strengthen the financial position of the School by improving its reserves, repairing any degradation caused by the recent global health, financial and economic shocks. A sum of £429,679 has been recognised in the accounts as accrued legacy income. More detailed information on the Froggatt legacy can be found in note 16 on page 22.

**Going Concern**

After making appropriate enquiries, the Governors have a reasonable expectation that the School has adequate resources to continue its operations for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

Governors are appointed as vacancies arise. In making appointments Governors take into account Charity Commission guidance, the depth and breadth of skills and experience required by the school namely in the areas of safeguarding, health and safety, law, financial & accounting management, regulatory compliance, educational experience, human resource practice, estate management, ESG development and senior managerial and/or commercial business skills. Potential candidates who possess the requisite personal and specialist skills are identified, interviewed, selections discussed by Governors and invited to become a Governor if approved.

The Governors, who are also the charity trustees, determine the general policy of the school. Significant expenditure decisions and major capital projects are referred to the Governors for approval. The Board approves the strategic direction of the School and matters of environmental; social and governance development (ESG) are considered by the whole Board. The day-to-day management of the school is delegated to the Headmistress and the Senior Leadership Team. The Full Board of Governors meet three times a year, plus ad hoc meetings as necessary, with each committee also meeting at least 3 times a year. The Granville School Bursar, who is also Clerk to the Governors, co-ordinates the work of the Board and their Committees, prepares papers and reports and the review of matters arising.

The Governors maintain a robust position towards risk with a default attitude of being risk averse. Governors do everything possible to ensure that all risks to which the School is exposed are mitigated to the lowest levels. Governors undergo an induction upon assumption of their role and are provided with relevant training through seminars and online CPD programmes, which include safeguarding training. A Governor is designated as the safeguarding lead and another as the Health & Safety lead at the Board level providing oversight and an active channel for the School's senior leadership team.

## **THE ENA MAKIN EDUCATIONAL TRUST GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2022**

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The Committees of the Board are the Finance Committee responsible for oversight of matters of finance, statutory financial compliance and financial policy, this committee will recommend the approval of the annual budget, capital expenditure and annual audited accounts to the Board. The House Committee responsible for all matters relating to health & safety in the workplace, the estate, premises, equipment and facilities, they have oversight of all capital expenditure projects prior to approval by the finance committee. The Compliance & Risk committee is responsible for regulatory and internal policy & procedure compliance, all types of business risks covering competitive, economic, operational, legal and compliance. The Education Committee is responsible for all education and pastoral aspects of the School. There is an internal management health & safety committee made up of key members of staff, a representative of the whole school body responsible for oversight of health, safety and wellbeing across the School, and upon which the Governor lead for health & safety sits. The School also has a Bursary committee which only meets to consider bursary applications.

All Governors give of their time freely without remuneration, expenses directly related to attending meetings were paid in the year. No Governor or person connected with a Governor received any benefit from means tested bursaries. Governors determine the remuneration of key management staff through the Finance Committee, which is kept under annual review.

The Governors are the charity trustees of The Granville School. The Governing document is the Memorandum and Articles of Association dated 13th November 2009. New Governors are appointed by the existing Board of Governors and ratified by the Members at their annual AGM. Governors are appointed for a period of three years and may be appointed for a further 3-year term.

### **Leadership and engagement with employees**

The Headmistress undertakes the key leadership role overseeing educational, pastoral and administrative functions in consultation with the senior leadership team. The Headmistress oversees the recruitment of all educational staff and administrative staff, whilst under delegated authority the Bursar oversees the recruitment of non-teaching support staff. The Headmistress and Bursar are invited to attend Governors' meetings. The Headmistress attends the IAPS Conference, and the Bursar attends the ISBA Conference (annually). Both conferences permit appropriate representation to Government and regulators on matters relevant to the sector.

The School is structured and organised to ensure collaboration, learning and involvement of all employees, providing channels and forum for employees at all levels to be involved in all areas of the School. There is a cascading structure of meetings at the levels of heads of department, divisional heads, subject staff, operational staff and the senior leadership team where the business of the School is raised, discussed and better outcomes arrived at on a weekly basis. Project teams are created regularly to deliver improvements or implement change programmes using the appropriate skills of each employee.

### **Setting pay for staff and key management personnel**

A number of criteria are used in setting pay, the national pay scales; the nature of the role and responsibilities; individual performances; the sector average salary for comparable positions using AGBIS surveys, IAPS advice, paid surveys of remuneration in the independent sector and trends in pay in recent years.

### **Risk Management**

The school maintains a risk register, the content of which is discussed at all meetings in the various agenda items. This register is updated as required, but always annually based on the School's experience of risks during the year and constant understanding of conditions in the market, economy or politics. The updated register is reviewed and approved annually by the Compliance and Risk Committee and is presented to the Board of Governors for final approval. As risk oversight is mapped to each board committee the risk register is shared with all committees for comment during the review process leading up to Board approval. The Governors routinely consider the major risks and other possible risks faced by the School and the probability of the risks arising at committee meetings. They are assisted in this regard by the school's Senior Leadership Team. Risk is managed under the two broad groupings of:

- Operational and,
- Strategic

Below which a number of risk headings are allocated, including these key risks of:

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2022**

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- Safeguarding, Education & Pastoral outcomes
- Regulatory Compliance
- ICT resilience, security and business continuity
- National Emergencies
- Finance
- Governance along with the broader ESG framework

Through the above risk management framework and its review, the Governors are satisfied that the major risks are identified and as far as practicable, have been adequately mitigated. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

**Key risks**

All risks flow back to the reputation of the school such that there is a potential material impact on current and future pupil numbers and the ability of the school to attract high quality staff. These key risks are managed through safeguarding and staff safer recruitment policies, pastoral and wellbeing support for both pupils and staff, high quality teaching and learning and active identification and resolution of health and safety related issues. During the last three years potential risks have taken on a new dimension with the COVID-19 pandemic. Pandemic and health risk are now and will remain key risks for the School in the years ahead.

**Statement of Governors' Responsibilities**

Company law requires the Governors to prepare Financial Statements for each financial period which give a true and fair view of the state of affairs of the charity's activities during the period and of its financial position at the end of the period. In preparing those Financial Statements, the Governors are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles of the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether the policies are in accordance with applicable accounting standards.
- Prepare the financial statements on the going concern basis unless it is not appropriate to presume that the charitable company will continue in operation.

The Governors are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the Charitable Company and to enable them to ensure that the Financial Statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Governors confirm that there is no information relevant to the audit of which the auditors are unaware and that the Governors have taken the necessary steps to ensure they are aware of all relevant audit information and made sure the auditors are aware of it.

The Governors' Report has been prepared in accordance with the small companies regime and the Governors have taken the exemption from preparing a strategic report.

Approved by the Governors at its meeting on 17 January 2023.

And signing on its behalf by: Nicole Coll



Chair of the Board of Trustees:

Dated: 17 January 2023

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ENA MAKIN EDUCATIONAL TRUST FOR THE YEAR ENDED 31 AUGUST 2022**

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### **Opinion**

We have audited the financial statements of The Ena Makin Educational Trust for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows, 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 charitable company's affairs as at 31 August 2022 and of the 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

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

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

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

### **Other information**

The Governors are responsible for the other information. The other information comprises the information included in the Governors' Report, other than the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 incorporates the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Governors' Report (which incorporates the directors' report) has been prepared in accordance with applicable legal requirements.

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

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

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ENA MAKIN EDUCATIONAL TRUST FOR THE YEAR ENDED 31 AUGUST 2022 (CONTINUED)**

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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 charitable company; or
- the 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; or
- the Governors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemptions in preparing the Governors' Report and from the requirement to prepare a strategic report.

### **Responsibilities of Governors for the financial statements**

As explained more fully in the Governors' responsibilities statement set out on page 9 the Governors (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the 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 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 Governors' either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

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

Based on our understanding of the Charitable Company and industry, we identified that the principal risks of non-compliance with laws and regulations relates to company law and charity law applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and Charities Act 2011.

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

- Inspection of correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of noncompliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates, including the estimate made in relation to the accrual of legacy income.

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

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ENA MAKIN EDUCATIONAL TRUST  
FOR THE YEAR ENDED 31 AUGUST 2022 (CONTINUED)**

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will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

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



Steven Harper (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory Auditors

10 Queen Street Place  
London  
EC4R 1AG

25 January  
..... 2023

**THE ENA MAKIN EDUCATIONAL TRUST  
STATEMENT OF FINANCIAL ACTIVITIES  
(INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 AUGUST 2022**

	Note	Unrestricted funds £	Restricted funds	Total 2022	2021 £
<b>Income from:</b>					
Charitable activities	3	2,473,966	-	2,473,966	2,292,933
Donations and grant income	4	1,565	-	1,565	31,738
Legacy Income	4, 16	429,679	-	429,679	-
Other		1,693	-	1,693	842
<b>Total</b>		<u>2,906,903</u>	<u>-</u>	<u>2,906,903</u>	<u>2,325,513</u>
<b>Expenditure on:</b>					
Charitable activities	6	2,708,322	7,000	2,715,322	2,615,694
<b>Total</b>		<u>2,708,322</u>	<u>7,000</u>	<u>2,715,322</u>	<u>2,615,694</u>
<b>Net income and net movement in funds</b>		198,581	(7,000)	191,581	(290,181)
Balances brought forward at 1 September		4,376,943	14,000	4,390,943	4,681,124
<b>Balances carried forward at 31 August</b>	11, 12	<u>4,575,524</u>	<u>7,000</u>	<u>4,582,524</u>	<u>4,390,943</u>

All of the above results were derived from continuing activities.

There were no other recognised gains and losses other than those stated above.

The notes on pages 16 to 23 form an integral part of these financial statements.

**THE ENA MAKIN EDUCATIONAL TRUST  
BALANCE SHEET**

**COMPANY NUMBER: 00865624**

**AS AT 31 AUGUST 2022**

	Notes	2022		2021	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	8		3,863,276		3,500,706
<b>CURRENT ASSETS</b>					
Debtors	9	565,224		112,986	
Cash at bank and in hand		685,701		1,297,115	
		<u>1,250,925</u>		<u>1,410,101</u>	
<b>CREDITORS: amounts falling due within one year</b>	10	<u>531,677</u>		<u>519,864</u>	
<b>NET CURRENT ASSETS</b>			<u>719,248</u>		<u>890,237</u>
<b>TOTAL NET ASSETS</b>			<u><u>4,582,524</u></u>		<u><u>4,390,943</u></u>
<b>FUNDS OF THE CHARITY</b>	11				
<b>Unrestricted funds</b>					
Fixed asset reserve			3,863,276		3,500,706
Revenue reserve			712,248		876,237
			<u>4,575,524</u>		<u>4,376,943</u>
<b>Restricted funds</b>			<u>7,000</u>		<u>14,000</u>
			<u><u>4,582,524</u></u>		<u><u>4,390,943</u></u>

The notes on pages 16 to 23 form part of these financial statements.

The financial statements have been prepared in accordance with part 15 of the Companies Act 2006 in regard to small companies.

The financial statements were approved and authorised for issue by the Board of Governors and were signed on its behalf by:



Mrs Nicole Coll

Dated: 17 January 2023

**THE ENA MAKIN EDUCATIONAL TRUST**  
**STATEMENT OF CASH FLOWS**

**AS AT 31 AUGUST 2022**

	Notes	2022		2021	
		£	£	£	£
<b>Cash flows from operating activities:</b>					
Net cash provided by operating activities	A		(119,795)		(158,195)
<b>Cash flows from investing activities:</b>					
Payments to acquire tangible fixed assets		(493,312)		(201,602)	
Interest received		1,693		842	
Net cash used in investing activities			(491,619)		(200,760)
(Decrease)/Increase in cash in the reporting period			(611,414)		(358,955)
Bank balance at 1 September			1,297,115		1,656,070
<b>Bank balance at 31 August</b>			<b>685,701</b>		<b>1,297,115</b>

**Note A:**

**Reconciliation of net income to net cash generated from operating activities**

Net income for the year		191,581	(290,181)
<b>Adjustments for:</b>			
Depreciation		130,742	132,729
Interest received		(1,693)	(842)
(Increase)/decrease in debtors		(452,238)	(56,175)
Increase in creditors		11,813	56,274
Net cash provided by operating activities		(119,795)	(158,195)

**THE ENA MAKIN EDUCATIONAL TRUST  
NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2022**

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**1. COMPANY STATUS**

**Charity information**

The Ena Makin Educational Trust is a private company limited by guarantee (number 865624) registered in England & Wales. The liability of the members is limited to £1 each in the event of the Company being wound up. The Company has five members. The Company is a registered charity, number 307931. Its registered office and principal place of business is shown on page 1. The Company constitutes a public benefit entity in line with FRS 102.

**2. ACCOUNTING POLICIES**

**a) Basis of accounting**

These financial statements have been prepared in accordance with the Companies Act 2006, the Statement of Recommended Practice: Accounting and Reporting by Charities Second Edition (SORP 2019), and in accordance with Financial Reporting Standard 102 (FRS 102). The trustees are satisfied that the Trust has adequate resources to continue in operation for the foreseeable future and, accordingly these financial statements have been prepared on the basis that the Ena Makin Educational Trust is a going concern for the foreseeable future (being a period of at least twelve months from the date of approval of these financial statements).

The Governors have considered the impact of the COVID-19 pandemic on the reserves and financial health of the school. The trustees are satisfied that the Trust has adequate resources to continue in operation for the foreseeable future and, accordingly these financial statements have been prepared on the basis that the Ena Makin Educational Trust is a going concern.

