STAFFORD INDEPENDENT GRAMMAR SCHOOL

England & Wales · Charity number 513031

Details

Other names	STAFFORD GRAMMAR SCHOOL
Status	Registered
Legal form	Charitable company
Company number	01657702
Registered	1982-09-07
Register	View on the Charity Commission register

Contact

Address	Stafford Grammar School Burton Manor Road Stafford ST18 9AT
Phone	01785249752
Email	bursar@staffordgrammar.co.uk
Website	www.staffordgrammar.co.uk

Activities

Objects: (1) TO ESTABLISH, MAINTAIN AND CONDUCT A SCHOOL OR SCHOOLS FOR THE EDUCATION OF CHILDREN AND YOUNG PERSONS SO AS TO BE AN INDEPENDENT SCHOOL WITHIN THE MEANING OF THAT EXPRESSION AS DEFINED IN THE EDUCATION ACT 1944. (2) TO PROMOTE THE RECOGNITION AND ENCOURAGEMENT OF EXCEPTIONAL MERIT IN STUDENTS AT SUCH SCHOOL BY THE INSTITUTION AND PRESENTATION OF SCHOLARSHIPS, EXHIBITIONS, GRANTS, MEDALS OR OTHER PRIZES OR BENEFACTIONS.

Activities: Education - An independent co-educational day school 4-18yrs

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Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training
- **Who:** Children/young People

Geography

- Shropshire
- Staffordshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£5,777,964	£5,871,606	£5,300,028	118
2024-08-31	£6,046,457	£6,096,063	£5,393,670	125
2023-08-31	£5,523,105	£5,342,799	£5,443,276	117
2022-08-31	£5,172,662	£4,927,319	£5,262,970	115
2021-08-31	£4,719,036	£4,504,918	£5,094,363	104

Trustees

Name	Role	Appointed
Andrew Gerald Cooper		2024-11-21
Brett Phillips		2020-09-28
Ian Phillip Pickstock		2024-08-28
Philippa Mary Dyble		2026-03-09
Surjit Singh Mahal		2025-08-31
Victoria Louise Hawley		2024-02-20

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STAFFORD INDEPENDENT GRAMMAR SCHOOL

England & Wales - Charity number 513031

Accounts

Docusign Envelope ID: 971103EA-0CF6-41F5-BDDE-883757208E7C

Registered number: 01657702
Charity number: 513031

STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)

GOVERNORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2025

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STAFFORD INDEPENDENT GRAMMAR SCHOOL
(A company limited by guarantee)

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STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS GOVERNORS AND ADVISERS FOR THE YEAR ENDED 31 AUGUST 2025

Governors	Mrs J Causer, Chair (resigned 21 January 2025) Rev J Davis (resigned 14 January 2026) Mr A S Firth (resigned 3 November 2025) Mr J Johnson (resigned 21 November 2024) Mr B W J Phillips Mrs V L Hawley Mr I P Pickstock Mr A G Cooper (appointed 22 November 2024) Mr A I Lewer (appointed 22 November 2024) Mrs E Christmas (appointed 17 January 2025) Mr S S Mahal (appointed 31 August 2025)
Company registered number	01657702
Charity registered number	513031
Registered office	Burton Manor Stafford Staffordshire ST18 9AT
Company secretary	Mr T Collier
Chief executive officer	Mr N Pietrek
Independent auditor	Cooper Parry Group Limited Statutory Auditor Cubo Birmingham Two Chamberlain Square Birmingham B3 3AX

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STAFFORD INDEPENDENT GRAMMAR SCHOOL
(A company limited by guarantee)

GOVERNORS' REPORT
FOR THE YEAR ENDED 31 AUGUST 2025

The Governors of Stafford Independent Grammar School ("the School") present their annual report together with the audited financial statements for the year ended 31 August 2025.

The School also operates under the name Stafford Grammar School.

AIMS, VALUES AND OBJECTIVES

Our aims

The School's principal objective is to promote and advance education. The School provides education for boys and girls in Stafford and the surrounding areas from the ages of 3-19. The School was recently successful in applying for a material change from the previous age range of 4-18 years old. Stafford Grammar School comprises the Preparatory School (3-11), Senior School (11-16) and Sixth Form (16-19). Stafford Grammar School aims to:

- Ensure that all pupils fulfil their potential within a caring community where pupils are known as individuals and nurtured accordingly.
- Create a varied extracurricular environment, so our pupils are challenged and motivated with opportunities to build on their broader talents and interests.
- Develop pupils to enable them to advance their academic and professional careers beyond the School; and
- Provide a first class campus to enable pupils and staff to enjoy and provide an all-round education.

During the year, the School averaged 382 pupils (2024: 426). Almost all Year 6 pupils from the Preparatory School moved into the Senior School.

Our values

At the School we take pride in the quality of relationships between all those within our community, which are based on our School values. The values of the School reflect our School Motto "Quod Tibi Hoc Alteri", or "Treat others as you would like to be treated". We want the School to be the first-choice school for families who share our values, whether they have experienced independent education previously or are moving to the independent sector for the first time. Our values are:

- Excellence
- Courage
- Respect
- Compassion
- Responsibility
- Integrity
- Creativity

Our Objectives

Our main objectives for the year were:

- To maintain the pupil roll.
- To continue to widen access to education and continue to provide a public benefit.
- To maintain current high levels of academic achievement through consistent excellent performance in public examinations, at the same time as maintaining our sporting and cultural activities.
- To maintain a long-term sustainable financial resilience in the light of the continuing macro political and economic challenges faced by the School and the wider independent school sector.

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In pursuance of the School's principal objectives and its charitable status, the School:

- Awards scholarships and bursaries to encourage excellence and to enable children from families, who would not otherwise be able to afford to pay fees, to access the education the School offers.
- Has the necessary powers to conduct and develop (and if appropriate make acquisitions relating to) the School.

Considerations relevant to achieving objectives

- The effect of the current economic climate and the affordability of fees by our parents, particularly with the recent government imposition of VAT on School fees.
- To keep tuition fees as low as possible given the aims and objectives of the School. In line with this the School has announced that there will be no fee increase for 2025/26.
- Class sizes of a maximum of 22 as far as reasonably practicable at Key Stage 2 and above, which allows pupils time to develop academically and attain well-rounded personalities.
- Maintaining the current high level of academic achievement as measured by external public examinations and independent standardised assessment criteria.
- Maintaining a reasonable net surplus level against a continuing threatening political environment by ensuring that strategies for controlling costs and capital expenditure continue to be robust and effective whilst also investing in the medium to long term infrastructure of the School.
- Maximising access to the School by the provision of means-tested bursaries.
- The School continues to strive to make the fees affordable for parents to enable them to keep their children at Stafford Grammar School and to attract new families to the School.

PUBLIC BENEFIT

The School remains committed to the aim of providing public benefit and offering wider access to the education the School provides, part of which is achieved by awarding scholarships and means tested bursaries to those unable to pay in full for an independent education.

During the year, the School awarded bursaries and scholarships totalling £545,863 (2024: £608,897) to 104 (2024: 139) pupils. Within this total, means-tested awards, based on a sliding scale according to family financial circumstances, totalling £265,362 (2024: £343,280), were awarded to 55 pupils (2024: 70 pupils), equivalent to 17 (2024: 23) full Senior School fee paying places. Those pupils who attend the School and who receive financial support contribute to the School community in many ways, and so the benefit is to the whole School and the wider community.

In addition to bursaries, the School has engaged in a number of activities that provide a public benefit, including amongst others:

- Arrangements with local maintained schools, under which their pupils attend an annual choral day event involving a series of teaching workshops culminating in an evening show for parents. We also put on an annual STEM day along with literacy events alongside additional events for 2025/26;
- The music department puts on a Big Band Roadshow and delivers concerts to a number of primary schools to promote interest and enjoyment of music;
- Local community groups and organisations have benefited from being able to use the wide range of facilities and resources available at the School;
- Regular performances to the residents of Dora Rose, a local care home;
- Christmas and Easter concerts which are open to the wider community;
- A bi-annual Higher Education and Careers event to which all local state schools are invited;
- The School hosts local Stafford and District Schools Sports events; and
- Events to support local and national charities (see below for further details).

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Charitable support and activities

During the course of the year £5,459 (2024: £4,785) was donated to charities supported by Stafford Grammar School. The charities supported in the year were Cancer Research, Childhood Cancer Awareness, Children in Need, House of Bread, Katharine House, North Staffs Carers Association, Operation Comfort, Save the Children, The Oli Leigh Trust and Young Minds (Hello Yellow). The School's chosen charity for the year was the House of Bread. The School community also makes a large food donation to the House of Bread at our harvest festival to support families in the local community. All pupils are expected to take part in supporting charities through form challenges in which they plan and design a fundraising activity and nominate a charity to support.