**b) Income**

Fees receivable represent the invoiced value of tuition and associated fees, after deducting bursaries and other remissions granted by the School. Entrance and registration fees are credited to income in the year in which they are received.

Legacies are applied for the general use of the School unless directed otherwise. Receipt of a legacy is recognised when it is probable that it will be received, there is entitlement to the income and the income can be recognised with reasonable accuracy. Receipt is normally probable when:

- There has been grant of probate;
- The executors have established that there are sufficient assets in the estate, after settling any liabilities, to pay the legacy; and
- Any conditions attached to the legacy are either within the control of the School or have been met.

**c) Tangible fixed assets**

Fixed assets in use by the school are held at cost less depreciation and impairment. Provision is made for depreciation on all tangible fixed assets at rates calculated to write off the cost or valuation, less estimated residual value, of each asset over its expected useful life, as follows:

Freehold buildings	2% per annum on cost
Building improvements	10% - 20% per annum on cost
Fixtures, fitting and equipment	10% per annum on cost
Computer equipment	25% per annum on cost
Motor vehicles	25% per annum on cost

**d) Expenditure**

All expenditure is accounted for on an accruals basis.

Expenditure is allocated directly to the appropriate expense headings. The irrecoverable element of VAT is included with the item of expense to which it relates.

**Teaching costs**

Supplies of games equipment, books, stationery and sundry materials are written off when the expenditure is incurred.

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2022**

**2. ACCOUNTING POLICIES (Continued)**

**Allocation of support and governance costs**

Support and governance costs have all been allocated to Expenditure on Charitable Activities.

**Charitable Activities**

Charitable Activities include teaching, establishment and administration costs as well as finance charges.

**e) Financial instruments**

The School only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**f) Critical sources of estimation uncertainty and accounting judgements**

In the application of the accounting policies, the Governors are required to make judgements, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

**g) Fund accounting**

Unrestricted funds comprise funds not subject to any restrictions regarding their use and are available for any charitable purpose of the Company. Restricted funds comprise funds donated to the Company to be applied towards specific capital and revenue items.

**h) Pension scheme**

The Company contributes to the Teachers' Pension Scheme. This is a multi-employer pension scheme and it is not possible to identify the Company's share of the underlying assets and liabilities. Therefore, as required by FRS 102, the Company accounts for the scheme as if it was a defined contribution scheme. Contributions payable in respect of the accounting period are charged to direct charitable expenditure.

The Company also contributes to a defined contribution scheme for non-teaching staff. Contributions payable in respect of the accounting period are charged to direct charitable expenditure.

**3. INCOME FROM CHARITABLE ACTIVITIES**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Gross fees	2,359,519	2,356,509
Bursaries and fee discounts	(108,334)	(77,159)
Suspended fee increase credited	-	(48,456)
	<hr/>	<hr/>
Net fee income	2,251,185	2,230,894
Registration fees	4,100	4,700
Clubs and trips	144,993	15,334
Other fees & Letting Income	73,688	42,005
	<hr/>	<hr/>
	<u>2,473,966</u>	<u>2,292,933</u>

Gross Fees are stated net of Covid-19 Lockdown fee discounts. In 2021 the School suspended a fee increase by crediting the bills of all families as a means of a financial relief. Means tested bursaries are offered to qualifying families upon application and discounts are offered to staff with primary age children.

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2022**

<b>4. INCOME FROM DONATIONS AND GRANTS</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Amounts received through the Coronavirus Job Retention Scheme	268	25,191
Donations	1,297	6,547
Legacy Income	429,679	-
	<u>431,244</u>	<u>31,738</u>
	<u><u>431,244</u></u>	<u><u>31,738</u></u>
<b>5. NET INCOME</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
<b>Net income is stated after charging:</b>		
Auditor's remuneration – audit ex VAT	13,315	12,830
Depreciation of owned assets	131,032	132,729
	<u>144,347</u>	<u>145,559</u>
	<u><u>144,347</u></u>	<u><u>145,559</u></u>
<b>6. ANALYSIS OF CHARITABLE EXPENDITURE AND SUPPORT COSTS</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Teaching	1,724,903	1,707,475
Establishment	348,092	336,256
Administration	462,529	392,967
Depreciation	130,742	132,729
Governance costs	49,056	46,267
	<u>2,715,322</u>	<u>2,615,694</u>
	<u><u>2,715,322</u></u>	<u><u>2,615,694</u></u>
The costs above include personnel costs stated in note 7 below as well as all other charitable expenditure and support costs attributable to the operations of the School.		
<b>7. STAFF COSTS</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Salaries and wages	1,543,674	1,634,204
Social security costs	152,734	154,638
Pension contributions	267,197	286,803
	<u>1,963,605</u>	<u>2,075,645</u>
	<u><u>1,963,605</u></u>	<u><u>2,075,645</u></u>

The average number of employees during the year was 57 (2021:63).

There was 1 employee receiving employee salary and benefits between £120,000 and £130,000 during the year (2021: 1 employee receiving salary and benefits between £120,000 and £130,000).

There was 1 employee receiving employee salary and benefits between £80,000 and £90,000 during the year. (2021 1 employee received employee salary and benefits of between £80,000 and £90,000).

The key management personnel are considered to be the Governors and the Senior Leadership Team. The Governors received no remuneration in the year (2021: none). The aggregate remuneration of the Senior Leadership Team during the year amounted to £356,882-. (2021 £340,855)

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2022**

**8. TANGIBLE FIXED ASSETS**

	<b>Freehold land and buildings £</b>	<b>Furniture and equipment £</b>	<b>Total £</b>
Cost			
At 1 September 2021	4,714,939	733,171	5,448,110
Additions	438,096	55,216	493,312
<b>At 31 August 2022</b>	<u>5,153,035</u>	<u>788,387</u>	<u>5,941,422</u>
<b>Depreciation</b>			
1 September 2021	1,418,475	528,929	1,947,404
Charge for the year	96,525	34,217	130,742
<b>At 31 August 2022</b>	<u>1,515,000</u>	<u>563,146</u>	<u>2,078,146</u>
Net book values			
31 August 2022	<u>3,638,035</u>	<u>225,241</u>	<u>3,863,276</u>
At 31 August 2021	<u>3,296,464</u>	<u>204,242</u>	<u>3,500,706</u>

**9. DEBTORS**

	<b>2022 £</b>	<b>2021 £</b>
Fee debtors	45,063	13,105
Prepayments	66,685	56,972
Other debtors	23,797	42,909
Legacy Income Receivable	429,679	-
	<u>565,224</u>	<u>112,986</u>

**10. CREDITORS: Amounts falling due within one year**

	<b>2022 £</b>	<b>2021 £</b>
Trade creditors	41,163	41,208
Taxation and social security	38,529	40,719
Other creditors (including pupils deposits)	156,506	156,506
Accruals and deferred income	19,523	28,015
Other creditors (including fees paid in advance for the next school term)	275,956	253,417
	<u>531,677</u>	<u>519,864</u>

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2022**

**11. UNRESTRICTED FUNDS**

	<b>Balance at 1 September 2021</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance at 31 August 2022</b>
	£	£	£	£	£
Fixed asset reserve	3,500,706	-	(130,742)	493,312	3,863,276
Revenue reserve	876,237	2,906,903	(2,577,580)	(493,312)	712,248
	<u>4,376,943</u>	<u>2,906,903</u>	<u>(2,708,322)</u>	<u>-</u>	<u>4,575,524</u>
	<u><u>4,376,943</u></u>	<u><u>2,906,903</u></u>	<u><u>(2,708,322)</u></u>	<u><u>-</u></u>	<u><u>4,575,524</u></u>
	<b>Balance at 1 September 2020</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance at 31 August 2021</b>
	£	£	£	£	£
Fixed asset reserve	3,431,833	-	(132,729)	201,602	3,500,706
Revenue reserve	1,228,291	2,325,513	(2,475,965)	(201,602)	876,237
	<u>4,660,124</u>	<u>2,325,513</u>	<u>(2,608,694)</u>	<u>-</u>	<u>4,376,943</u>
	<u><u>4,660,124</u></u>	<u><u>2,325,513</u></u>	<u><u>(2,608,694)</u></u>	<u><u>-</u></u>	<u><u>4,376,943</u></u>

Transfers between funds represent purchases of tangible fixed assets, which are made out of the revenue reserves and transferred to the fixed asset reserve at the year end.

**12. RESTRICTED FUNDS**

	<b>Balance at 1 September</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance at 31 August</b>
	£	£	£	£	£
Minibus fund	14,000	-	(7,000)	-	7,000
	<u>14,000</u>	<u>-</u>	<u>(7,000)</u>	<u>-</u>	<u>7,000</u>
	<u><u>14,000</u></u>	<u><u>-</u></u>	<u><u>(7,000)</u></u>	<u><u>-</u></u>	<u><u>7,000</u></u>

During the year ended 31 August 2019, the School received a donation of £28,000 from Friends of Granville School towards the purchase of a new minibus. A minibus was subsequently purchased in September 2019. The depreciation charged on the minibus has been allocated to this fund.

Restricted funds comprise solely the net book value of the minibus, which is included within tangible fixed assets on the Balance Sheet.

**13. TRUSTEES' REMUNERATION AND EXPENSES**

Trustees are not remunerated for their services. During the year expenses reimbursed to Governors were £232. (2021: £0). There were no further related party transactions that require disclosure. Some Governors have children at the School but receive no discount or related benefit. No current parent Governor as at 31<sup>st</sup> August 2022 was in arrears with fees and charges.

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2022**

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**14. PENSION COSTS**

The school's employees belong to one of two principal employee schemes.

- a) Legal and General, which is a defined contribution scheme for non-teaching staff.
- b) Teachers' Pension Scheme (TPS) for teaching staff which is a multi-employer defined benefit 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 £317,962 (2021: £247,886) and at the year-end £27,810 (2021 - £29,443) 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. Following a public consultation, the Government have accepted three key proposals recommended by the Government Actuary and are aiming to implement these changes in time for the 2020 valuations.

The 2016 cost control valuations have since been completed in January 2022, and the results indicated that there would be no changes to benefits or member contributions required. The results of the cost cap valuation are not used to set the employer contribution rate, and HM Treasury has confirmed that any changes to the employer contribution rate resulting from the 2020 valuations will take effect in April 2024.

Until the 2020 valuation 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.

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2022**

**15. PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £	Restricted funds	Total 2021 £
<b>Income from:</b>			
Charitable activities	2,292,933	-	2,292,933
Donations and grant income	31,738	-	31,738
Other	842	-	842
<b>Total</b>	<u>2,325,513</u>	<u>-</u>	<u>2,325,513</u>
<b>Expenditure on:</b>			
Charitable activities	2,608,694	7,000	2,615,694
<b>Total</b>	<u>2,608,694</u>	<u>7,000</u>	<u>2,615,694</u>
<b>Net income and net movement in funds</b>	(283,181)	(7,000)	(290,181)
Balances brought forward at 1 September	4,660,124	21,000	4,681,124
<b>Balances carried forward at 31 August</b>	<u>4,376,943</u>	<u>14,000</u>	<u>4,390,943</u>

**16. LEGACY INCOME AND CONTINGENT ASSET – FROGGATT LEGACY**

The School was named as a beneficiary of a legacy given in the Last Will and Testament of a former Headmistress, Miss M Froggatt, who passed away on 23 February 2022. The estate comprises property and market investments now under the management of the joint executors. At the year end, entitlement to this legacy was confirmed by grant of probate dated 18 August 2022. The School was initially informed of the value of the estate through a schedule of Assets and Liabilities provided by Solicitors for the Executors. The School is not aware of the value realised for the market investments, nor if all the investments have been liquidated; and will not be in possession of that information until estate accounts are provided when the estate is finalised. The School is however aware that the sale of the property asset has been suspended and it will likely go to auction in April 2023 primarily due to difficulties in achieving a sale.

Based on the schedule of assets and liabilities at face value with no assumptions for further costs and liabilities, the upper limit of the School's entitlement is circa £633,000. The School has only been made aware that investments did not realise their market value but would not be informed of the amount realised until the estate is finalised.

Given the fall in the value of investments due to financial market volatility, the uncertainty of when and if all the investments were liquidated, the uncertainty over the property sale value and any further executor costs and liabilities, including an inheritance tax risk on the property value; the Board has estimated and included in these accounts a legacy income value of £429,679. No costs have been incurred by the School in the process of receiving this income, however it is anticipated that there will be costs to be borne by the estate before the net proceeds are distributed. The timing and extent of the costs to be borne by the estate is currently unknown to the Board.

**THE ENA MAKIN EDUCATIONAL TRUST  
NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2022**

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**16. LEGACY INCOME AND CONTINGENT ASSET – FROGGATT LEGACY (CONTINUED)**

The Board is not in possession of final estate accounts. At date of these accounts the Executors have made a partial distribution to the school on its entitlement in the sum of £336,745. The Board recognises that there is a potential for further income over and above the accrual of £429,679 however it has been determined that it is not appropriate to accrue for further income on the grounds that a reliable estimate cannot be made over and above this amount.