Fundraising performance

There were fundraising donations of £2,377 in the year (2024: £51,536), which was £120 for Prize Giving and £2,257 for the Prep School playground. Thank you to everyone that has donated to these two causes. Any fundraising activities for the School are carried out by School staff with assistance from the parents and pupils, and are monitored by the Headmaster and Director of Finance and Operations, with overall oversight by the governing body.

The School has an active Parent Teacher Association (PTA), with whom we work closely. Various fundraising events are held through the year by the PTA, and funds are donated by the PTA to the School for agreed projects. The School is extremely grateful to the PTA for all of their hard work, time and monetary donations which help to fund various activities benefitting the Prep and Senior School pupils.

No complaints relating to fundraising activities have been received by the School during this financial period. The School does not currently subscribe to any specific fundraising standards or schemes for fundraising regulation but considers that it has set appropriate standards for the operation and management of its fundraising activities.

ACHIEVEMENTS AND PERFORMANCE

Review of significant activities

The School has a wide ranging and broad activity base, through academic, sporting and artistic themes as detailed below. The highlights of the year being:

- National recognition as the School was shortlisted in the Independent School of the Year Awards for Independent School of the Year in Central England. In the ISA (Independent Schools' Association) Awards we won 2 categories, these being for Outstanding Sport and Excellence in Performing Arts and were finalists in the Outstanding Engagement in the Community category.
- A School pupil won the Staffordshire Young Musician of the Year Competition, with another pupil winning the Judges Award in the National Finals of the ISA Young Musician of the Year.
- The School were triple Platinum Award winners at the National Concert Band Festival Finals.

a. Curriculum

The National Curriculum provides the basis for Stafford Grammar School's broad and balanced curriculum. The School encourages excellence in all areas. Class sizes are small, which enables individual attention for each pupil and personalised tracking of progress. Options for GCSE are chosen during Year 9 (although some subjects introduce GCSE content in Year 9), and support is provided for pupils in making their choices.

Typically, students begin the Sixth Form with 3 A-level subjects. Almost all students go on to study at university, many at Russell Group universities and the vast majority of students go on to study at their first-choice university. This year pupils also have apprenticeships with Jaguar Land Rover and Cap Gemini.

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Personal, Social, Health and Economic Education (PSHEE) and Relationships and Sex Education (RSE) is covered through our dedicated 'Life and Wellbeing' programme and pupils receive lessons in each fortnightly cycle. In addition to the RSE curriculum, the School puts on additional 'dropdown' days with dedicated time off timetable for each year group to focus on a range of RSE topics.

b. Examination results and academic achievements

The School has achieved excellent results in A Levels and EPQ's. 80% of pupils have achieved grades at A*- C with an overall 100% pass rate. Over 90% of pupils are into their universities of choice (including Cambridge, Durham and Lancaster Universities along with The Royal Northern College of Music) with others pursuing work apprenticeship opportunities.

For GCSEs, 20% of our pupils have achieved 8 or more GCSEs at grade 8/9 which is truly exceptional, with several also achieving A grades in their FSMq (Free Standing Maths qualification for high-achieving pupils). With most of our subjects achieving 100% 9-4 grades it has been another superb year for results, which builds on the outstanding achievements of the School community this year.

c. The House system

Inter-House competition continues to thrive at the School, with events and competitions taking place throughout the year. This provides opportunities for the School to instil the values of teamwork and commitment. Inter House competitions in various sports also take place across the year, which culminates in the annual Sports Day at a local sports stadium. The three Houses, Anson, Fitzherbert and Talbot, significantly add to the spirit of Stafford Grammar School. The Housemasters/mistresses run the House Activities programme. The School has Heads of Section with Assistants to address pastoral and academic support.

As well as the House activities and House assemblies which build a strong sense of community, there is a tutorial programme delivered during form periods by tutors. Some of this programme supplements the formal 'Life and Wellbeing' programme through which PSHEE and RSE are delivered and other parts of the programme enable students to appreciate art, music and literature to enhance their cultural awareness and appreciation.

d. Performing arts – music and drama

Music continues to excel at Stafford Grammar School, with the Music Department performing around 40 concerts a year. The Music Department runs numerous groups and ensembles, including our Orchestra, Big Band and Concert Band. The music groups perform in national and international competitions, often achieving considerable success. Major concerts take place in School at Christmas and Easter and other concerts occur around the town, county and country as the groups are invited to perform in churches, schools, theatres and concert halls. All of this takes place while the Music Department delivers strong GCSE and A-Level results each year.

We ran our annual Choral Day, welcoming over 300 primary school singers from around Staffordshire to our School for an afternoon of workshops and an evening concert for an audience of more than 700 people. We also visited four primary schools as part of our annual Big Band Roadshow, delivering free educational concerts to children in local schools. Other community-based projects include Christmas Music in the Community (local supermarkets and retirement homes) from the School band, the School choir being part of several community services at St Mary's Church throughout the year and pupils providing music playing the last post for Stafford's remembrance service in November. Our Community Band rehearses once a month, and draws members of all ages from the local community who perform in concerts and competitions through the year. We also invited local schools to visit the Music Department and participate in a composition work shop.

Our musicians are also recognised for their hard work and talent. In April, the School attended the National Concert Band Festival UK national finals held at the Royal Northern College of Music in Manchester. The Big Band, Concert Band and Community Band all won the Platinum Award, which is the highest possible award. In addition, Big Band won the special award for the best programme, the Traditional Jazz group won the Associated

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Board of the Royal College of Music (ABRSM) award, while two pupils won the best instrumentalist award for the school bands and the best instrumentalist award for the open band class. Separately, the School picked up numerous first place trophies at the local Newcastle-under-Lyme Music Festival. Earlier in the year we had two of our pupils in the National Finals of the ISA Young Musician of the Year, held at Oxford University. The two pupils performed superbly well, and one won the Judges Award. We entered several pupils into the ISA Musical Theatre Singer of the Year, with a Year 9 making it through to the National Finals in London. We also had three pupils in the Staffordshire Young Musician of the Year, with a Year 11 pupil winning the overall award.

120 ABRSM, London College of Music and Trinity College London exams were passed by pupils during the academic year.

Drama goes from strength to strength at Stafford Grammar School, with very high-quality productions taking place each year. Typically, there is a junior play (Years 7-9) and, in collaboration with the Music Department, a whole school musical production in the Senior School. The Prep School produces at least two plays each year, as well as performing in their own Christmas concert. The Sixth Form also put on an annual pantomime. The National School Theatre Awards commented on the School Play for the year, Ernie's Incredible Illucinations, that "witnessing such a cohesive and enthusiastic ensemble was truly a joy. The entire production was a testament to the passion and commitment of all those who contributed, both on and off stage".

Stafford Grammar School pupils are also prepared for London Academy of Music & Dramatic Art (LAMDA) examinations, with a wide range of students achieving success each year. The LAMDA teachers in School deliver lessons to pupils from the Prep School up to the Sixth Form. 99 pupils took LAMDA exams this year of whom 87 achieved distinctions (the highest grade) and 12 achieved merits. A Year 10 pupil successfully participated in the Newcastle-under-Lyme Music, Speech, and Drama Festival and won their category, 'Shakespeare Open'.

The dance and drama studio has proven very popular with students and we have three peripatetic dance teachers delivering a range of dance lessons to students. During the year, thirty pupils travelled to Blackpool for the School Dance Club and performed at the iconic Tower Ballroom and have subsequently been invited to perform at the London Palladium next year.

e. Sport

At the School, sport is central to school life. As a School, we have chosen to be bold, creative and wholly inclusive, building a programme that is pupil-led, constantly evolving and rooted in the belief that every student, regardless of ability, should experience sport as both an opportunity and a joy. Our approach is shaped by original thinking, built on collaboration, and focused on impact that goes well beyond medals or rankings.

At the heart of our provision is a flexible carousel model that gives pupils ownership of their sporting experience. Rather than follow rigid timetables, students choose from a wide range of lunchtime and after-school clubs, shaping each half-term's offerings through direct communication with the PE department. This responsive and inclusive model has led to record participation this year in sports such as hockey, rounders and cricket. All clubs are mixed gender, ensuring students engage in sport without boundaries or stereotypes, encouraged purely by passion and interest.

Our School has also strengthened its role as a regional hub for Independent Schools Association (ISA) sport. We proudly hosted the ISA Midlands Rounders tournaments for Under 9, 11, 13 and 15, as well as the ISA Midlands Football competitions across multiple age groups and genders. In addition, we delivered the District Cross Country Championships and managed the County Finals in Stoke, along with coordinating the District Athletics Championships that fed into the County Finals in July. These events provided our students with direct access to high-level competition and allowed us to support the wider sporting community.

Partnerships have played a key role in our sporting journey. Nottingham Forest Netball uses our site as a regional hub, with their elite squads training on campus every Friday evening. This partnership not only enhances our regional profile but offers our pupils direct exposure to elite-level performance. A Year 11 pupil has

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become a player for the Nottingham Forest Under 17 Netball Premier League squad, being one of several pupils benefiting from this link. Innovation also shapes our curriculum, exemplified by our GCSE rock climbing trip designed to support practical assessment while developing leadership, teamwork and resilience in real-world conditions.

The School has continued to achieve exceptional sporting success. Our skiing teams remain among the strongest in the country, with the girls finishing fourth and boys second at the National Schools Snowsports Association (NSSA) English Schools Indoor Championships. At the UK Schools Outdoor Open, our mixed team came second, while the ISA National Championships saw our boys crowned national champions and the girls placed fifth. The NSSA Indoor Finals concluded a remarkable season with the senior girls taking first place and the boys again finishing second.

Football has continued to flourish. Our Under 15 boys were ISA Midlands champions, with the Under 14 boys and Under 16 girls both securing second place. The Under 13 boys were runners-up in the National Plate Final, while the Under 14 boys placed third at the National seven-a-side competition. Rounders also saw strong performances: the Under 15 mixed team placed fifth at nationals and the Under 13 girls came third in the ISA Midlands. Two girls earned invitations to the England Rounders trials - an exciting milestone for the programme. In hockey, our Under 15 team finished second at the ISA tournament. Netball also shone, with the U16 and U14 girls team finishing second in the ISA Midlands netball tournament.

Cross country continues to be a standout strength. After hosting the district event, our pupils delivered outstanding performances: the Year 7 girls, Year 8/9 girls, and Senior Girls teams all won their races, as did the Year 10/11 boys, with the Year 8/9 boys placed third. A Year 7 pupil triumphed at the ISA Midlands Cross Country competition and went on to win the National Final, becoming ISA champion.

We are equally proud of the individual achievements our pupils have earned beyond team sports. Izaak (Year 9) was selected to train with the England Under 15 football squad despite being a year younger than most peers. Harry (Year 9) competed for the England Under 18 Fly Fishing Team at the World Championships, and Abbie (also Year 9) represented Team England Cheerleading at the Cheerleading World Championships. Theo (Year 8) gained National success in equestrian, Charlotte (Year 10) placed first and third at the National Swimming Finals, and Purdey (Year 7) was accepted onto the Loughborough Lightning U14 netball pathway and most recently into the Crewe Alexandra FA Emerging Girls Talent Centre. Meanwhile, Henry and Harry in Year 10 were both selected for the Leicester Tigers Developing Player Programme.

What truly defines our impact, however, is what we see in our pupils every day. Participation is at an all-time high, with students regularly staying after school to train, lead, or simply take part. They try new sports, grow in confidence and develop as leaders. Our inclusive, mixed-gender approach fosters respect, builds friendships and creates a space where students can explore who they are through sport.

We do not measure success solely through medals. We celebrate the pupil who joins a club for the first time, the one who volunteers to lead a warm-up, or the friend who encourages someone else to get involved. We believe in the power of sport to build confidence, resilience and meaningful relationships. This year has shown, once again, that through creativity, consistency and community, the School can deliver a sporting programme where size is never a limitation; it is a strength. We personalise, we listen, and we build a culture where every pupil can experience the transformative power and possibility of sport.

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f. Duke of Edinburgh's Award

The Duke of Edinburgh scheme continues to thrive at the School, thanks to the support and dedication of the staff and enthusiasm of the pupils. Our Duke of Edinburgh programme empowers students to excel as they progress from Bronze to Gold levels, gaining invaluable confidence, resilience and life skills along the way. As a Directly Licensed Centre, we maintain rigorous standards of safety and training, ensuring every student achieves success. The School has a dedicated programme coordinator, stands as a leading Duke of Edinburgh Centre in Staffordshire, nurturing students to thrive in resilience and initiative.

During the year, pupils achieved 15 Bronze, 6 Silver and 8 Gold Awards.

g. School trips

The School has a wide range of trips and activities that pupils can engage in if they wish to. These include residential trips, which are often one of the highlights of a pupil's time at the School. This year, there were several residential trips including to China, Paris, London, Nice, Belgium (Battlefields), Brittany and Boppard (Germany).

h. School transport

The School runs a fleet of minibuses in order to get pupils from their home address to the School. Each route is reviewed annually to provide as near as practicable a 'door to door' daily service for pupils attending School. There is a knock-on environmental advantage to doing this in that it saves in the order of 100,000 car journeys per year which would otherwise have had to be undertaken by parents. An important secondary function is to transport pupils to the many sporting, musical, curricular and extracurricular venues visited during the course of the School year.

i. Careers Event

In February, the School hosted its Careers Event, with over 30 exhibitors covering apprenticeships, employment opportunities and careers opportunities. A number of local and national universities were also in attendance. The School ensured that all students from Year 5 to Year 12 were actively engaged with the event, ensuring an incredibly enjoyable and enriching experience.

The School has a wide ranging careers programme, and as part of this our students heard about apprenticeship opportunities available at the BBC together with various School alumni who came in to give inspiring talks to the pupils. Sir Gavin Williamson and Andrew Lewer also separately shared their parliamentary wisdom with younger and older pupils, allowing, in particular, our A-Level Politics students to get a real insight into the personal experiences of being an MP together with wider political issues.

j. Other activities

The School is fortunate in having staff who are willing to devote time to a wide range of extracurricular activities, designed to enrich pupils' experiences over and above the School curriculum. The aim of these activities is to develop pupils as confident, articulate and well-rounded individuals who are well-prepared for life beyond School.

FINANCIAL REVIEW

Results for the year

The School's net deficit for the year amounted to £93,642 (2024: £49,606). The annual fee increase in September 2024 was 7.0%, and as required by HM Revenue & Customs (HMRC) from 1 January 2025 VAT at 20% was added to School fees. It should be noted that the School does not keep any of the VAT charged on School fees, as this is required to be paid to HMRC. The School's total net income for the year decreased by

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£268,493, down by 4.4% (2024: 9.5% increase), on the previous year. However, the total expenditure for the year including depreciation decreased by £224,457, down by 3.7% (2024: 14.1% increase).

One of the main objectives of the School is to maintain the pupil roll and associated fee levels at a realistic level and the Governors, principally through the Finance, Development and Audit Committee, regularly review pupil retention and recruitment, including strategies to be adopted and activities to be undertaken in support of this key objective of the School.

Key performance indicators

The main performance metrics of the School are pupil numbers and successes at GCSE and A-levels as well as pupils getting into their first choice university; these have already been set out in other areas of this report. The future prosperity of the School is closely linked to these figures. Some of the other indicators we use to monitor the financial health of the School are:

	2025	2024
% Costs to net income	102%	101%
% Total salaries to net total income	73%	72%
% Net surplus to net income	(1.6)%	(0.8)%
Current ratio	3.2: 1	2.6: 1

The School has managed to contain costs to a similar percentage of income as last year, in the face of significant increased business rates and Employers National Insurance costs from April 2025 onwards. The School has also kept the percentage of salary costs compared to income at a similar level to last year, which was primarily due to measures put in place by the School to contain costs.

Going Concern

It is critical that shortfalls are tackled in turbulent times as financial resilience will help the School to stay flexible and adaptable to unexpected changes in pupil numbers and to manage planned and unplanned costs. The expenditure of the School is dominated by staff salaries which amount to 73% of net total income. Nevertheless opportunities for reducing costs, without adversely affecting performance, are identified and actioned when possible which has occurred through 2024/25 and into 2025/26.

The School is debt free. At the year end the School had cash at bank and in hand of £1,838,761 alongside £950,000 of current asset investments in the form of cash deposits. However, it has £1,493,244 as part of its fees in advance schemes and £52,348 of restricted reserves leaving a net unencumbered cash and current investment balance available to the School of £1,243,169. After making appropriate enquiries, including consideration of cash flow forecasts to the end of FY2026, the Governors have concluded that it is reasonable to expect that the School will generate sufficient resources to continue in operational existence for the foreseeable future and meet all of its financial obligations. It is considered that, after examining likely and definite future risks to the business, that there will be sufficient funds to continue in operation as and when these risks materialise. As a matter of course Governors consider the financial risks to the School at formal meetings and also informally on a monthly basis by reviewing the management accounts. For this reason the Governors have continued to adopt a going concern basis in preparing the School's financial statements.