**THE ENA MAKIN EDUCATIONAL TRUST**

England & Wales - Charity number 307931

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# Accounts

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Charity Registration No. 307931  
Company Registration No. 865624

**THE ENA MAKIN EDUCATIONAL TRUST  
ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021**

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**THE ENA MAKIN EDUCATIONAL TRUST  
ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2021**

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<b>CONTENTS</b>	<b>Pages</b>
<b>Legal and Administrative Information</b>	<b>1</b>
<b>Governors' Annual Report</b>	<b>3</b>
<b>Independent Auditor's Report</b>	<b>10</b>
<b>Statement of Financial Activities</b>	<b>13</b>
<b>Balance sheet</b>	<b>14</b>
<b>Statement of Cash Flows</b>	<b>15</b>
<b>Notes to the Financial Statements</b>	<b>16</b>

**THE ENA MAKIN EDUCATIONAL TRUST  
LEGAL AND ADMINISTRATIVE INFORMATION**

**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Registered office:** The Granville School  
2 Bradbourne Road  
Sevenoaks  
Kent  
TN13 3LJ

**Registered Number:** 865624 (England and Wales)

**Charity Number:** 307931 (England and Wales)

**The Governors are the Directors of the Ena Makin Educational Trust**

The following served as Governors since the start of the year:

Nicole Coll (Chair from 1st September 2020)  
Rowena Bolton  
Tamlyn Elrin  
Charlotte Glanville  
Anna Jobke  
Mwai Odewale  
Heather Paget-Brown  
Velizar Tarashev

During the year and subsequently up to the date of approving the accounts, the following Governors were appointed:

Bridget Ward (12th November 2020)  
George Brown (12th November 2020)  
Jackie Thomas (12th November 2020)  
Kate Easton (17<sup>th</sup> March 2021)  
Michael Zheng (9<sup>th</sup> November 2021)

During the year, the following Governors resigned:

Margaret Giblin (31<sup>st</sup> December 2020)  
David Mackenzie (24<sup>th</sup> June 2021)

**Auditors:** Haysmacintyre LLP  
10 Queen Street  
London  
EC4R 1AG

**THE ENA MAKIN EDUCATIONAL TRUST  
LEGAL AND ADMINISTRATIVE INFORMATION (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Bankers:**

Adam & Co  
6 Adelaide Street  
London  
WC2N 4HZ

National Westminster PLC  
67 High Street  
Sevenoaks  
Kent  
TN13 1LA

Lloyds Bank PLC  
83 High Street  
Sevenoaks  
TN13 1LG

**Contact details:**

The Granville School  
2 Bradbourne Park Road  
Sevenoaks  
Kent  
TN13 3LJ

[www.granvilleschool.org](http://www.granvilleschool.org)

Registered charity No. 307931

# THE ENA MAKIN EDUCATIONAL TRUST GOVERNORS' REPORT

## FOR THE YEAR ENDED 31 AUGUST 2021

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The governors present their annual report and financial statements for the year ended 31 August 2021.

### OBJECTIVES AND ACTIVITIES

The charity's objectives are the advancement of education and the benefit of the public, in particular by the provision and conduct of a day school for boys and girls residing in or near Sevenoaks. In furtherance of this objective, the governors, as charity trustees, have complied with the duty in S.4 of the Charities Act 2011 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement under that Act.

### EDUCATIONAL AIMS

The School caters for boys and girls in the Pre-School from 3 to 4 years old and girls in the Prep School from 4 to 11 years of age. The School aims to foster and provide an excellent all-round education for its pupils. This encompasses their academic, social development, physical development and wellbeing through its academic curriculum, pastoral care, sporting, and other extra-curricular activities. The Granville provides an educational environment where every child can realise his or her true potential by developing knowledge, confidence and self-reliance within a supportive and happy school community.

The Granville School aims to set the highest academic and pastoral standards. Experienced staff identify and develop the full potential and natural talents of each individual child in order to prepare them for a fulfilled, happy and productive life.

1. To provide exceptional and inspirational teaching across a broad, stimulating and ambitious curriculum where each pupil develops a love for learning, maximises their full potential and gains a place at a senior school where they will continue to thrive
2. To offer outstanding pastoral care in a school that is safe, healthy and environmentally, culturally and socially aware
3. To offer all the pupils the opportunity to explore and develop their talents in and beyond the academic curriculum through the provision of an outstanding extra-curricular programme
4. To raise the profile of the Granville as a centre of academic excellence, outstanding personal development and exceptional pastoral care
5. To optimise the use of the school's resources including staff, ICT, infrastructure, land and buildings for the benefit of the current and future pupils

### Academic

The school's strategy for achieving high performance, demonstrating excellent value added to standardised scores, is to maintain the high quality of our teaching, through recruitment, teacher development and appraisals. Our teacher-to-pupil ratios play an important part in the process of high performance and we tailor our teaching, learning strategies and delivery as appropriate to meet the individual needs of our pupils.

Despite the pandemic, The Granville School has been delighted with its entry examination results to Senior Schools, demonstrating the excellent remote learning programme provided by the school during lockdown.

Of the Year 6 cohort of 31, 20 (65%) sat and passed the Kent 11+, with 16 girls (80%) being offered a place at Tonbridge Grammar School for Girls. 10 Girls (32%) were offered a place at Sevenoaks School, (2 with scholarships). A total of 26 scholarships and awards were offered at a number of prestigious independent senior schools.

The School's educational offer is underpinned by a broad curriculum with subject specialist teaching increasing as girls progress through the year groups. This is combined with a cross curricular approach where possible which also helps to both widen and embed knowledge. This is supported by initiatives such as Forest School and the enriched practical experiences of workshops, trips and visits. The curriculum is also enhanced by theatre and musical workshops, storytellers, history themed workshops, visiting speakers, Virtual Reality headsets and visits to local places of interest and the children's competent use of IT gives them great access to a wide range of online resources to support learning.

Testing, standardised assessment and benchmarking helps to assist the School and parents in a thorough understanding of the children's progress as well as being a very useful tool when considering options for senior schools.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2021**

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All children are supported to reach their potential including those who find learning a challenge. Our SEN department is a key pillar in the Granville approach. The SENCO works with the staff to ensure that the school provides carefully designed, pupil centric support so that children that require it have the help that they need. Pupils may be taught on a 1:1 basis or in small groups, they may access to sensory circuits, Lego therapy and Nessy Phonics intervention. The SENCO also co-ordinates weekly visits by the speech and language therapists and the occasional Educational Psychologist assessments.

Likewise, more able, gifted and talented (MAG&T) provision is also an important part of the Granville approach. MAG&T children are identified and then challenged with a variety of differentiated work, focus activities, clubs and pathways. This ensures that the children can realise their potential in the areas in which they excel.

The staff, governors, parents and the girls themselves, are immensely proud of the Granville girls' achievements. We are always thrilled when their efforts are recognised and even more so when our bright and talented girls gain scholarships and awards to their chosen senior schools. These awards cover many areas of the curriculum: academic, music, sport, art and drama.

**Pastoral**

Every child is known by every teacher in the school. Pupils share worries or concerns with the teachers who they trust. All the girls belong to one of the four Houses, which foster friendly competition and also allows the children, of all ages, to work together with children of other year groups, creating a sense of belonging and community. Through the School Council the children all contribute to the way school operates, where their ideas are considered and fed back to the school via School Council assemblies in order that the children feel that their opinions matter. The 'Feelings Box' is widely used, and children share their thoughts and feelings through notes posted, which are followed up by the Headmistress.

Pupils achieve their best in an environment which is caring, safe and encouraging. We have a very happy school with a strong family feel. Our aim is to treat everyone as an individual and to meet their needs so that they flourish as a learner and a member of the school community.

The School Dog positively impacts the children and pupils, and staff say that she has helped with dealing and coping with anxiety, morale and wellbeing.

**Co-curricular and Extra-Curricular**

Curricular and co-curricular activities are a vital part of life at The Granville School and is a key component in ensuring that each girl reaches her highest level of personal achievement. Here there are plenty of opportunities to develop new skills whether in or out of the classroom. Our broad and varied curriculum, together with the extensive subject knowledge of our specialist teachers, a wide ranging extra-curricular programme and entries into challenging competitions achieves this. National competitions such as Primary Maths Challenge, which is aimed at children in Years 7 and 8 provide great challenge for the more able. Eleven girls achieved the Gold Award, eight girls achieved Silver and fourteen were awarded Bronze, with seven going through to the Bonus round.

The Year 6 girls took part in the International Primary Latin Project's Mythology Competition, with one pupil winning 1st prize in the KS2 Creative Writing and another pupil winning 2nd prize in the KS2 Art category.

Many of our Year 6 girls, complete independent study towards the I.T. iDEA awards. 17 girls completed their Bronze Award and 8 completed their Silver Award, which is the equivalent to GCSE level computing. Participation in inter-school events also improves performance and the girls took part in many such events in English, Science, sport and music. One of our pupils won a highly commended in the Sir Philip Sidney Poetry Competition and two pupils won prizes for their entries in the First News Story Competition

Sport and physical fitness have a very prominent place in the curriculum. The PE curriculum offers many opportunities to participate in a range of sports all of which are delivered by specialist sports teachers. There is a full programme of fixtures in several sports including netball, hockey, athletics, rounders, tennis, swimming, cross-country and cricket, where every child in Year 3 to Year 6 competes in inter-school competitions. The number of teams that participate in competitive sport has been increased to ensure that all girls get the opportunity to learn from the experience of winning and losing in the sporting

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2021**

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context, with a C and D team tournaments to provide greater opportunity for those teams. All pupils have the opportunity to work towards the following awards: BAGA awards for gymnastics, national swimming awards and ballet exams.

Music plays a very important role in day-to-day life at The Granville. This ranges from daily singing in assemblies to exciting weekly music lessons to elaborate festivals and large-scale performances. Every girl learns to play an instrument in Year 2 and Year 3 curriculum lessons and there are many opportunities for individual lessons in piano and other orchestral instruments from Year 2. Over 90% of pupils in Years 2 to 6 learn an instrument either in or out of school. We have two orchestras, two choirs and numerous chamber groups that allow girls the opportunity to practice and perform significant musical pieces and prepare for their ABRSM music exams, where great success is enjoyed. Granville girls thrive on the regular performances we hold. This year most being filmed and streamed to parents.

Drama is another feature of a Granville education and a key part of our provision that equips the children with the confidence and poise to address a group. Fundamental to our inclusive approach to Drama is that every pupil should have a moment to shine in our performances. Our festivals and performances not only provide a showcase for our many talented performers, but they are also a carefully managed opportunity to encourage and build confidence in every pupil. All children, including Kindergarten perform publicly. At Christmas, Pre-School and Reception children put on a Christmas concert and Nativity respectively and Year 1 and 2 performed the Nutcracker. Year 4 also starred in 'Jungle Book' an amazing multi-setting film. The tear jerking and heart-warming Year 6 performance of 'Warhorse' was another blockbuster with many scenes filmed outdoors. The certificated LAMDA programme is very popular with Years 1 and 2 taking Entry Level and Grade 1 Choral speaking, Year 3 taking their individual entry level and Year 4 to Year 6 girls taking LAMDA acting classes. All girls taking their LAMDA examinations passed and 56 with distinction.

Forest School lessons continue to be a highlight of the week for pupils from Kindergarten to Year 3 and allows the children to creatively use the woodland that borders the school, whilst challenging themselves physically and socially as they problem solve together.

Outside the classroom we continue to expand the extensive and exciting range of after-school clubs and a full programme of whole-school enrichment activities where pupils broaden and deepen learning experiences and discover new interests and talents, e.g., from the popular Mandarin Club to the long running Puzzle Club. Despite lockdown, where clubs went virtual and then into bubbles, our pupils benefit from enthusiastic teachers keen to share interests and passions alongside skilled coaches from external organisations who add value and variety to our offers, including hockey, tennis, gymnastics, multisport, rugby and cricket, the latter both increasing in popularity as girls' games.

### **Outreach**

The School believes it is necessary to support children who would not otherwise be able to benefit from a Granville education through a series of bursaries. This year the value of means tested bursaries totalled £48,361, (2020 £52,010, 5 children) these provided assistance to 4 pupils, two of which were transformational bursaries at 100%. The Governors review the Bursary Policy regularly and advertise the availability of bursaries to ensure that children from outside the school are able to access means-tested fee assistance. In the current climate Governors are acutely aware of financial hardship of existing parents and aim to approach these cases with a sympathetic approach whilst balancing the essential fairness of a means tested methodology.

Our time-honoured traditions are at the heart of a Granville calendar, but this is mixed with a forward-looking stance, equipping pupils for the challenges of modern life. Many pupils are daughters of past pupils who want their children to share in the values and ethos of a Granville education, which, 76 years later, are still relevant. Traditional events such as 'Stirring the Pudding' and 'Spring Festival' bring the whole school community together. The Granville exudes a genuine sense of family amongst the children, staff and parents and it was with great hope that we began once again to open many of our events to parents, though with continuous management of the Covid-19 risks some were available through a range of mediums, including Zoom, filming and live streaming.

The Granville has a well-established tradition of supporting many local and national charities which give the children a respect and understanding for the wider community and those less fortunate than themselves or in need. During lockdown we established a series of Friday competitions in which pupils entered and raised money or worked towards several initiatives.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2021**

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The children joined the Sevenoaks CleanUp, took part in a guess the teacher competition in support of Place2Be, contributed to the community book collection and Laptop Library initiative, baked for the school dog inspired Cookie Bake and the Book Day bake off, jumped in puddles for Cancer Research and organised a Junior Leadership Fayre. All in all, over £1,500 was raised.