Financial and general risk management

The Governors have assessed the major risks to which the School is exposed, in particular those related to the operations and finances of the School, and are satisfied that systems and procedures are in place to mitigate its exposure to the major risks.

The principal short and long term risks facing the School are considered to be:

- Affordability of an independent school education to our parents in relation to household income and other

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financial pressures. This is especially true now that independent schools are required to charge VAT on school fees, have lost their exemption for charitable business rates relief and like all other businesses also have the impact of increased Employers National Insurance costs. There has been a direct impact on pupil numbers for the School in 2024/25 resulting from the imposition of VAT on School fees, and the School has mitigated the financial impact of this by reducing staffing FTE headcount, providing no inflationary pay award for any staff member in 2024/25 and reducing controllable non-pay costs in order to offset the financial impact on the School.

- Impact of the above on Prep School and Sixth Form pupil numbers. During the course of 2024/25, Prep School numbers increased and the Sixth Form remained consistent. Additionally, the age range of the School has been expanded to include 3 and 19 year olds as part of a successful material change application.
- The changing political and social environment and our responsiveness to changes, particularly through our marketing and strategic development plan.
- Cybercrime attacks on schools. The impact of this has been mitigated by having strong firewalls and IT protocols in place. The School is using cyber defence experts to improve its resilience against cybercrime, and is continually looking to improve our defence mechanisms including compulsory staff training. In addition, the School carries insurance against cybercrime. The School's plan of action to mitigate the risk of a cyberattack is under constant review.
- Regulatory and compliance burdens such as safeguarding to ensure the health and wellbeing of our pupils and staff under the protection and guidance of the School.
- The macroeconomic impact of the international increase in the cost of energy, raw materials and goods and services in general together with inflationary pressures on salaries.

In the opinion of the Governors, the School has established resources and a review system whereby detailed considerations of risk are delegated to the appropriate Committees. Risks are identified, assessed and controls established throughout the year.

The key controls used by the School to mitigate risks include:

- Formal Committee and Board structure, with agendas to support all of the activities of these meetings.
- Detailed terms of reference for all Committees.
- Comprehensive strategic planning, budgeting and management accounting.
- Established organisational structure and lines of reporting.
- Formal written policies which are reviewed and updated on a timely basis.
- Hierarchical authorisation and approval levels for decision making.
- Vetting procedures as required by law for the protection of the vulnerable.
- The use of a risk register for the School is reviewed and updated on a regular basis.

The Governors regularly review the effectiveness of current plans and strategies for managing all identified principal risks for the School.

Health and Safety is always a significant area for risk management. The risks range from fire and infrastructure to personal risks. These risks are minimised by thorough planning and risk assessment. The Health and Safety Committee regularly reviews the health and safety risks to the School and best practice to deal with them.

Fees

The Governors are mindful of the economic outlook and are aware that fees need to be affordable and realistic. Key financial decisions in the year included the decision to increase fees by 7.0%, applied from September 2024, in order to maintain affordability for parents while providing the funds necessary to meet the additional costs of the loss of charitable relief for business rates, the additional costs of the Employers National Insurance increase and inflationary increases in expenditure and to further invest in the School's buildings, equipment and infrastructure. Additionally, VAT was added to fees as required by HM Revenue and Customs from 1 January 2025. The Governors have agreed that there will be no fee increase for 2025/26 in order to maintain affordability

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for parents.

Principal funding and reserves policy

The Governors recognise the need for prudent financial management and to have sufficient reserves and cash over the short, medium and long term. The School's policy is to hold sufficient cash reserves to enable it to meet its short-term financial obligations in the event of an unexpected revenue shortfall or expenditure increase. To measure sufficient cash reserves, the School uses the equivalent of two months of total expenditure, which as at 31 August 2025 equated to £933,531. This compares to £1,243,169 of "free cash" (total cash and current asset investments less balance for fees in advance less balance for restricted reserves) held by the School at the equivalent date.

The Governors view the development plan for the School as the most effective and prudent way to ensure the long term future of the School. Free reserves are the total unrestricted funds less fixed assets, which at year end equated to £1,053,623. The School holds restricted and unrestricted reserves, the full details of which are disclosed in Notes 17 and 18 in the Notes to the Financial Statements.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The School is registered as a charitable company limited by guarantee (number 513031) and constituted under the Articles of Association dated 11 August 1982, as amended by special resolution on 1 March 2021.

Policies adopted for the induction and training of Governors

New Governors are inducted into the workings of the School, including Governing Body policies and procedures at meetings with the Headmaster and Director of Finance and Operations. The new Governors are also able to attend specialist external courses on the role and responsibilities of charity trustees as appropriate.

Members of the Governing Body attend internal and external trustee training and information briefings designed to keep them informed and updated on current issues in the sector and regulatory requirements.

The School has an excellent Governing Body, which has Governors with different skill sets to cover the wide ranging activities that the School engages in. The School's Articles of Association state that each Governor is subject to a maximum term of office, and as such Governors would automatically come to the end of their term of office and will require replacing. The methods for recruiting a new Governor includes being asked by existing Governors, being asked by the Senior Leadership Team or people asking to become Governors. It may be on occasions that a specific requirement, such as Safeguarding for example, may be necessary which would refine the search for a Governor. The School is always open to an approach to be a Governor. Once someone has indicated that they would wish to be considered for a role as a Governor, then the usual recruitment process of interviewing the candidate alongside the relevant Disclosure and Barring Service and Safeguarding checks must be taken in the same way that it would for any other colleague.

Pay policy for senior and other staff

The remuneration of senior staff members is reviewed annually by the Headmaster in conjunction with advice and recommendations given by selected members of the Governing Body. The remuneration of the Headmaster is reviewed and agreed at the Finance, Development and Audit Committee. The overall staff inflationary pay awards are proposed by the same Committee and approved by the Board of Governors.

Reference is made to comparisons contained within independent schools' peer group benchmarking survey reports so as to ensure that the School remains aware of (and is able to take into account) pay and employment conditions elsewhere in the independent and state sectors.

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Generally, the School aims to recruit, subject to experience, at the lower to median point within a band, providing scope for rewarding excellence. Delivery of the School's charitable role is primarily dependent upon our key management personnel and staff costs are the largest single element of the School's charitable expenditure.

Organisational structure and decision making

The members of the Governing Body, as the charity's trustees, are legally responsible for the overall management and control of the School. They meet at least three times a year. The work of implementing their policies is carried out by four committees, which meet as required and report back to the Governing Body. These committees are:

- The Finance, Development and Audit Committee which scrutinises the School's management accounts, budget, financial risk and capital expenditure. This Committee also supervises and finalises the audited financial statements and annual report for approval by the Governing Body. The Committee is chaired by Mr Brett Phillips.

- The Education and Standards Committee scrutinises procedures implemented by the School for regulatory compliance and oversight of the School's educational provision. The Committee is chaired by Mrs Victoria Hawley.

- The Health and Safety Committee (H&S) ensures that all relevant statutory requirements are being complied with and that the H&S Policy requirements are met. The Committee is chaired by Mr Andy Cooper. Each meeting is followed by a walk round the School by Mr Cooper to review areas discussed.

- The Safeguarding and Behaviour Committee provides members and staff with a separate forum to discuss this critical area in more detail. The Committee is chaired by Mr Ian Pickstock.

During 2024/25, the day-to-day running of the School was delegated to the Headmaster, Deputy Head - Pupils and Staff, Deputy Head - Academic and Operations, Director of Finance & Operations, Head of the Preparatory School, Head of the Sixth Form and Designated Safeguarding Lead (DSL) as the key management personnel. The DSL has been included within the key management personnel total this year, to increase the key management personnel from six to seven. The Headmaster and Director of Finance & Operations along with other members of the Senior Leadership Team attend meetings of the Governing Body's Committees. In 2025/26, there has been some movement in the key management personnel, with the Deputy Head - Pupils and Staff becoming the Director of Educational Quality and Development and the DSL becoming the Deputy Head – Pastoral.

PLANS FOR FUTURE PERIODS

The School has been planning for the future. These plans include:

- To continue to ensure the School site provides a safe and attractive environment for pupils, staff and visitors alike.
- To provide a happy and secure pastoral environment, in which all pupils are offered opportunities for leadership and service to others.
- To provide a stimulating and enjoyable learning environment in which pupils can develop their academic potential to the full.
- Developing partnerships with businesses.
- To ensure the School plays a significant part in the life of the local community, sharing facilities for local sports clubs and musical/theatre groups and seeking local partnerships with state schools where possible.

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- To continue to invest in the premises and infrastructure across the School to provide the best experience for all of our stakeholders within the envelope of an affordable budget.

GOVERNORS' RESPONSIBILITIES STATEMENT

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

Company law requires the Governors to prepare financial statements for each financial year. Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Governors are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgments and accounting estimates that are reasonable and prudent.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Disclosure of information to Auditors

The Directors confirm that:

- so far as each director is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Directors have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

Approved by order of the members of the Board of Governors and signed on their behalf by:

Rev J Davis
Chair

Date: 14/1/26

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STAFFORD INDEPENDENT GRAMMAR SCHOOL

Opinion

We have audited the financial statements of Stafford Independent Grammar School (the 'charitable company') for the year ended 31 August 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law 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 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the 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 United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

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Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's report thereon. The Governors are responsible for the other information contained within the Annual 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Governors' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of Governors

As explained more fully in the Governors' responsibilities statement, 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.

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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:

Our assessment focused on key laws and regulations the charitable company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, taxation legislation, data protection, anti-bribery, and employment legislation.

We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the charitable company and how the charitable company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the charitable company's control environment and how the charitable company has applied relevant control procedures, through discussions with Governors and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the charitable company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

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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. The risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. 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. 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:
Glen Bott
EBB150CA03A04AB...

Glen Bott FCA (Senior statutory auditor)
for and on behalf of
Cooper Parry Group Limited
Statutory Auditor
Cubo Birmingham
Two Chamberlain Square
Birmingham
B3 3AX

Date: 20 January 2026

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STAFFORD INDEPENDENT GRAMMAR SCHOOL
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 AUGUST 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:					
Charitable activities	3	5,623,535	2,257	5,625,792	5,974,571
Other trading activities		30,399	-	30,399	32,549
Investments	4	121,773	-	121,773	39,337
Total income		5,775,707	2,257	5,777,964	6,046,457
Expenditure on:					
Charitable activities	5	5,870,161	1,445	5,871,606	6,096,063
Total expenditure		5,870,161	1,445	5,871,606	6,096,063
Net movement in funds		(94,454)	812	(93,642)	(49,606)
Reconciliation of funds:					
Total funds brought forward		5,342,134	51,536	5,393,670	5,443,276
Net movement in funds		(94,454)	812	(93,642)	(49,606)
Total funds carried forward		5,247,680	52,348	5,300,028	5,393,670

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 21 to 39 form part of these financial statements.

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STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)
REGISTERED NUMBER: 01657702

BALANCE SHEET
AS AT 31 AUGUST 2025

	Note	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	10		4,194,057		4,212,098
			4,194,057		4,212,098
Current assets					
Stocks	11	2,613		3,276	
Debtors	12	168,432		132,480	
Investments	13	950,000		2,500,000	
Cash at bank and in hand		1,838,761		1,659,844	
		2,959,806		4,295,600	
Current liabilities					
Creditors: amounts falling due within one year	14	(923,355)		(1,627,336)	
Net current assets			2,036,451		2,668,264
Total assets less current liabilities			6,230,508		6,880,362
Creditors: amounts falling due after more than one year	15		(930,480)		(1,486,692)
Total net assets			5,300,028		5,393,670
Charity funds					
Restricted funds	17		52,348		51,536
Unrestricted funds	17		5,247,680		5,342,134
Total funds			5,300,028		5,393,670

The Governors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

Rev J Davis
Chair

Date: 14/1/26

The notes on pages 21 to 39 form part of these financial statements.

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STAFFORD INDEPENDENT GRAMMAR SCHOOL
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash (used in)/generated from operating activities	19	(1,201,540)	2,711,894
Cash flows from investing activities			
Investment income receipts		121,773	39,337
Refund of pre-registration VAT on assets		72,275	-
Purchase of tangible fixed assets		(324,663)	(279,644)
Proceeds from sale of investments		1,550,000	-
Purchase of investments		-	(2,500,000)
Finance costs paid		(38,928)	(7,988)
Net cash provided by/(used in) investing activities		1,380,457	(2,748,295)
Change in cash and cash equivalents in the year		178,917	(36,401)
Cash and cash equivalents at the beginning of the year		1,659,844	1,696,245
Cash and cash equivalents at the end of the year	20	1,838,761	1,659,844

The notes on pages 21 to 39 form part of these financial statements

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1. General information

Stafford Independent Grammar School (the School) is an incorporated charitable company which is limited by guarantee, (registered company no. 01657702), (charity no. 513031), registered in England & Wales. The members of the company are the Governors named on page 1. In the event of the School being wound up, the liability in respect of the guarantee is limited to £1 per member of the School. The School's registered address and principal place of business is Stafford Independent Grammar School, Burton Manor, Stafford, Staffordshire, ST18 9AT.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) and the Companies Act 2006.

Stafford Independent Grammar School meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared in sterling, which is the functional currency of the School. Monetary amounts in these financial statements are rounded to the nearest £.

2.2 Going concern

It is critical that shortfalls are tackled in turbulent times as financial resilience will help the School to stay flexible and adaptable to unexpected changes in pupil numbers and to manage planned and unplanned costs. The expenditure of the School is dominated by staff salaries which amount to 73% of net total income. Nevertheless opportunities for reducing costs, without adversely affecting performance, are identified and actioned when possible which has occurred through 2024/25 and into 2025/26.

The School is debt free. At the year end the School had cash at bank and in hand of £1,838,761 alongside £950,000 of current asset investments in the form of cash deposits. However, it has £1,493,244 as part of its fees in advance schemes and £52,348 of restricted reserves leaving a net unencumbered cash and current investment balance available to the School of £1,243,169. After making appropriate enquiries, including consideration of cash flow forecasts to the end of FY2026, the Governors have concluded that it is reasonable to expect that the School will generate sufficient resources to continue in operational existence for the foreseeable future and meet all of its financial obligations. It is considered that, after examining likely and definite future risks to the business, that there will be sufficient funds to continue in operation as and when these risks materialise. As a matter of course Governors consider the financial risks to the School at formal meetings and also informally on a monthly basis by reviewing the management accounts. For this reason the Governors have continued to adopt a going concern basis in preparing the School's financial statements.

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2. Accounting policies (continued)

2.3 Income

All income is recognised once the School has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Fees receivable and charges for services and use of premises are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions granted by the School. Scholarships are assessed and awarded on a pupil's merit. Bursaries are considered on the basis of a declaration of income and liabilities from the parents applying for such an award.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Charitable activities and governance costs are costs incurred on the School's educational operations, including support costs and costs relating to the governance of the School apportioned to charitable activities. Costs of raising funds are those costs incurred in attracting income and those incurred in trading activities that raise funds for the School.

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the School; this is normally upon notification of the interest paid or payable by the bank.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £2,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition are included in the measurement of cost.

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2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation (continued)

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Freehold property	-	2% straight line
Motor vehicles	-	20% straight line
Fixtures and fittings	-	10% straight line
Office equipment	-	20% straight line
Other fixed assets	-	20% straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Financial Activities.

2.7 Current asset investments

Current asset investments are categorised as short term deposit funds intended to be held in accounts for a maximum of one year at the date of the balance sheet.

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

2.9 Debtors

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

2.10 Cash at bank and in hand

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

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2. Accounting policies (continued)

2.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the School anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.12 Financial instruments

The School only has financial assets and financial 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

2.14 Pensions

The School operates two defined contribution pension schemes and the pension charge represents the amounts payable by the School to the schemes' funds in respect of the year.

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Governors in furtherance of the general objectives of the School and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Governors for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the School for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

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2. Accounting policies (continued)

2.16 Critical accounting estimates and areas of judgement

The Governors are required to adopt those accounting policies most appropriate to the circumstances for the purposes of presenting fairly its financial position, financial performance, and cash flows. The preparation of the financial statements requires the Governors to make judgements, estimates and assumptions that affect the application of accounting policies and reported amounts of assets and liabilities, income and expenditure. These judgements, estimates, and associated assumptions are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Governors consider that accounting forecasts, assumptions and judgements made will not result in a significant difference to the amounts of assets and liabilities carried forward in the next financial year.

The Governors consider the areas set out below to be those where critical accounting judgements have been applied and the resulting estimates and assumptions may lead to adjustments to the future carrying amounts of assets and liabilities:

Recoverability of debtors (Note 12)

The provision for doubtful debts is based on an estimate of the expected recoverability of those debts. In line with the School's accounting policy, the provision is based on the current situation of the customer and the age profile of the debt. At the reporting date, the bad debt provision is £35,878 (2024: £36,008).