**School Resources**

The resources of the School are for sole purpose of sustaining and developing the delivery of its charitable objectives. Ultimately everything we do is principally for the education and wellbeing of our children but also our personnel. The last two years have challenged our resources in a way not experienced before with the impact of the Covid-19 pandemic. We have also embarked on long-expected expenditure for the roof replacement of our Early Years facility expected to be completed by mid-February 2022. This roof replacement is funded from School reserves and note 16 of the Accounts provide further information on that commitment. The School has a rolling 3 year planning framework and is guided by these forecasts when developing and planning pupil recruitment and/or costs savings.

**FUTURE PLANS**

The School's future plans are driven by the strategic objectives identified above. The overall aim of which is to provide an educational environment where every child can realise his or her true potential by developing knowledge, confidence and self-reliance within a supportive and happy school community. We intend to continue to maintain the School's position in a competitive market by providing a first-class education for our pupils, achieving a high standard of academic results, whilst maintaining the breadth and depth of a broad, future facing and relevant curriculum and outstanding pastoral care.

The School has completed a strategic review and is updating both its marketing, development and financial risk management plans. Development and marketing plans are financed primarily from our reserves and fee income. The Governors ensure robust budgeting and cash flow monitoring are exercised to ensure the school can meet its ongoing educational needs while reviewing the feasibility of development projects, as we continue to invest in our estate and facilities. Maintaining and developing the fabric and facilities of the School are central to our strategy and the school will continue to improve its facilities and provisions in the coming years. The Governors are satisfied that the school has sufficient available funds and facilities to meet its strategic objectives.

The Governors review our Bursary Awards policy annually to ensure that local children can accept offers of places at our School through the availability of means-tested fee assistance. The Governors place great importance on the bursary awards to widen access to a Granville education.

**OUR FINANCES**

The financial statements show net deficit of income and movement in funds for the year on School activities of (£290,181) (2020: £248,861 deficit). The principal source of income is fees accounting for 97% (2020: 94.6%) of the School's income. The Governors are continuing their strategy of deploying all net incoming resources to investing in the educational purposes and facilities of the school.

**Reserves and Financial Health**

As part of the effective governance of the School, the Governors receive monthly management accounts with a review of finances, budgets, expenditure and variances against budgets together with a monthly cash flow forecast analysis. The Governors have invested substantial sums into new School buildings in recent years and have a continuing programme of refurbishment, development and investment to maintain excellent teaching facilities for our pupils. The closing value of our tangible assets, property, plant and equipment, was £3,500,706 (2020 £3,431,833). At 31 August 2021, the School's total funds were £4,390,943, comprised of restricted funds of £14,000 and unrestricted funds of £4,376,943. Net current assets were £890,237

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2021**

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**Going Concern**

After making appropriate enquiries, the Governors have a reasonable expectation that the School has adequate resources to continue its operations for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

Governors are appointed as vacancies arise. In making appointments Governors take into account Charity Commission guidance, the depth and breadth of skills and experience required by the school namely in safeguarding, health and safety, laws, financial/accounting, regulatory compliance, building design & surveying and educational experience, senior managerial and/or commercial business human resource practice and premises management. Potential candidates who possess the requisite personal and specialist skills are identified, discussed by Governors and invited to become a Governor as appropriate.

The Governors, who are also the charity trustees, determine the general policy of the school. Significant expenditure decisions and major capital projects are referred to the Governors for approval. The day-to-day management of the school is delegated to the Headmistress and the Senior Leadership Team. The Full Board of Governors meet three times a year, with each committee also meeting at least 3 times a year. The Granville School Bursar, who is also Clerk to the Governors, co-ordinates the work of the Board and their Committees, prepares papers and management accounts and the review of matters arising.

The Governors maintain a robust position towards risk with a default attitude of being risk averse. Governors do everything possible to ensure that all risks to which the School is exposed are mitigated to the lowest levels. Governors undergo an induction upon assumption of their role and are provided with relevant training through seminar and online CPD programmes, which includes safeguarding training. A Governor is designated as the safeguarding lead and another as the Health & Safety lead at the Board level providing oversight and an active channel for the School.

The Committees of the Board are the Finance Committee responsible for oversight of matters of finance, statutory financial compliance and financial policy, this committee will recommend the approval of the annual budget and accounts to the Board. The House Committee responsible for all matters relating to health & safety in the workplace, the estate, premises, equipment and facilities. The Compliance & Risk committee responsible for regulatory and internal policy & procedure compliance, all types of business risks covering competitive, economic, operational, legal and compliance. The Education Committee responsible for all education and pastoral aspects of the School. There is an internal management health & safety committee made up of key members of staff, a representative of the whole school body responsible for oversight of health, safety and wellbeing across the School, and upon which the Governor lead for health & safety sits. The School also has a Bursary committee which only meets to consider bursary applications.

All Governors give of their time freely without remuneration, no expenses related to attending meetings were paid in the year. No Governor or person connected with a Governor received any benefit from means tested bursaries. Governors determine the remuneration of key management staff through the Finance Committee, which is kept under annual review.

The Governors are the charity trustees of The Granville School. The Governing document is the Memorandum and Articles of Association dated 13th November 2009. New Governors are appointed by the existing Board of Governors and ratified by the Members at their annual AGM. Governors are appointed for a period of three years.

**Leadership and engagement with employees**

The Headmistress undertakes the key leadership role overseeing educational, pastoral and administrative functions in consultation with the senior leadership team. The Headmistress oversees the recruitment of all educational staff and administrative staff, whilst under delegated authority the Bursar oversees the recruitment of non-teaching support staff. The Headmistress and Bursar are invited to attend Governors' meetings. The Headmistress attends the IAPS Conference and the Bursar attends the ISBA Conference (annually). Both conferences permit appropriate representation to Government and regulators on the views of the sector.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2021**

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The School is structured and organised to ensure collaboration, learning and involvement of all employees, providing channels and forum for employees at all levels to be involved in all areas of the School. There is a cascading structure of meetings at the levels of heads of department, divisional heads, subject staff, operational staff and the senior leadership team where the business of the School is raised, discussed and better outcomes arrived at on a weekly basis. Project teams are created regularly to deliver improvements or change programmes using the appropriate skills of employees.

**Setting pay for staff and key management personnel**

A number of criteria are used in setting pay, the national pay scales; the nature of the role and responsibilities; individual performances; the sector average salary for comparable positions using AGBIS surveys and IAPS advice and trends in pay in recent years.

**Risk Management**

The school maintains a risk register which is reviewed annually by the Compliance and Risk Committee and is presented to the Board of Governors for approval. As risks oversight is mapped to each board committee the risk register is shared with all committees for comment during the review process leading up to Board approval. The Board also takes particular account of the risks associated with significant capital projects, where the need for extensive professional advice before and during projects are critical to success. The Governors routinely consider the major risks and other possible risks faced by the School and the probability of the risks arising at committee meetings. They are assisted in this regard by the school's Senior Leadership Team. Risk is managed under the two broad groupings of Operational and Strategic risks, below which a number of risk headings are allocated, including these key risks:

Safeguarding, Education & Pastoral outcomes  
Regulatory Compliance  
ICT resilience, security and business continuity  
National Emergencies  
Governance

Through the above risk management framework and its review, the Governors are satisfied that the major risks are identified and as far as practicable, have been adequately mitigated. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

**Key risks**

All risks flow back to the reputation of the school such that there is a potential material impact on current and future pupil numbers and the ability of the school to attract high quality staff. These key risks are managed through safeguarding and staff safer recruitment policies, pastoral and wellbeing support for both pupils and staff, high quality teaching and learning and active identification and resolution of health and safety related issues. As in the prior year we have continued to manage extensively the risks associated with the COVID-19 virus. Pandemic risk is now and will remain a key risk for the School in the years ahead.

**Continued COVID-19 disruption**

The Granville School, in common with schools nationwide, faced another national lockdown in January 2021. The School again adapted quickly reverting to remote teaching by delivering a full remote learning programme, which followed pupils' normal daily timetables and even managing some online clubs and competitions. Teachers taught a full timetable of virtual face to face lessons using Zoom and Microsoft Teams for delivering work, assessing and feeding back on work. The School was open to all children in the nursery and approximately 35 key worker and vulnerable children.

When we returned to school, measures were implemented such as staggered entry and exit points and times, extra-curricular clubs offered in bubbles, face coverings worn by staff, children playing and eating in bubbles. All productions were filmed and streamed to parents including informal concerts, plays, Awards Evening and even Sports Day.

The School's cloud-based system allowed it to switch to remote teaching. Once again, the enormous efforts of all teaching and support staff to develop, implement, execute and maintain the remote learning provision with very little notice was highly commended by parents and governors.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2021**

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At no time did the Governance or running of the School stop as all meetings were held remotely and the frequency of meetings increased as a result of the need for greater oversight and strategic guidance in managing the crisis. Governors participated and were more regularly informed of risks, arrangements for education, pastoral care and safeguarding, financial impacts, impact on staff resources and how the school was preparing for a return to face-to-face education.

Key risks in the area of health and safety were elevated as the School upon returning, prepared for the safety and health protection of pupils and staff. This involved detailed risk assessments with guidance from our regulatory bodies, increased use of cleaning and sanitising materials, PPE requirements and more frequent cleaning routines.

The pandemic had a significant financial impact in 2020/2021, with fee income and operating costs heavily affected. The School offered families a reduction in fees to reflect the change in educational provision resulting from remote teaching during the second lockdown. During this lockdown financial risks were mitigated as best as possible, the School managed to reduce some costs in support functions. Financially the School benefitted in a small but not insignificant way from the grant available through the Furlough support scheme. For the second consecutive year the pandemic has impacted the School by limiting the opportunities for personal marketing through open days and visits by parents. This has resulted in a slowdown of growth at the natural entry points of the School. The School expects the recruitment pipeline will slowly return to growth in 18 – 24 months.

The Covid-19 impact on pupil recruitment, the major repairs to the EYFS facility, managing the financial and operational risks and efforts to strengthen reserves will continue in the current financial year and beyond. The Governors and senior leadership will together ensure that the School can securely build financial reserves, operational strength and resilience to weather the persistent threats from Covid-19, to cope with the changes in the market during this period and secure its long term future for the current children and those to come.

**Statement of Governors' Responsibilities**

Company law requires the Governors to prepare Financial Statements for each financial period which give a true and fair view of the state of affairs of the charity's activities during the period and of its financial position at the end of the period. In preparing those Financial Statements, the Governors are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles of the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether the policies are in accordance with applicable accounting standards.
- Prepare the financial statements on the going concern basis unless it is not appropriate to presume that the charitable company will continue in operation.

The Governors are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the Charitable Company and to enable them to ensure that the Financial Statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Governors confirm that there is no information relevant to the audit of which the auditors are unaware and that the Governors have taken the necessary steps to ensure they are aware of all relevant audit information and made sure the auditors are aware of it.

The Governors' Report has been prepared in accordance with the small companies regime and the Governors have taken the exemption from preparing a strategic report.

Approved by the Governors at its meeting on *2 February* 2022.

And signing on its behalf by: Nicole Coll



Chair of the Board of Trustees

Dated: *2 February 2022*

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ENA MAKIN EDUCATIONAL TRUST  
FOR THE YEAR ENDED 31 AUGUST 2021**

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**Opinion**

We have audited the financial statements of The Ena Makin Educational Trust for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows, 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 charitable company's affairs as at 31 August 2021 and of the 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

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

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

**Other information**

The trustees are responsible for the other information. The other information comprises the information included in the 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 directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Governors' Report have been prepared in accordance with applicable legal requirements.

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

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

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ENA MAKIN EDUCATIONAL TRUST FOR THE YEAR ENDED 31 AUGUST 2021

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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 charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Governors were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

### **Responsibilities of trustees for the financial statements**

As explained more fully in the trustees' responsibilities statement set out on page 8, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulatory requirements of the Charity Commission and the Independent Schools Inspectorate, 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, the Charities Act 2011, and other factors such as payroll taxes.

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 posting inappropriate journal entries and management bias in making 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 with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their 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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law,

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ENA MAKIN EDUCATIONAL TRUST  
FOR THE YEAR ENDED 31 AUGUST 2021**

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we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Steven Harper*

Steven Harper (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory Auditors  
Date: 17 February 2022

10 Queen Street Place  
London  
EC4R 1AG

**THE ENA MAKIN EDUCATIONAL TRUST  
STATEMENT OF FINANCIAL ACTIVITIES  
(INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 AUGUST 2021**

	Note	Unrestricted funds £	Restricted funds	Total 2021	2020 £
<b>Income from:</b>					
Charitable activities	3	2,292,933	-	2,292,933	2,327,438
Donations and grant income	4	31,738	-	31,738	120,910
Other		842	-	842	10,235
<b>Total</b>		<u>2,325,513</u>	<u>-</u>	<u>2,325,513</u>	<u>2,458,583</u>
<b>Expenditure on:</b>					
Charitable activities	6	2,608,694	7,000	2,615,694	2,707,444
<b>Total</b>		<u>2,608,694</u>	<u>7,000</u>	<u>2,615,694</u>	<u>2,707,444</u>
<b>Net income and net movement in funds</b>		(283,181)	(7,000)	(290,181)	(248,861)
Balances brought forward at 1 September		4,660,124	21,000	4,681,124	4,929,985
<b>Balances carried forward at 31 August</b>	11, 12	<u>4,376,943</u>	<u>14,000</u>	<u>4,390,943</u>	<u>4,681,124</u>

All of the above results were derived from continuing activities.

There were no other recognised gains and losses other than those stated above.

The notes on pages 16 to 22 form an integral part of these financial statements.