Useful economic life (UEL) of tangible fixed assets (Note 10)

Freehold property, motor vehicles and equipment represent a significant proportion of the School's total assets. Therefore, the estimated useful lives can have a significant impact on the depreciation charged and the reported performance. Useful lives are determined at the time the asset is acquired, and the UEL of its assets is reviewed annually. The UEL are based on historical experience with similar assets as well as anticipation of future events. Depreciation policies are applied to each asset category in order to reflect the useful economic life of the assets.

3. Income from charitable activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Gross School fees	5,907,378	-	5,907,378	6,144,292
Scholarships, bursaries and discounts	(948,658)	-	(948,658)	(1,007,826)
Other education income	664,815	2,257	667,072	838,105
	5,623,535	2,257	5,625,792	5,974,571
Total 2024	5,923,035	51,536	5,974,571	

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4. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Bank interest	121,773	121,773	39,337
Total 2024	39,337	39,337	

5. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
Teaching	3,841,493	-	3,841,493	3,953,567
Prep School	644,221	1,445	645,666	781,481
Transport	351,652	-	351,652	340,576
Sports hall	1,351	-	1,351	5,561
Premises	970,243	-	970,243	946,778
Governance	61,201	-	61,201	68,100
	5,870,161	1,445	5,871,606	6,096,063
Total 2024	6,096,063	-	6,096,063	

Docusign Envelope ID: 971103EA-0CF6-41F5-BDDE-883757208E7C

5. Analysis of expenditure on charitable activities (continued)

Summary by expenditure type

	Staff costs 2025 £	Depreciation 2025 £	Other costs 2025 £	Total 2025 £	Total 2024 £
Teaching	2,628,410	-	1,213,083	3,841,493	3,953,567
Prep School	622,435	-	23,231	645,666	781,481
Transport	266,669	-	84,983	351,652	340,576
Sports hall	-	-	1,351	1,351	5,561
Premises	699,814	270,429	-	970,243	946,778
Governance	-	-	61,201	61,201	68,100
	4,217,328	270,429	1,383,849	5,871,606	6,096,063
Total 2024	4,351,252	228,392	1,516,419	6,096,063	

6. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £	Total funds 2024 £
Teaching	3,023,529	817,964	3,841,493	3,953,567
Prep School	607,671	37,995	645,666	781,481
Transport	351,652	-	351,652	340,576
Sports hall	1,351	-	1,351	5,561
Premises	-	970,243	970,243	946,778
Governance	-	61,201	61,201	68,100
	3,984,203	1,887,403	5,871,606	6,096,063
Total 2024	4,287,226	1,808,837	6,096,063	

Docusign Envelope ID: 971103EA-0CF6-41F5-BDDE-883757208E7C

6. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Teaching 2025 £	Prep School 2025 £	Transport 2025 £	Sports hall 2025 £	Total funds 2025 £	Total funds 2024 £
Staff costs	2,526,204	584,440	266,669	-	3,377,313	3,506,109
Subject materials and supplies	161,479	21,755	-	-	183,234	275,037
School transport costs	153,445	-	-	-	153,445	194,493
Seminars and training courses	11,413	31	-	-	11,444	20,688
Travelling and motor expenses	2,743	-	84,983	-	87,726	89,763
Light and heat	-	-	-	-	-	380
Catering costs	119,741	-	-	-	119,741	125,565
Sundry expenses	-	1,445	-	1,351	2,796	5,561
Marketing	48,504	-	-	-	48,504	69,630
	3,023,529	607,671	351,652	1,351	3,984,203	4,287,226
Total 2024	3,194,963	746,126	340,576	5,561	4,287,226	

Docusign Envelope ID: 971103EA-0CF6-41F5-BDDE-883757208E7C

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Teaching 2025 £	Prep School 2025 £	Premises 2025 £	Governance 2025 £	Total funds 2025 £	Total funds 2024 £
Staff costs	102,206	37,995	699,814	-	840,015	845,143
Depreciation	-	-	270,429	-	270,429	228,392
Postage, printing, stationery & advertising	3,640	-	-	-	3,640	6,566
Insurances	74,927	-	-	-	74,927	74,789
Marketing	-	-	-	-	-	860
Telephone	17,276	-	-	-	17,276	13,312
Maintenance and repairs	120,431	-	-	300	120,731	152,011
Business & water rates	104,233	-	-	-	104,233	46,855
Light and heat	102,335	-	-	-	102,335	90,563
Subscriptions	75,104	-	-	-	75,104	57,477
Cleaning	14,338	-	-	-	14,338	19,044
Leasing charges	49,318	-	-	-	49,318	90,244
Sundry expenses	62,892	-	-	-	62,892	65,119
Consumable computer expenses	10,591	-	-	-	10,591	26,444
Professional fees	7,867	-	-	60,901	68,768	75,256
Bad debts	33,878	-	-	-	33,878	8,774
Bank charges	38,928	-	-	-	38,928	7,988
	817,964	37,995	970,243	61,201	1,887,403	1,808,837
Total 2024	758,604	35,355	946,778	68,100	1,808,837	

Docusign Envelope ID: 971103EA-0CF6-41F5-BDDE-883757208E7C

7. Auditor's remuneration

	2025 £	2024 £
Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts exclusive of VAT	13,475	13,125
Fees payable to the charitable company's auditor in respect of:		
All non-audit services not included above	6,150	3,250

8. Staff costs

	2025 £	2024 £
Wages and salaries	3,180,332	3,471,239
Social security costs	324,270	340,947
Contribution to defined contribution pension schemes	712,726	539,066
	4,217,328	4,351,252

The average number of persons employed by the charitable company during the year was as follows:

	2025 No.	2024 No.
Teaching staff	60	66
Support staff	58	59
	118	125

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025 No.	2024 No.
In the band £60,001 - £70,000	2	3
In the band £70,001 - £80,000	1	1
In the band £90,001 - £100,000	1	-
In the band £100,001 - £110,000	-	1

The total remuneration and benefits received by 7 (2024: 6) key management personnel for the year was £624,076 (2024: £566,273).

Redundancy payments were made to one employee (2024: settlement payment to no employees) for £3,150 (2024: £Nil).

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9. Governors' remuneration and expenses

During the year, no Governors received any remuneration or other benefits (2024 - £NIL).

During the year ended 31 August 2025, expenses were reimbursed or paid directly to 6 Governors (2024 - to 1 Governor) broken down as follows:

	2025 £	2024 £
Travel & subsistence	440	98
DBS/Governor application costs	327	-
Gifts	113	-
	880	98

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10. Tangible fixed assets

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Office equipment £	Other fixed assets £	Total £
Cost or valuation						
At 1 September 2024	5,805,515	726,999	553,791	1,352,185	207,261	8,645,751
Additions	-	188,642	90,644	31,235	14,142	324,663
Disposals	-	(55,736)	(5,773)	(256,825)	(120,132)	(438,466)
At 31 August 2025	5,805,515	859,905	638,662	1,126,595	101,271	8,531,948
Depreciation						
At 1 September 2024	2,068,244	511,030	402,565	1,251,575	200,239	4,433,653
Charge for the year	118,135	91,217	25,748	30,800	4,529	270,429
On disposals	-	-	-	(247,035)	(119,156)	(366,191)
At 31 August 2025	2,186,379	602,247	428,313	1,035,340	85,612	4,337,891
Net book value						
At 31 August 2025	3,619,136	257,658	210,349	91,255	15,659	4,194,057
At 31 August 2024	3,737,271	215,969	151,226	100,610	7,022	4,212,098

Within freehold property there is £653,894 which relates to freehold land that is not depreciated.

Within disposals for the year is an amount for pre-registration VAT now claimed on assets previously capitalised due to becoming VAT registered from 1 January 2025.

11. Stocks

	2025 £	2024 £
Raw materials	2,613	3,276

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12. Debtors

	2025 £	2024 £
Due within one year		
Trade debtors	101,157	73,178
Other debtors	390	3,220
Prepayments and accrued income	66,885	56,082
	168,432	132,480

13. Current asset investments

	2025 £	2024 £
Unlisted investments	950,000	2,500,000

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14. Creditors: Amounts falling due within one year

	2025 £	2024 £
Trade creditors	74,517	55,657
Other taxation and social security	94,880	74,986
Other creditors	5,449	9,379
Accruals and deferred income	748,509	1,487,314
	923,355	1,627,336

	2025 £	2024 £
Deferred income at 1 September	1,466,349	358,517
Resources deferred during the year	38,256	1,466,349
Amounts released from previous periods	(850,613)	(358,517)
	653,992	1,466,349

All deferred income is made up of fees paid in advance and registration fees.