**THE ENA MAKIN EDUCATIONAL TRUST  
BALANCE SHEET**

**COMPANY NUMBER: 00865624**

**AS AT 31 AUGUST 2021**

	Notes	2021		2020	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	8		3,500,706		3,431,833
<b>CURRENT ASSETS</b>					
Debtors	9	112,986		56,811	
Cash at bank and in hand		1,297,115		1,656,070	
		<u>1,410,101</u>		<u>1,712,881</u>	
<b>CREDITORS: amounts falling due within one year</b>	10	<u>519,864</u>		<u>463,590</u>	
<b>NET CURRENT ASSETS</b>			890,237		1,249,291
<b>TOTAL NET ASSETS</b>			<u>4,390,943</u>		<u>4,681,124</u>
<b>FUNDS OF THE CHARITY</b>	11				
<b>Unrestricted funds</b>					
Fixed asset reserve			3,500,706		3,431,833
Revenue reserve			876,237		1,228,291
			<u>4,376,943</u>		<u>4,660,124</u>
<b>Restricted funds</b>			14,000		21,000
			<u>4,390,943</u>		<u>4,681,124</u>

The notes on pages 16 to 22 form part of these financial statements.

The financial statements have been prepared in accordance with part 15 of the Companies Act 2006 in regards to small companies.

The financial statements were approved and authorised for issue by the Board of Governors and were signed on its behalf by:



Mrs Nicole Coll

Dated: 2 February 2022

**THE ENA MAKIN EDUCATIONAL TRUST  
STATEMENT OF CASH FLOWS**

**AS AT 31 AUGUST 2021**

	Notes	2021		2020	
		£	£	£	£
<b>Cash flows from operating activities:</b>					
Net cash provided by operating activities	A		(158,190)		103,017
<b>Cash flows from investing activities:</b>					
Payments to acquire tangible fixed assets		(201,602)		(74,699)	
Interest received		842		5,941	
Net cash used in investing activities			(200,760)		(68,758)
(Decrease)/Increase in cash in the reporting period			(358,955)		34,259
Bank balance at 1 September			1,656,070		1,621,811
<b>Bank balance at 31 August</b>			<b>1,297,115</b>		<b>1,656,070</b>
<b>Note A:</b>					
<b>Reconciliation of net income to net cash generated from operating activities</b>					
Net income for the year			(290,181)		(248,861)
<b>Adjustments for:</b>					
Depreciation			132,729		134,198
Interest received			(842)		(5,941)
(Increase)/decrease in debtors			(56,175)		56,537
Increase in creditors			56,274		167,084
Net cash provided by operating activities			(158,190)		103,017

**THE ENA MAKIN EDUCATIONAL TRUST  
NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2021**

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**1. COMPANY STATUS**

**Charity information**

The Ena Makin Educational Trust is a private company limited by guarantee (number 865624) registered in England & Wales. The liability of the members is limited to £1 each in the event of the Company being wound up. The Company has five members. The Company is a registered charity, number 307931. Its registered office and principal place of business is shown on page 1. The Company constitutes a public benefit entity in line with FRS 102.

**2. ACCOUNTING POLICIES**

**a) Basis of accounting**

These financial statements have been prepared in accordance with the Companies Act 2006, the Statement of Recommended Practice: Accounting and Reporting by Charities Second Edition (SORP 2019), and in accordance with Financial Reporting Standard 102 (FRS 102). The trustees are satisfied that the Trust has adequate resources to continue in operation for the foreseeable future and, accordingly these financial statements have been prepared on the basis that the Ena Makin Educational Trust is a going concern for the foreseeable future (being a period of at least twelve months from the date of approval of these financial statements).

The Governors have considered the impact of the COVID-19 pandemic on the reserves and financial health of the school. The trustees are satisfied that the Trust has adequate resources to continue in operation for the foreseeable future and, accordingly these financial statements have been prepared on the basis that the Ena Makin Educational Trust is a going concern.

**b) Fees**

Fees receivable represent the invoiced value of tuition and associated fees, after deducting bursaries and other remissions granted by the School. Entrance and registration fees are credited to income in the year in which they are received.

**c) Tangible fixed assets**

Fixed assets in use by the school are held at cost less depreciation and impairment. Provision is made for depreciation on all tangible fixed assets at rates calculated to write off the cost or valuation, less estimated residual value, of each asset over its expected useful life, as follows:

Freehold buildings	2% per annum on cost
Building improvements	10% - 20% per annum on cost
Fixtures, fitting and equipment	10% per annum on cost
Computer equipment	25% per annum on cost
Motor vehicles	25% per annum on cost

**d) Expenditure**

All expenditure is accounted for on an accruals basis.

Expenditure is allocated directly to the appropriate expense headings. The irrecoverable element of VAT is included with the item of expense to which it relates.

**Teaching costs**

Supplies of games equipment, books, stationery and sundry materials are written off when the expenditure is incurred.

**Allocation of support and governance costs**

Support and governance costs have all been allocated to Expenditure on Charitable Activities.

**Charitable Activities**

Charitable Activities include teaching, establishment and administration costs as well as finance charges.

**e) Financial instruments**

The School only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2021**

**2. ACCOUNTING POLICIES (Continued)**

**f) Critical sources of estimation uncertainty and accounting judgements**

In the application of the accounting policies, the Governors are required to make judgements, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

**g) Fund accounting**

Unrestricted funds comprise funds not subject to any restrictions regarding their use and are available for any charitable purpose of the Company. Restricted funds comprise funds donated to the Company to be applied towards specific capital and revenue items.

**h) Pension scheme**

The Company contributes to the Teachers' Pension Scheme. This is a multi-employer pension scheme and it is not possible to identify the Company's share of the underlying assets and liabilities. Therefore, as required by FRS 102, the Company accounts for the scheme as if it was a defined contribution scheme. Contributions payable in respect of the accounting period are charged to direct charitable expenditure. The Company also contributes to a defined contribution scheme for non-teaching staff. Contributions payable in respect of the accounting period are charged to direct charitable expenditure.

**3. INCOME FROM CHARITABLE ACTIVITIES**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Gross fees	2,356,509	2,288,593
Bursaries	(48,361)	(52,010)
Fee discounts	(28,798)	(12,387)
Suspended fees increase credited	(48,456)	
	<u>2,230,894</u>	<u>2,224,196</u>
Net fee income		
Registration fees	4,700	4,700
Clubs and trips	15,334	70,842
Other fees & Letting Income	42,005	27,700
	<u>2,292,933</u>	<u>2,327,438</u>

Gross Fees are stated net of Covid-19 Lockdown fee discounts in both years. In 2021 the School suspended a fee increase by crediting the bills of all families as a means of a financial relief. Means tested bursaries are offered to qualifying families upon application and discounts are offered to staff with primary age children.

**4. INCOME FROM DONATIONS AND GRANTS**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Amounts received through the Coronavirus Job Retention Scheme	25,191	120,910
Donations	6,547	-
	<u>31,738</u>	<u>120,910</u>

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2021**

<b>5. NET INCOME</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Net income is stated after charging:</b>		
Auditor's remuneration – audit ex VAT	12,830	10,100
Depreciation of owned assets	132,729	127,197
	<u>          </u>	<u>          </u>
 <b>6. ANALYSIS OF CHARITABLE EXPENDITURE AND SUPPORT COSTS</b>		
	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Teaching	1,707,475	1,770,785
Establishment	336,256	324,615
Administration	392,967	342,748
Depreciation	132,729	127,197
Historic TPS employers' contributions	-	85,764
Governance costs	46,267	56,335
	<u>          </u>	<u>          </u>
Total Expenditure on Charitable Activities	2,615,694	2,707,444
	<u>          </u>	<u>          </u>
<p>Historic teachers' pension scheme (TPS) contributions relate to retroactive membership of the Scheme for 3 employees. The costs above include personnel costs stated in note 7 below as well as all other charitable expenditure and support costs attributable to the operations of the School.</p>		
 <b>7. STAFF COSTS</b>		
	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Salaries and wages	1,634,204	1,646,364
Social security costs	154,638	156,827
Pension contributions	286,803	269,795
	<u>          </u>	<u>          </u>
	2,075,645	2,072,986
	<u>          </u>	<u>          </u>

The average number of employees during the year was 63 (2020:58).

There was 1 employee receiving employee salary and benefits between £120,000 and £130,000 during the year (2020: 1 employee receiving salary and benefits between £120,000 and £130,000).

There was 1 employee receiving employee salary and benefits between £80,000 and £90,000 during the year. (2020 1 employee received employee salary and benefits of between £90,000 and £100,000).

The key management personnel are considered to be the Governors and the Senior Leadership Team. The Governors received no remuneration in the year (2020: none). The aggregate remuneration of the Senior Leadership Team during the year amounted to £340,855. (2020 £352,331)

THE ENA MAKIN EDUCATIONAL TRUST  
NOTES TO THE FINANCIAL STATEMENTS (Continued)

FOR THE YEAR ENDED 31 AUGUST 2021

8. TANGIBLE FIXED ASSETS

	Freehold land and buildings £	Furniture and equipment £	Total £
Cost			
At 1 September 2020	4,548,777	697,731	5,246,508
Additions	166,162	35,440	201,602
<b>At 31 August 2021</b>	<u>4,714,939</u>	<u>733,171</u>	<u>5,448,110</u>
<b>Depreciation</b>			
1 September 2020	1,327,915	486,760	1,814,675
Charge for the year	90,560	42,169	132,729
<b>At 31 August 2021</b>	<u>1,418,475</u>	<u>528,929</u>	<u>1,947,404</u>
Net book values			
31 August 2021	<u>3,296,464</u>	<u>204,242</u>	<u>3,500,706</u>
At 31 August 2020	<u>3,220,862</u>	<u>210,971</u>	<u>3,431,833</u>

9. DEBTORS

	2021 £	2020 £
Fee debtors	13,105	18,065
Prepayments	56,972	31,980
Other debtors	42,909	6,766
	<u>112,986</u>	<u>56,811</u>

10. CREDITORS: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	41,208	28,734
Taxation and social security	40,719	46,088
Other creditors (including pupils deposits)	156,506	150,872
Accruals and deferred income	28,015	17,858
Other creditors (including fees paid in advance for the next school term)	253,417	220,043
	<u>519,864</u>	<u>463,590</u>

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2021**

**11. UNRESTRICTED FUNDS**

	<b>Balance at 1 September 2020</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance at 31 August 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Fixed asset reserve	3,431,833		(132,729)	(7,000)	3,292,104
Revenue reserve	1,228,291	2,325,513	(2,475,965)	7,000	1,084,839
	<u>4,660,124</u>	<u>2,325,513</u>	<u>2,608,694</u>	<u>-</u>	<u>4,376,943</u>
	<u><u>4,660,124</u></u>	<u><u>2,325,513</u></u>	<u><u>2,608,694</u></u>	<u><u>-</u></u>	<u><u>4,376,943</u></u>
	<b>Balance at 1 September 2019</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance at 31 August 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Fixed asset reserve	3,491,332	-	(127,198)	74,699	3,431,833
Revenue reserve	1,410,653	2,458,583	(2,573,246)	(74,699)	1,228,291
	<u>4,901,985</u>	<u>2,458,583</u>	<u>(2,700,444)</u>	<u>-</u>	<u>4,660,124</u>
	<u><u>4,901,985</u></u>	<u><u>2,458,583</u></u>	<u><u>(2,700,444)</u></u>	<u><u>-</u></u>	<u><u>4,660,124</u></u>

Transfers between funds represent purchases of tangible fixed assets, which are made out of the Revenue reserve and transferred to the Fixed asset reserve at the year end.

**12. RESTRICTED FUNDS**

	<b>Balance at 1 September</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance at 31 August</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Minibus fund	21,000	-	(7,000)	-	14,000
	<u>21,000</u>	<u>-</u>	<u>(7,000)</u>	<u>-</u>	<u>14,000</u>
	<u><u>21,000</u></u>	<u><u>-</u></u>	<u><u>(7,000)</u></u>	<u><u>-</u></u>	<u><u>14,000</u></u>

During the year ended 31 August 2019, the School received a donation of £28,000 from Friends of Granville School towards the purchase of a new minibus. A minibus was subsequently purchased in September 2019. The depreciation charged on the minibus has been allocated to this fund.

Restricted funds comprise solely the net book value of the minibus, which is included within tangible fixed assets on the Balance Sheet.

**13. TRUSTEES' REMUNERATION AND EXPENSES**

Trustees are not remunerated for their services. During the year no expenses were reimbursed to any Governor. (2020: £0). There were no further related party transactions that require disclosure.

**14. PENSION COSTS**

The school's employees belong to one of two principal employee schemes.

- a) Legal and General, which is a defined contribution scheme for non-teaching staff.
- b) Teachers' Pension Scheme (TPS) for teaching staff which is a multi-employer defined benefit 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 £247,886 (2020: £184,205) and at the year-end £29,443 (2020 - £32,106) 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.

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2021**

**15. PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £	Restricted funds	Total 2020 £
<b>Income from:</b>			
Charitable activities	2,292,933	-	2,327,438
Donations and grant income	31,738	-	120,910
Other	842	-	10,235
<b>Total</b>	<u>2,325,513</u>	<u>-</u>	<u>2,458,583</u>
<b>Expenditure on:</b>			
Charitable activities	2,608,694	7,000	2,707,444
<b>Total</b>	<u>2,608,694</u>	<u>-</u>	<u>2,707,444</u>
<b>Net income and net movement in funds</b>	(283,181)	(7,000)	(248,861)
Balances brought forward at 1 September	4,660,124	21,000	4,929,985
<b>Balances carried forward at 31 August</b>	<u>4,376,943</u>	<u>14,000</u>	<u>4,681,124</u>

**16. UNRECOGNISED COMMITMENTS - EVANS LODGE BUILDING PROJECT**

The School has been planning for the last year, the replacement of the roof of Evans Lodge, the Early Years facility. This replacement would rectify historic defects in the original roof that resulted in extensive leaks. The School has taken professional advice throughout to ensure design and construction requirements are met and that the project is adequately managed. After the year end, the School entered into a formal contract for the repair of the roof and there are expected costs of a further £388,000 on the contract. At the time of approving the accounts the roof replacement project is substantially complete, with the building to be made available for re-occupation in February 2022. The School is funding this capital expenditure from its cash reserves.

**THE ENA MAKIN EDUCATIONAL TRUST**

England & Wales - Charity number 307931

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# Accounts

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**Charity Registration No. 307931**  
**Company Registration No. 865624**

**THE ENA MAKIN EDUCATIONAL TRUST**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2020**

**THE ENA MAKIN EDUCATIONAL TRUST  
ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2020**

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<b>CONTENTS</b>	<b>Pages</b>
<b>Legal and Administrative Information</b>	1
<b>Governors' Annual Report</b>	3
<b>Independent Auditor's Report</b>	10
<b>Statement of Financial Activities</b>	12
<b>Balance sheet</b>	13
<b>Statement of Cash Flows</b>	14
<b>Notes to the Financial Statements</b>	15

**THE ENA MAKIN EDUCATIONAL TRUST  
LEGAL AND ADMINISTRATIVE INFORMATION**

**FOR THE YEAR ENDED 31 AUGUST 2020**

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**Registered office:** The Granville School  
2 Bradbourne Road  
Sevenoaks  
Kent  
TN13 3LJ

**Registered Number:** 865624 (England and Wales)

**Charity Number:** 307931 (England and Wales)

**The Governors are the Directors of the Ena Makin Educational Trust**

The following served as Governors since the start of the year:

Jonathan Sorrell (Chairman until 31st August 2020)  
Nicole Coll (Chairman from 1<sup>st</sup> September 2020)  
Rowland Constantine  
Tamlyn Elrin  
Margaret Giblin  
Charlotte Glanville  
Jane Holland  
Anna Jobke  
David Mackenzie  
Heather Paget-Brown  
Mwai Odewale  
Paul Sheldon  
Velizar Tarashev

During the year and subsequently up to the date of approving the accounts, the following Governors were appointed:

Rowena Bolton (3rd December 2019)  
Bridget Ward (12th November 2020)  
George Brown (12th November 2020)  
Jackie Thomas (12th November 2020)

During the year, the following Governors resigned:

David Plowman (on 1 September 2019)  
Jane Holland (on 7th December 2019)  
Paul Sheldon (on 7th December 2019)  
Jonathan Sorrell (on 31<sup>st</sup> August 2020)  
Dougal Philips (on 31<sup>st</sup> August 2020)  
Rowland Constantine (on 31<sup>st</sup> August 2020)

**Auditors:** Haysmacintyre LLP  
10 Queen Street  
London  
EC4R 1AG

**THE ENA MAKIN EDUCATIONAL TRUST  
LEGAL AND ADMINISTRATIVE INFORMATION (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

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**Bankers:**

Adam & Co  
6 Adelaide Street  
London  
WC2N 4HZ

National Westminster PLC  
67 High Street  
Sevenoaks  
Kent  
TN13 1LA

Lloyds Bank PLC  
83 High Street  
Sevenoaks  
TN13 1LG

**Contact details:**

The Granville School  
2 Bradbourne Park Road  
Sevenoaks  
Kent  
TN13 3LJ

[www.granvilleschool.org](http://www.granvilleschool.org)

Registered charity No. 307931

## **THE ENA MAKIN EDUCATIONAL TRUST GOVERNORS' REPORT**

**FOR THE YEAR ENDED 31 AUGUST 2020**

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The governors present their annual report and financial statements for the year ended 31 August 2020.

### **OBJECTIVES AND ACTIVITIES**

The charity's objectives are the advancement of education and the benefit of the public, in particular by the provision and conduct of a day school for boys and girls residing in or near Sevenoaks. In furtherance of this objective, the governors, as charity trustees, have complied with the duty in S.4 of the Charities Act 2006 to have due regard to the Charity Commission's published general and relevant sub-sector guidance concerning the operation of the Public Benefit requirement under that Act.

### **EDUCATIONAL AIMS**

The School caters for boys in kindergarten from 3 to 4 years old (usually siblings of girls at the schools) and girls from 3 to 11 years of age. The School aims to foster and provide an excellent all-round education to its pupils. This encompasses their academic, social and physical development through its academic curriculum, pastoral care, sporting and other extra-curricular activities. The Granville provides an educational environment where every child can realise his or her true potential by developing knowledge, confidence and self-reliance within a supportive and happy school community.

The Granville School aims to set the highest academic and pastoral standards. Experienced staff identify and develop the full potential and natural talents of each individual child in order to prepare them for a fulfilled, happy and productive life.

1. To provide exceptional and inspirational teaching across a broad, stimulating and ambitious curriculum where each pupil develops a love for learning, maximises their full potential and gains a place at a senior school where they will continue to thrive
2. To offer outstanding pastoral care in a school that is safe, healthy and environmentally, culturally and socially aware
3. To offer all the pupils the opportunity to explore and develop their talents in and beyond the academic curriculum through the provision of an outstanding extra-curricular programme
4. To raise the profile of the Granville as a centre of academic excellence, outstanding personal development and exceptional pastoral care
5. To optimise the use of the school's resources including staff, ICT, infrastructure, land and buildings for the benefit of the current and future pupils

### **Academic**

The School's strategy for achieving high performance is to maintain the high quality of our teaching, through recruitment, CPD and appraisals. Our teacher-to-pupil ratios play an important part in the process of high performance and we tailor our teaching and learning strategies and delivery as appropriate to meet the individual needs of our pupils.

Yet again, the School has been very pleased with its entry examination results.

In the Kent 11+ 8 girls out of eleven girls were offered a place at Tonbridge Grammar School for Girls additionally 3 girls also passed the Bexley 11+ and the Newstead Woods exam. 6 Girls were offered a place at Sevenoaks, (2 with scholarships). A total of 20 scholarships and awards were offered at a number of independent senior schools.

The School's educational offer is underpinned by a broad curriculum with subject specialist teaching increasing as girls progress through the year groups. A cross curricular approach helps to both widen and embed knowledge. This is supported by initiatives such as Forest School, Growth Mindset principles and the enriched practical experiences of workshops, trips and visits. External venues visited this year included theatres and museums. The children also had visits and workshops from best-selling children's book authors and poets including Jonny Duddle, Elizabeth Laird and Fleur Hitchcock. The curriculum was also enhanced by theatre and musical workshops, storytellers and history themed workshops.

Testing, standardised assessment and benchmarking helps to assist the School and parents in a thorough understanding of the children's progress as well as being a very useful tool when considering options for senior schools.

The appointment of an IT assistant has helped develop the use of IT for staff and pupils across the school in all curriculum areas.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

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All children are supported to reach their potential including those who find learning a challenge. Learning Development (LD) is a key pillar in the Granville approach. The LD Department provides carefully designed, pupil centric support to ensure that children that require it have the help that they need. Pupils are taught on a 1:1 basis or in small groups.

More able, gifted and talented (MAG&T) provision is also an important part of the Granville approach. MAG&T children are identified and then challenged with a variety of differentiated work, focus activities, clubs and pathways. This ensures that they can realise their potential in the areas in which they excel.

The staff, governors, parents and the girls themselves, are immensely proud of the Granville girls' achievements. We are always thrilled when their efforts are recognised and even more so when our bright and talented girls gain scholarships and awards to their chosen senior schools. These awards cover areas of the curriculum: academic, music, sport, art and drama.

**Pastoral**

Every child is known by every teacher in the school. Pupils share worries or concerns with their form tutor. All the girls belong to one of the four Houses, which foster friendly competition and also allows the children, of all ages, to work together with children of other year groups, creating a sense of belonging and community. Through the School Council the children all contribute to the way school works, where their ideas are considered and fed back to the school via School Council assemblies in order that the children feel that their opinions matter.

Pupils achieve their best in an environment which is caring, safe and encouraging. We have a very happy school with a strong family. Our aim is to treat everyone as an individual and to meet their needs so that they flourish as a learner and a member of the school community.

The addition of the School Assisted Dog to the pastoral team positively impacted the children and has made a great marked difference in helping with anxiety, morale and wellbeing amongst both the pupils and the staff.

**Co-curricular and Extra-Curricular**

Curricular and co-curricular teaching is a key component of Granville life to ensure that each girl reaches her highest level of personal achievement and there are plenty of opportunities to develop new skills whether in or out of the classroom. Our broad and varied curriculum, together with the extensive subject knowledge of our specialist teachers, a wide ranging extra-curricular programme and entries into challenging competitions achieves this. National competitions such as Primary Maths Challenge, which is aimed at children in Years 7 and 8 provide great challenge for the more able. Two girls achieved the Gold Award, five girls achieved Silver and eight were awarded Bronze, with seven going through to the Bonus round. The girls in Year 6 participated in the UK Bebras Computational Thinking Challenge. Of the 200,000 participants in the challenge, three girls were placed in the top ten per cent for their age group. Nine of the twenty-two girls who took part gained distinctions. The Granville girls also entered the national Sumdog Maths competition our Year 3 class came first and were the overall winners with 2 girls in the top ten for their individual scores competing against 777 students.

The Year 6 girls took part in the International Primary Latin Project's Mythology Competition, with one pupil winning 1st prize and another 3rd prize in the creative writing category.

Many of our Year 6 girls, complete independent study towards the I.T. iDEA awards. 8 girls completed their Bronze Award and 3 completed their Silver Award. Participation in inter-school events also improves performance and the girls took part in many such events in English, Science, sport and music. One of our pupils won the national Historical Association's Fictional writing competition,

Physical fitness and sport have a very prominent place in the curriculum. There is a full programme of fixtures in a number of sports, where every child in Year 3 to Year 6 competes in inter-school competitions. The number of teams that participate in competitive sport has been increased to ensure that all girls get the opportunity to learn from the experience of winning and losing in the sporting context, with a C and D team tournament organised this year to provide greater opportunity for those teams. The PE curriculum offers many opportunities to participate in a range of sports including netball, cross-country running, gymnastics, ballet, rounders, tennis athletics, lacrosse skills, hockey skills and swimming, all of which are delivered by specialist sports teachers. All pupils have the opportunity to work towards the following awards: BAGA awards for gymnastics, national swimming awards and ballet exams. A full programme of fixtures take place throughout the year.

Music plays a very important role in day-to-day life at The Granville. This includes daily singing in assemblies to elaborate festivals and large-scale performances. Every girl learns the recorder in Year 2 and Year 3 and there are many opportunities for individual lessons in piano and other orchestral instruments from Year 2. More than 90% of pupils in Years 2 to 6 learn an instrument either in or out of school. We have two orchestras, two choirs and numerous chamber groups that allow girls the opportunity to practice and perform significant musical pieces and prepare for their ABRSM music exams where great success is enjoyed. Granville girls thrive on the regular performances we hold outside school with trips to perform in local churches and festivals and include the traditional singing of carols in a local care home and the Carol Concert at St John's Church.

Drama is another feature of a Granville education. Fundamental to our approach to Drama is that every pupil should have a moment to shine in one of our performances. Our festivals and performances not only provide a showcase for our many talented performers, but they are also a carefully managed opportunity to encourage and build confidence in every pupil. Children from Kindergarten all the way through the school perform publicly. In addition to the Festivals, Kindergarten and Reception children put on a Christmas concert and Nativity respectively and Year 1 and 2 performed the Nutcracker. Year 4 also starred in 'Seussical the Musical' a performance extravaganza. Unfortunately, the Year 6 performance of 'A Midsummer Night's Dream' had to be cancelled due to a national lockdown during the COVID-19 pandemic and the girls instead put together a film called, 'The Show Must Go Online'. Years 1 and 2 also take Entry Level and Grade 1 Choral speaking LAMDA. Year 3 take their individual entry level LAMDA in verse and poetry and Year 4 to Year 6 girls take LAMDA acting classes. 71 girls took their LAMDA examinations. All girls passed, 62 with distinction and 9 with merit.

Forest School lessons are a highlight of the week for pupils from Kindergarten to Year 3 and allows the children to creatively use the woodland that borders the school, whilst challenging themselves physically.

Outside of the classroom we continue to offer an extensive and exciting range of after-school clubs and a full programme of whole-school enrichment activities where pupils broaden and deepen learning experiences and discover new interests and talents, e.g., from the popular Mandarin Club to the long running Puzzle Club. Our pupils also benefit from skilled coaches from external organisations who add value and variety to our sporting offers, including hockey, tennis, gymnastics, multisport, rugby and cricket, the latter both increasing in popularity as girls' games.

### **Outreach**

The School is keen to support a number of children who would not otherwise be able to benefit from a Granville education through a series of bursaries. This year the value of means tested bursaries totalled £52,010, (2019 £52,889, 7 children) these provided assistance to 5 pupils. The Governors regularly review the Bursary Policy and the advertising of the availability of bursaries to ensure that children from outside the school are able to access means-tested fee assistance. In the current climate Governors are acutely aware of financial hardship of existing parents and aim to approach these cases with a sympathetic approach whilst balancing the essential fairness of a means tested methodology.