15. Creditors: Amounts falling due after more than one year

	2025 £	2024 £
Accruals and deferred income	930,480	1,486,692

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	2025 £	2024 £
Payable or repayable by instalments	108,950	157,584
	108,950	157,584

Docusign Envelope ID: 971103EA-0CF6-41F5-BDDE-883757208E7C

16. Financial instruments

	2025 £	2024 £
Financial assets		
Financial assets measured at fair value through income and expenditure comprise cash at bank and in hand and current asset investments	2,788,761	4,159,844

17. Statement of funds

Statement of funds - current year

	Balance at 1 September 2024 £	Income £	Expenditure £	Balance at 31 August 2025 £
Unrestricted funds				
General Funds - all funds	5,342,134	5,775,707	(5,870,161)	5,247,680
Restricted funds				
Theatre appeal	50,091	-	-	50,091
Playground fund	1,445	2,257	(1,445)	2,257
	51,536	2,257	(1,445)	52,348
Total of funds	5,393,670	5,777,964	(5,871,606)	5,300,028

Docusign Envelope ID: 971103EA-0CF6-41F5-BDDE-883757208E7C

17. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 September 2023 £	Income £	Expenditure £	Balance at 31 August 2024 £
Unrestricted funds				
Designated funds				
Sixth form	1,892	-	(1,892)	-
General funds				
General Funds - all funds	5,441,384	5,994,921	(6,094,171)	5,342,134
Total unrestricted funds	5,443,276	5,994,921	(6,096,063)	5,342,134
Restricted funds				
Theatre appeal	-	50,091	-	50,091
Playground fund	-	1,445	-	1,445
	-	51,536	-	51,536
Total of funds	5,443,276	6,046,457	(6,096,063)	5,393,670

The theatre appeal relates to funds raised to support moveable tiered seating in the School theatre.

The playground fund relates to funds raised specifically for improving the Prep School playground.

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18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	4,194,057	-	4,194,057
Current assets	2,907,458	52,348	2,959,806
Creditors due within one year	(923,355)	-	(923,355)
Creditors due in more than one year	(930,480)	-	(930,480)
Total	5,247,680	52,348	5,300,028

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	4,212,098	-	4,212,098
Current assets	4,244,064	51,536	4,295,600
Creditors due within one year	(1,627,336)	-	(1,627,336)
Creditors due in more than one year	(1,486,692)	-	(1,486,692)
Total	5,342,134	51,536	5,393,670

Docusign Envelope ID: 971103EA-0CF6-41F5-BDDE-883757208E7C

19. Reconciliation of net movement in funds to net cash flow from operating activities

	2025 £	2024 £
Net expenditure for the year (as per Statement of Financial Activities)	(93,642)	(49,606)
Adjustments for:		
Depreciation charges	270,429	228,392
Investment income	(121,773)	(39,337)
Decrease in stocks	663	3,167
Increase in debtors	(35,952)	(13,541)
Increase/(decrease) in creditors	(1,260,193)	2,574,831
Financing costs	38,928	7,988
Net cash provided by/(used in) operating activities	(1,201,540)	2,711,894

20. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand	1,838,761	1,659,844
Total cash and cash equivalents	1,838,761	1,659,844

21. Analysis of changes in net debt

	At 1 September 2024 £	Cash flows £	At 31 August 2025 £
Cash at bank and in hand	1,659,844	178,917	1,838,761
Liquid investments	2,500,000	(1,550,000)	950,000
	4,159,844	(1,371,083)	2,788,761

Docusign Envelope ID: 971103EA-0CF6-41F5-BDDE-883757208E7C

22. Capital commitments

	2025 £	2024 £
Contracted for but not provided in these financial statements		
Acquisition of tangible fixed assets	84,506	154,602

23. Pension commitments

The School contributed to three defined contribution schemes administered by NEST, Standard Life and Aviva for the benefit of eligible support staff employees and teachers respectively. The pension cost charged in the accounts is the amount payable by the School during the year which amounted to £712,726 (2024: £539,066). Contributions totalling £5,449 (2024: £5,853) were payable to the funds at the balance sheet date and are included in other creditors.

24. Operating lease commitments

At 31 August 2025 the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025 £	2024 £
Not later than 1 year	43,088	50,090
Later than 1 year and not later than 5 years	41,600	82,014
	84,688	132,104

The total amount spent on operating leases in the year was £49,318 (2024: £105,898).

25. Related party transactions

The son of one of the trustees has control over an entity that provided services during the year amounting to £3,069. At the year end £Nil was owed to the company.

There were six Governor expenses that occurred in the year (2024: one). Three (2024: Two) of the Governors have children at the School. All fees paid are in line with the School's published fees and remissions policy.

26. Controlling party

The School, having no share capital, is under the control of the Board of Governors, who are also the Trustees and the Directors of the School.

STAFFORD INDEPENDENT GRAMMAR SCHOOL

England & Wales - Charity number 513031

Accounts

Registered number: 01657702
Charity number: 513031

STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)

GOVERNORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2024

STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)

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STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS GOVERNORS AND ADVISERS FOR THE YEAR ENDED 31 AUGUST 2024

Governors	Mrs S Burns (resigned 18 October 2023) Dr M L Bush (resigned 27 September 2023) Mr T Carson (resigned 5 July 2024) Mrs J Causer, Chair (resigned 21 January 2025) Rev J Davis Mr A S Firth Mr J Johnson (resigned 21 November 2024) Mr B W J Phillips Mrs V L Hawley (appointed 20 February 2024) Mr I P Pickstock (appointed 28 August 2024) Mr A G Cooper (appointed 22 November 2024) Mr A I Lewer (appointed 22 November 2024) Mrs E Christmas (appointed 17 January 2025)
Company registered number	01657702
Charity registered number	513031
Registered office	Burton Manor Stafford Staffordshire ST18 9AT
Company secretary	Mr T Collier (appointed 1 November 2023)
Chief executive officer	Mr N Pietrek
Independent auditor	Cooper Parry Group Limited Statutory Auditor Cubo Birmingham Two Chamberlain Square Birmingham B3 3AX

GOVERNORS' REPORT
FOR THE YEAR ENDED 31 AUGUST 2024

The Governors of Stafford Independent Grammar School ("the School") present their annual report together with the audited financial statements for the year ended 31 August 2024.

The School also operates under the name Stafford Grammar School.

AIMS, VALUES AND OBJECTIVES

Our aims

The School's principal objective is to promote and advance education. The School provides education for boys and girls in Stafford and the surrounding areas from the ages of 4-18. Stafford Grammar School comprises the Preparatory School (4-11), Senior School (11-16) and Sixth Form (16-18). Stafford Grammar School aims to:

- Ensure that all pupils fulfil their potential within a caring community where pupils are known as individuals and nurtured accordingly.
- Create a varied extracurricular environment, so our pupils are challenged and motivated with opportunities to build on their broader talents and interests.
- Develop pupils to enable them to advance their academic and professional careers beyond the School; and
- Provide a first class campus to enable pupils and staff to enjoy and provide an all-round education.

During the year, the School averaged 426 pupils (2023: 444). Almost all Year 6 pupils from the Preparatory School moved into the Senior School.

Our values

At the School we take pride in the quality of relationships between all those within our community, which are based on our School values. The values of the School reflect our School Motto "Quod Tibi Hoc Alteri", or "Treat others as you would like to be treated". We want the School to be the first-choice school for families who share our values, whether they have experienced independent education previously or are moving to the independent sector for the first time. Our values are:

- Excellence
- Courage
- Respect
- Compassion
- Responsibility
- Integrity
- Creativity

Our Objectives

Our main objectives for the year were:

- To maintain the pupil roll.
- To continue to widen access to education and continue to provide a public benefit.
- To maintain current high levels of academic achievement through consistent excellent performance in public examinations, at the same time as maintaining our sporting and cultural activities.
- To maintain a long-term sustainable financial resilience in the light of the continuing macro political and economic challenges faced by the School and the wider independent school sector.

In pursuance of the School's principal objectives and its charitable status, the School:

- Awards scholarships and bursaries to encourage excellence and to enable children from families, who would not otherwise be able to afford to pay fees, to access the education the School offers.

- Has the necessary powers to conduct and develop (and if appropriate make acquisitions relating to) the School.