Some of the time-honoured traditions are at the heart of a Granville calendar, but this is mixed with a forward-looking stance, equipping pupils for the challenges of modern life. Many pupils are daughters of past pupils who want their children to share in the values and ethos of a Granville education, which, 75 years later, are still relevant. Traditional events such as 'Stirring the Pudding' and 'Spring Festival' bring the whole school community together. The Granville exudes a genuine sense of family amongst the children, staff and parents.

The Granville has a well-established tradition of supporting many local and national charities which give the children a respect and understanding for the wider community and those less fortunate than themselves or in need. The charities are chosen by the children themselves through the school council, which means they are committed to fund raising and supporting them. This year's charities have included the Battersea Dogs and Cats Home, Alice's Arc, NSPCC and Riding for the Disabled. Over £3,000 was raised for these causes.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

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**School resources**

Pupil numbers have been sufficient to allow the school to historically operate with a small surplus whilst investing in modernisation of its facilities, marketing campaigns, the website and further developing the new Forest School.

**FUTURE PLANS**

These are set out in the strategic objectives identified above. The overall aim of which is to provide an educational environment where every child can realise his or her true potential by developing knowledge, confidence and self-reliance within a supportive and happy school community. The Governors intend to continue to maintain the School's position in a competitive market by providing a first-class education for our pupils, achieving a high standard of academic results, whilst maintaining the breadth and depth of a broad curriculum and outstanding pastoral care.

These future plans are financed primarily from our reserves and fee income. The Governors ensure robust budgeting and cash flow monitoring are exercised to ensure the school can meet its ongoing educational needs and continue to invest in its estate and facilities. Maintaining and, where necessary, developing the fabric and facilities of the School are central to our strategy and the school will continue to improve its facilities and provisions in the coming years. The Governors are satisfied that the school has sufficient available funds and facilities to meet its strategic objectives.

The Governors review our Bursary Awards policy annually to ensure that local children can accept offers of places at our School through the availability of means-tested fee assistance. The Governors place great importance on the bursary awards to widen access to a Granville education.

**OUR FINANCES**

The financial statements show net deficit of income and movement in funds for the year on School activities of £(248,861) (2019: £82,330 surplus). The principal source of income is fees accounting for 94.6% (2019: 97.3%) of the School's income. The Governors are continuing their strategy of deploying all net incoming resources to investing in the educational purposes and facilities of the school.

**Reserves and Financial Health**

As part of the effective governance of the School, the Governors receive monthly management accounts with a review of finances, budgets, expenditure and variances against budgets together with a monthly cash flow forecast analysis. The Governors have invested substantial sums into new School buildings in recent years and have a continuing programme of refurbishment, development and investment to maintain excellent teaching facilities for our pupils. The closing value of our tangible assets, property, plant and equipment, was £3,431,833 (2018 £3,491,332).

At 31 August 2020, the School's total funds were £4,681,124, comprised of restricted funds of £21,000 and unrestricted funds of £4,660,124. Net current assets were £1,249,291.

**Going Concern**

After making appropriate enquiries, the Governors have a reasonable expectation that the School has adequate resources to continue its operations for the foreseeable future. For this reason it continues to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Statement of Accounting Policies.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

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**STRUCTURE, GOVERNANCE AND MANAGEMENT**

Governors are appointed as vacancies arise. In making appointments Governors take into account Charity Commission guidance, the depth and breadth of skills and experience required by the school namely in safeguarding; health and safety; a legal background; a financial/accounting background; educational experience; senior managerial or business experience; experience of Human Resources and premises management. Potential candidates who possess the requisite personal and specialist skills are identified, discussed by Governors and invited to become a Governor as appropriate.

The Governors, who are also the charity trustees, determine the general policy of the school. Significant expenditure decisions and major capital projects are referred to the Governors for approval. The day-to-day management of the school is delegated to the Headmistress and the Senior Leadership Team. The Full Board of Governors meet three times a year, with each committee also meeting at least 3 times a year. The Granville School Bursar, who is also Clerk to the Governors, co-ordinates the work of the Board and their Committees, prepares papers and management accounts and the review of matters arising.

The Governors maintain a robust position towards risk with a default attitude of being risk averse. Governors do everything possible to ensure that all risks to which the School is exposed are mitigated to the lowest levels. Governors undergo an induction upon assumption of their role and are provided with relevant training through seminar and online CPD programmes, which includes safeguarding training. A Governor is designated as the safeguarding lead and another as the Health & Safety lead at the Board level providing oversight and an active channel for the School.

The Committees of the Board are the Finance committee responsible for oversight of matters of finance, statutory financial compliance and financial policy, this committee will recommend the approval of the annual budget and accounts to the Board. The House committee responsible for all matters relating to the estate, premises, equipment and facilities. The Compliance & Risk committee responsible for regulatory and internal policy & procedure compliance, all types of business risks covering competitive, economic, operational, legal and compliance. The Education committee responsible for all education and pastoral aspects of the School. The Health & Safety committee responsible for oversight of health, safety and wellbeing across the School. The School also has a Bursary committee which only meets to consider bursary applications.

All Governors give of their time freely and no remuneration or expenses were paid in the year. No Governor or person connected with a Governor received any benefit from means tested bursaries. Governors determine the remuneration of key management staff through the Finance Committee, which is kept under annual review.

The Governors are the charity trustees of The Granville School. The Governing document is the Memorandum and Articles of Association dated 13th November 2009. New Governors' are appointed by the existing Board of Governors and ratified by the Members at their annual AGM. Governors are appointed for a period of three years.

**Leadership and engagement with employees**

The Headmistress undertakes the key leadership role overseeing educational, pastoral and administrative functions in consultation with the senior leadership team. The Headmistress oversees the recruitment of all educational staff and administrative staff, whilst under delegated authority the Bursar oversees the recruitment of non-teaching support staff. The Headmistress and Bursar are invited to attend Governors' meetings. The Headmistress attends the IAPS Conference and the Bursar attends the ISBA Conference (annually). Both conferences permit appropriate representation to Government and regulators of the views of the sector.

The School is structured and organised to ensure collaboration, learning and involvement of all employees, providing channels and forum for employees at all levels to be involved in all areas of the School. There is a cascading structure of meetings at the levels of heads of department, divisional heads, subject staff, operational staff and the senior leadership team where the business of the School is raised, discussed and better outcomes arrived at on a weekly basis. Project teams are created regularly to deliver improvements or change programmes using the skills of employees.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

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**Setting pay for staff and key management personnel**

A number of criteria are used in setting pay, the national pay scales; the nature of the role and responsibilities; individual performances; the sector average salary for comparable positions using AGBIS surveys and IAPS advice and trends in pay in recent years.

**Risk Management**

The school maintains a risk register which is regularly reviewed by the Compliance and Risk Committee and is presented to the Governors at every meeting, including sub-committees. The Governors routinely consider the major risks and other possible risks faced by the School and the probability of the risks arising. They are assisted in this regard by the school's Senior Management Team. Risk is managed under the headings of:

- Educational & Pastoral
- External
- Financial
- Operational including IT & Cyber

Through the above risk management processes the Governors are satisfied that the major risks are identified and as far as practicable, have been adequately mitigated. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

**Key risks**

The main risk that the Governors have identified is the reputation of the school such that there is a material impact on current and future pupil numbers and the ability of the school to attract high quality staff. This risk is managed through safeguarding and staff safer recruitment policies, pastoral support for both pupils and staff, high quality teaching and learning and active identification and resolution of health and safety related issues. During the year potential risks have taken a new dimension with arrival of the COVID-19 pandemic. Pandemic risks is now and will remain a key risk for the School in the years ahead.

**COVID-19 Pandemic disruption**

The Granville School, in common with schools nationwide, faced a national lockdown in March 2020. The COVID-19 pandemic has been a significant source of disruption to many aspects of the School's operations during the year with the School closing in March 2020 with staggered re-opening late into the summer term. Areas of disruption included no face to face teaching, no extra-curricular activities, the termination of all school visits and trips for the rest of the school year and into the next, a reduction in funding raising activities and a major curtailment in pupil recruitment activities.

The School adapted quickly, implemented and delivered a remote learning provision which developed greatly over the period in which it was offered. The provision used a combination of Zoom and Microsoft Teams for live and recorded lessons, growing in use of the rich functionality offered by these solutions, along with a number of other learning platforms to which it was already subscribing. The School developed a provision for key worker and vulnerable children as needed by its families.

The School had an IT foundation and cloud-based systems that allowed it to switch to remote teaching, though it was a steep learning curve. The enormous efforts of all teaching and support Staff to develop, implement, execute and maintain a remote learning provision and to innovate as time passed was highly commendable. The School recognised the efforts of staff and expressed gratitude for their dedication during and beyond the shutdown.

At no time was the Governance of the School impacted severely as all meetings were held remotely and the frequency of meetings increased as a result of the need for greater oversight and strategic guidance in managing the crisis as it unfolded. Governors participated and were more regularly informed of risks, arrangements for education, pastoral care and safeguarding, financial impacts, impact on staff resources and how the school was preparing for a return to face to face education.

Key risks in the area of health and safety were elevated as the School upon returning, prepared for the safety and health protection of pupils and staff. This involved detailed risk assessments with guidance from our regulatory bodies, increased costs of cleaning and sanitising due to material costs, PPE requirements and more frequent cleaning routines.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

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The pandemic had a significant financial impact in 2019/2020, with fee income and operating surplus heavily affected. The School offered families a reduction in fees to reflect the change in educational provision resulting from remote teaching. To mitigate the risks, the School managed to reduce costs in support functions without affecting maintenance to critical systems. Financially the School benefitted from the grant available through the Furlough support scheme introduced by the Government and made measured use of this scheme for staff who were unable to work.

The pandemic has impacted the School, as it has the independent sector, by limiting the opportunities for personal marketing through open days and visits by parents. This has resulted in a slowdown of growth at the natural entry points of the School. The School expects that this recruitment pipeline will slowly return to growth in 12 – 18 months.

The impact on recruitment, managing the financial and operational risks and the strengthening reserves will continue for at least the next full school year, if not longer. The School is well positioned financially to weather this period of uncertainty as a result of its strong financial reserves. The Governors and senior leadership will together ensure that the School can securely navigate the changes in the market during this period and secure its long term future.

**THE ENA MAKIN EDUCATIONAL TRUST  
GOVERNORS' REPORT (continued)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

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**Statement of Governors' Responsibilities**

Company law requires the Governors to prepare Financial Statements for each financial period which give a true and fair view of the state of affairs of the charity's activities during the period and of its financial position at the end of the period. In preparing those Financial Statements, the Governors are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles of the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether the policies are in accordance with applicable accounting standards.
- Prepare the financial statements on the going concern basis unless it is not appropriate to presume that the charitable company will continue in operation.

The Governors are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the Charitable Company and to enable them to ensure that the Financial Statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Governors confirm that there is no information relevant to the audit of which the auditors are unaware and that the Governors have taken the necessary steps to ensure they are aware of all relevant audit information and made sure the auditors are aware of it.

The Governors' Report has been prepared in accordance with the small companies regime and the Governors have taken the exemption from preparing a strategic report.

Approved by the Governors' at its meeting on 02 March 2021.

And signing on its behalf by: Nicole Coll



Chairman of the Board of Trustees:

Dated: 02 March 2021

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ENA MAKIN EDUCATIONAL TRUST FOR THE YEAR ENDED 31 AUGUST 2020**

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### **Opinion**

We have audited the financial statements of The Ena Makin Educational Trust for the year ended 31 August 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows, 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 charitable company's affairs as at 31 August 2020 and of the 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Responsibilities of trustees for the financial statements**

As explained more fully in the trustees' responsibilities statement set out on page 8, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### **Other information**

The trustees 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.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ENA MAKIN EDUCATIONAL TRUST  
FOR THE YEAR ENDED 31 AUGUST 2020 (CONTINUED)**

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

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

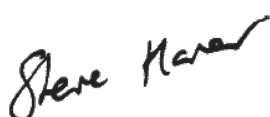
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Governors' Report (which incorporates the directors' report).

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 charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Governors were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

**Use of our report**

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



Steven Harper (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory Auditors  
Date: 15 March 2021

10 Queen Street Place  
London  
EC4R 1AG

**THE ENA MAKIN EDUCATIONAL TRUST  
STATEMENT OF FINANCIAL ACTIVITIES  
(INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 AUGUST 2020**

	Note	Unrestricted funds £	Restricted funds	Total 2020	2019 £
<b>Income from:</b>					
Charitable activities	3	2,327,438	-	2,327,438	2,516,289
Donations and grant income	4	120,910	-	120,910	30,000
Other		10,235	-	10,235	4,161
<b>Total</b>		<u>2,458,583</u>	<u>-</u>	<u>2,458,583</u>	<u>2,550,450</u>
<b>Expenditure on:</b>					
Charitable activities	6	2,700,444	7,000	2,707,444	2,468,120
<b>Total</b>		<u>2,700,444</u>	<u>7,000</u>	<u>2,707,444</u>	<u>2,468,120</u>
<b>Net income and net movement in funds</b>		(241,861)	(7,000)	(248,861)	82,330
Balances brought forward at 1 September		4,901,985	28,000	4,929,985	4,847,655
<b>Balances carried forward at 31 August</b>	11, 12	<u>4,660,124</u>	<u>21,000</u>	<u>4,681,124</u>	<u>4,929,985</u>

All of the above results were derived from continuing activities.

There were no other recognised gains and losses other than those stated above.

The notes on pages 16 to 22 form an integral part of these financial statements.

**THE ENA MAKIN EDUCATIONAL TRUST  
BALANCE SHEET**

**COMPANY NUMBER: 00865624**

**AS AT 31 AUGUST 2020**

	Notes	2020		2019	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	8		3,431,833		3,491,332
<b>CURRENT ASSETS</b>					
Debtors	9	56,811		113,348	
Cash at bank and in hand		1,656,070		1,621,811	
		<u>1,712,881</u>		<u>1,735,159</u>	
<b>CREDITORS: amounts falling due within one year</b>	10	<u>463,590</u>		<u>296,506</u>	
<b>NET CURRENT ASSETS</b>			<u>1,249,291</u>		<u>1,438,653</u>
<b>TOTAL NET ASSETS</b>			<u>4,681,124</u>		<u>4,929,985</u>
<b>FUNDS OF THE CHARITY</b>	11				
<b>Unrestricted funds</b>					
Fixed asset reserve			3,431,833		3,491,332
Revenue reserve			1,228,291		1,410,653
			<u>4,660,124</u>		<u>4,901,985</u>
<b>Restricted funds</b>			<u>21,000</u>		<u>28,000</u>
			<u>4,681,124</u>		<u>4,929,985</u>

The notes on pages 16 to 22 form part of these financial statements.

The financial statements have been prepared in accordance with part 15 of the Companies Act 2006 in regards to small companies.

The financial statements were approved and authorised for issue by the Board of Governors and were signed on its behalf by:

Mrs Nicole Coll:



Dated: 02 March 2021

**THE ENA MAKIN EDUCATIONAL TRUST**  
**STATEMENT OF CASH FLOWS**

**AS AT 31 AUGUST 2020**

	Notes	2020		2019	
		£	£	£	£
<b>Cash flows from operating activities:</b>					
Net cash provided by operating activities	A		103,017		66,482
<b>Cash flows from investing activities:</b>					
Payments to acquire tangible fixed assets		(74,699)		(107,303)	
Interest received		5,941		4,161	
Net cash used in investing activities			(68,758)		(103,142)
Increase in cash in the reporting period			34,259		45,670
Bank balance at 1 September			1,621,811		1,576,141
<b>Bank balance at 31 August</b>			<b>1,656,070</b>		<b>1,621,811</b>
<b>Note A:</b>					
<b>Reconciliation of net income to net cash generated from operating activities</b>					
<b>Net income for the year</b>			(248,861)		82,330
<b>Adjustments for:</b>					
Depreciation			134,198		132,497
Interest received			(5,941)		(4,161)
Decrease/(Increase) in debtors			56,537		(95,414)
Increase in creditors			167,084		33,560
Net cash provided by operating activities			103,017		66,482

**THE ENA MAKIN EDUCATIONAL TRUST  
NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 AUGUST 2020**

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**1. COMPANY STATUS**

**Charity information**

The Ena Makin Educational Trust is a private company limited by guarantee (number 865624) registered in England & Wales. The liability of the members is limited to £1 each in the event of the Company being wound up. The Company has five members. The Company is a registered charity, number 307931. Its registered office and principal place of business is shown on page 1. The Company constitutes a public benefit entity in line with FRS 102.

**2. ACCOUNTING POLICIES**

**a) Basis of accounting**

These financial statements have been prepared in accordance with the Companies Act 2006, the Statement of Recommended Practice: Accounting and Reporting by Charities Second Edition (SORP 2019), and in accordance with Financial Reporting Standard 102 (FRS 102). The trustees are satisfied that the Trust has adequate resources to continue in operation for the foreseeable future and, accordingly these financial statements have been prepared on the basis that the Ena Makin Educational Trust is a going concern.

The Governors have considered the impact of the COVID-19 pandemic on the reserves and financial health of the school. The trustees are satisfied that the Trust has adequate resources to continue in operation for the foreseeable future and, accordingly these financial statements have been prepared on the basis that the Ena Makin Educational Trust is a going concern.

**b) Fees**

Fees receivable represent the invoiced value of tuition and associated fees, after deducting bursaries and other remissions granted by the School. Entrance and registration fees are credited to income in the year in which they are received.

**c) Tangible fixed assets**

Fixed assets in use by the school are held at cost less depreciation and impairment. Provision is made for depreciation on all tangible fixed assets at rates calculated to write off the cost or valuation, less estimated residual value, of each asset over its expected useful life, as follows:

Freehold buildings	2% per annum on cost
Building improvements	10% - 20% per annum on cost
Fixtures, fitting and equipment	10% per annum on cost
Computer equipment	25% per annum on cost
Motor vehicles	25% per annum on cost

**d) Expenditure**

All expenditure is accounted for on an accruals basis.

Expenditure is allocated directly to the appropriate expense headings. The irrecoverable element of VAT is included with the item of expense to which it relates.

**Teaching costs**

Supplies of games equipment, books, stationery and sundry materials are written off when the expenditure is incurred.

**Allocation of support and governance costs**

Support and governance costs have all been allocated to Expenditure on Charitable Activities.

**Charitable Activities**

Charitable Activities include teaching, establishment and administration costs as well as finance charges.

**e) Financial instruments**

The School only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

**2. ACCOUNTING POLICIES (Continued)**

**f) Critical sources of estimation uncertainty and accounting judgements**

In the application of the accounting policies, the Governors are required to make judgements, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

**g) Fund accounting**

Unrestricted funds comprise funds not subject to any restrictions regarding their use and are available for any charitable purpose of the Company. Restricted funds comprise funds donated to the Company to be applied towards specific capital and revenue items.

**h) Pension scheme**

The Company contributes to the Teachers' Pension Scheme. This is a multi-employer pension scheme and it is not possible to identify the Company's share of the underlying assets and liabilities. Therefore, as required by FRS 102, the Company accounts for the scheme as if it was a defined contribution scheme. Contributions payable in respect of the accounting period are charged to direct charitable expenditure.

The Company also contributes to a defined contribution scheme for non-teaching staff. Contributions payable in respect of the accounting period are charged to direct charitable expenditure.

**3. INCOME FROM CHARITABLE ACTIVITIES**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Gross fees	2,288,593	2,465,332
Bursaries and fee discounts	(64,397)	(69,071)
	<u>2,224,196</u>	<u>2,396,261</u>
Net fee income	2,224,196	2,396,261
Registration fees	4,700	4,300
Clubs and trips	70,842	94,464
Examination fees	27,700	21,264
	<u>2,327,438</u>	<u>2,516,289</u>

**4. INCOME FROM DONATIONS AND GRANTS**

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Amounts received through the Coronavirus Job Retention Scheme	120,910	-
Donations	-	28,000
	<u>120,910</u>	<u>28,000</u>

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

<b>5. NET INCOME</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
<b>Net income is stated after charging:</b>		
Auditor's remuneration – audit ex VAT	10,100	9,750
Depreciation of owned assets	134,198	132,497
	<u>144,298</u>	<u>142,247</u>
 <b>6. ANALYSIS OF CHARITABLE EXPENDITURE AND SUPPORT COSTS</b>		
	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Teaching	1,770,785	1,663,343
Establishment	324,615	339,488
Administration	342,748	270,639
Depreciation	127,197	132,497
Historic TPS employers' contributions	85,764	
Governance costs	56,335	62,153
	<u>2,707,444</u>	<u>2,468,120</u>
Total Expenditure on Charitable Activities	<u>2,707,444</u>	<u>2,468,120</u>
Historic teachers' pension scheme (TPS) contributions relate to retroactive membership of the Scheme for 3 employees.		
 <b>7. STAFF COSTS</b>		
	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Salaries and wages	1,525,454	1,485,127
Social security costs	156,827	139,951
Pension contributions	269,795	187,632
	<u>1,952,076</u>	<u>1,812,710</u>

The average number of employees during the year was 58 (2019:63).

There was 1 employee receiving employee salary and benefits between £120,000 and £130,000 during the year (2019: 1 employee receiving benefits between £120,000 and £130,000).

There was 1 employee receiving employee salary and benefits between £90,000 and £100,000 during the year. (2019 1 employee received employee salary and benefits of between £60,000 and £70,000).

The key management personnel are considered to be the Governors and the Senior Leadership Team. The Governors received no remuneration in the year (2019: none). The aggregate remuneration of the Senior Leadership Team during the year amounted to £352,331. (2019 £463,220)

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

**8. TANGIBLE FIXED ASSETS**

	<b>Freehold land and buildings £</b>	<b>Furniture and equipment £</b>	<b>Total £</b>
Cost			
At 1 September 2019	4,548,777	623,032	5,171,809
Additions	-	74,699	74,699
<b>At 31 August 2020</b>	<u>4,548,777</u>	<u>697,731</u>	<u>5,246,508</u>
<b>Depreciation</b>			
1 September 2019	1,237,355	443,122	1,680,477
Charge for the year	90,560	43,638	134,198
<b>At 31 August 2020</b>	<u>1,327,915</u>	<u>486,760</u>	<u>1,814,675</u>
Net book values			
31 August 2020	<u>3,220,862</u>	<u>210,971</u>	<u>3,431,833</u>
At 31 March 2019	<u>3,311,422</u>	<u>179,910</u>	<u>3,491,332</u>

**9. DEBTORS**

	<b>2020 £</b>	<b>2019 £</b>
Fee debtors	18,065	83,582
Prepayments	31,980	27,530
Other debtors	6,766	2,236
	<u>56,811</u>	<u>113,348</u>

**10. CREDITORS: Amounts falling due within one year**

	<b>2020 £</b>	<b>2019 £</b>
Trade creditors	28,734	21,826
Taxation and social security	46,088	60,348
Other creditors (including pupils deposits)	150,872	170,322
Accruals and deferred income	17,858	22,350
Other creditors	220,043	21,660
	<u>463,590</u>	<u>296,506</u>

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

**11. UNRESTRICTED FUNDS**

	<b>Balance at 1 September 2019</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance at 31 August 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Fixed asset reserve	3,491,332	-	(127,198)	74,699	3,431,833
Revenue reserve	1,410,653	2,458,583	(2,573,246)	(74,699)	1,228,291
	<u>4,901,985</u>	<u>2,458,583</u>	<u>(2,700,444)</u>	<u>-</u>	<u>4,660,124</u>
	<u><u>4,901,985</u></u>	<u><u>2,458,583</u></u>	<u><u>(2,700,444)</u></u>	<u><u>-</u></u>	<u><u>4,660,124</u></u>
	<b>Balance at 1 September 2018</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance at 31 August 2019</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Fixed asset reserve	3,516,526	-	(132,497)	107,303	3,491,332
Revenue reserve	1,331,129	2,522,450	(2,335,623)	(107,303)	1,410,653
	<u>4,847,655</u>	<u>2,623,957</u>	<u>(2,468,120)</u>	<u>-</u>	<u>4,901,985</u>
	<u><u>4,847,655</u></u>	<u><u>2,623,957</u></u>	<u><u>(2,468,120)</u></u>	<u><u>-</u></u>	<u><u>4,901,985</u></u>

Transfers between funds represent purchases of tangible fixed assets, which are made out of the Revenue reserve and transferred to the Fixed asset reserve at the year end.

**12. RESTRICTED FUNDS**

	<b>Balance at 1 September</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Balance at 31 August</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Minibus fund	28,000	-	(7,000)	-	21,000
	<u>28,000</u>	<u>-</u>	<u>(7,000)</u>	<u>-</u>	<u>21,000</u>
	<u><u>28,000</u></u>	<u><u>-</u></u>	<u><u>(7,000)</u></u>	<u><u>-</u></u>	<u><u>21,000</u></u>

During the year ended 31 August 2019, the School received a donation of £28,000 from Friends of Granville School towards the purchase of a new minibus. A minibus was subsequently purchased in September 2019. The depreciation charged on the minibus has been allocated to this fund.

Restricted funds comprise solely the net book value of the minibus, which is included within tangible fixed assets on the Balance Sheet.

**13. TRUSTEES' REMUNERATION AND EXPENSES**

Trustees are not remunerated for their services. During the year no expenses were reimbursed to any Governor. (2019: £65). There were no further related party transactions that require disclosure.

**THE ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

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**14. PENSION COSTS**

The school's employees belong to one of two principal employee schemes.

- a) Legal and General, which is a defined contribution scheme for non-teaching staff.
- b) Teachers' Pension Scheme (TPS) for teaching staff which is a multi-employer defined benefit 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 £184,205 (2019: £136,921) and at the year-end £32,106 (2019 - £18,385) 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 ENA MAKIN EDUCATIONAL TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**FOR THE YEAR ENDED 31 AUGUST 2020**

**15. PRIOR YEAR STATEMENT OF FINANCIAL ACTIVITIES**

	Note	Unrestricted funds £	Restricted funds	Total 2019 £
<b>Income from:</b>				
Charitable activities	3	2,516,289	-	2,516,289
Donations and grant income	4	2,000	28,000	30,000
Other		4,161	-	4,161
<b>Total</b>		2,522,450	28,000	2,550,450
<b>Expenditure on:</b>				
Charitable activities	6	2,468,120	-	2,468,120
<b>Total</b>		2,468,120	-	2,468,120
<b>Net income and net movement in funds</b>		82,330	28,000	82,330
Balances brought forward at 1 September		4,847,655	-	4,847,655
<b>Balances carried forward at 31 August</b>	11, 12	4,901,985	28,000	4,929,985