Considerations relevant to achieving objectives

- The effect of the current economic climate and the affordability of fees by our parents.
- The issue of VAT on School fees impacted the School through the year, which was brought into sharper focus after the summer General Election.
- To keep tuition fees as low as possible given the aims and objectives of the School.
- Class sizes of a maximum of 22 as far as reasonably practicable at Key Stage 2 and above, which allows pupils time to develop academically and attain well-rounded personalities.
- Maintaining the current high level of academic achievement as measured by external public examinations and independent standardised assessment criteria.
- Maintaining a reasonable net surplus level against a continuing threatening political environment by ensuring that strategies for controlling costs and capital expenditure continue to be robust and effective whilst also investing in the medium to long term infrastructure of the School.
- Maximising access to the School by the provision of means-tested bursaries.
- The School continues to strive to make the fees affordable for parents to enable them to keep their children at Stafford Grammar School and to attract new families to the School.

PUBLIC BENEFIT

The School remains committed to the aim of providing public benefit and offering wider access to the education the School offers, part of which is achieved by awarding scholarships and means tested bursaries to those unable to pay for an independent education.

During the year, the School awarded bursaries and scholarships totalling £608,897 (2023: £683,934) to 139 (2023: 142) pupils. Within this total, means-tested awards, based on a sliding scale according to family financial circumstances, totalling £343,280 (2023: £390,724), were awarded to 70 pupils (2023: 77 pupils), equivalent to 23 (2023: 28) full Senior School fee paying places. Those pupils who attend the School and who receive financial support contribute to the School community in many ways, and so the benefit is to the whole School and the wider community.

In addition to bursaries, the School has engaged in a number of activities that provide a public benefit, including amongst others:

- Arrangements with local maintained schools, under which their pupils attend an annual choral day event involving a series of teaching workshops culminating in an evening show for parents;
- The music department puts on a Big Band Roadshow and delivers concerts to a number of Primary schools to promote interest and enjoyment of music;
- Local community groups and organisations have benefited from being able to use the wide range of facilities and resources available at the School;
- Regular performances to the residents of Dora Rose, a local care home;
- Christmas and Easter concerts which are open to the wider community;
- An annual Higher Education and Careers event to which all local state schools are invited;
- Members of the Senior Leadership Team act as governors and Committee members at state schools and colleges;
- The School hosts local Stafford and District Schools Sports events; and
- Events to support local and national charities (see below for further details).

Charitable support and activities

During the course of the year £4,785 (2023: £5,341) was donated to charities supported by Stafford Grammar School. Part of these funds were collected by the School and paid to the charity and part paid by donations directly via Just Giving. The charities supported in the year were Brighter Days Cancer Research, Children in Need, Eco Project, Katherine House, Royal British Legion Poppy Appeal, Save the Children, Simons Heroes, Stafford Lions, Trussell Trust and Younger Minds (Hello Yellow). The School's chosen charity for the year was Stafford Lions. The School community also makes a large food donation to House of Bread at our harvest festival to support families in the local community. All pupils are expected to take part in supporting charities through Form challenges in which they plan and design a fundraising activity and nominate a charity to support.

Fundraising performance

There were fundraising donations of £51,536 in the year (2023: £nil), which was £50,091 for the retractable seating for our theatre space and £1,445 for the Prep School playground. Thank you to everyone that has donated to these two causes. These two fundraising activities for the School were carried out by School staff with assistance from the parents and pupils, and are monitored by the Headmaster and Director of Finance and Operations, with overall oversight by the governing body.

The School has an active Parent Teacher Association (PTA), who we work closely with. Various fundraising events are held through the year by the PTA, and funds are provided by the PTA to the School for specific requests. The School is extremely grateful to the PTA for all of their hard work, time and monetary contributions which help to fund various activities across the School.

No complaints relating to fundraising activities have been received by the School during this financial period. The School does not currently subscribe to any specific fundraising standards or schemes for fundraising regulation but considers that it has set appropriate standards for the operation and management of its fundraising activities.

ACHIEVEMENTS AND PERFORMANCE

Review of significant activities

The School has a wide ranging and broad activity base, through academic, sporting and artistic themes as detailed below. This has been recognised nationally with the School being Highly Commended in the Muddy Stilettos Best Schools of the Year Awards, shortlisted for Best Co-Educational Independent School in the Independent School of the Year Awards, Finalist in the Best Senior School category in the ISA Awards, winner and runner-up in the ISA Young Musician of the Year Competition, winner of Best Actress in a Musical at the National School Theatre Awards along with being double Platinum Award winners at the National Concert Band Festival Finals.

a. Curriculum

The National Curriculum provides the basis for Stafford Grammar School's broad and balanced curriculum. The School encourages excellence in all areas. Class sizes are small, which enables individual attention for each pupil and personalised tracking of progress. Options for GCSE are chosen at the end of Year 9 (although some subjects introduce GCSE content in Year 9), and support is provided for pupils in making their choices.

Typically, students begin the Sixth Form with 3 A-level subjects. Almost all students go on to study at university (with a small number choosing degree apprenticeships), many at Russell Group universities and the majority of students go on to study at their first choice university.

Personal, Social, Health and Economic Education (PSHEE) and Relationships and Sex Education (RSE) is covered through our dedicated 'Life and Wellbeing' programme and pupils receive lessons in each fortnightly cycle. In addition to the RSE curriculum, the School puts on additional 'dropdown' days with dedicated time off timetable for each year group to focus on a range of RSE topics.

b. Examination results and academic achievements

The School has achieved superb results in A Levels, building on its success from last year. 48% of pupils have achieved all A*/A grades and 69% of all grades have been graded at A*- B with an overall 100% pass rate. There was also outstanding success in the Cambridge STEP papers.

For GCSE's, 52% of all pupil grades have been achieved at grade 9-7 which exceeds the high levels achieved in the pre-COVID examination results. 98% of all grades were achieved at grade 9-4. These results build on the outstanding achievements of the school community this year.

National league tables place our results above our local independent and maintained schools. For example, the Britannia Study UK League Table ranked Stafford Grammar School in the top 100 in the country for its A Level results and the top independent school in Staffordshire. Also, the Telegraph League Tables showed the School is nationally ranked 139 for GCSEs with only 10 schools above us marginally less expensive and at A Level the School is nationally ranked 118 with only 5 schools above us less expensive.

c. The House system

Inter-House competition continues to thrive at the School, with events and competitions taking place throughout the year. This provides opportunities for the School to instil the values of team work and commitment. Inter House competitions in various sports also take place across the year, which culminates in the annual Sports Day at a local sports stadium. The three Houses, Anson, Fitzherbert and Talbot, significantly add to the spirit of Stafford Grammar School. During the year the Heads of House maintained pastoral and academic management for all pupils in their House. From September 2024, the School has strengthened its pastoral care arrangements for pupils so that Heads of House are supported by Heads and Deputy Heads of Years in this.

As well as the House activities and House assemblies which build a strong sense of community, there is a tutorial programme delivered during form periods by tutors. Some of this programme supplements the formal 'Life and Wellbeing' programme through which PSHEE and RSE is delivered and other parts of the programme enable students to appreciate art, music and literature to enhance their cultural awareness and appreciation.

d. Performing arts – music and drama

Music continues to excel at Stafford Grammar School, with the Music Department performing around 40 concerts a year. The Music Department runs numerous groups and ensembles, including our Orchestra, Big Band and Concert Band. The music groups perform in national and international competitions, often achieving considerable success. Major concerts take place in School at Christmas and Easter and other concerts occur around the town, county and country as the groups are invited to perform in churches, schools, theatres and concert halls.

We ran our annual Choral Day, welcoming over 300 Primary School singers from around Staffordshire to our School for an afternoon of workshops and an evening concert for an audience of more than 700 people. We also visited four Primary Schools as part of our annual Big Band Roadshow, delivering free educational concerts to children in local Schools. Other community-based projects include Christmas Music in the Community (local supermarkets and retirement homes) from the School band, the School choir being part of several community services at St Mary's Church throughout the year and pupils providing music for Stafford's remembrance service as well as playing the last post at several other remembrance services across the county in November. Our Community Band rehearses once a month, and draws members of all ages from the local community who perform in concerts and competitions through the year.

Our musicians are also recognised for their hard work and talent. Our Concert Band and Big Band won two coveted Platinum Awards at the National Finals of the National Concert Band Festival, as well as picking up numerous first place trophies at the local Newcastle Music Festival with our choirs. Individual success saw one of our pupils awarded the Staffordshire Young Musician of the Year for 2024. Earlier in the year we had two of our pupils in the National Finals of the ISA Young Musician of the Year, held at Oxford University. The two pupils performed superbly well and won the 1st and 2nd prizes! A phenomenal achievement for them and for the School. In addition, we had four of our singers selected in the Young Musical Theatre Singer of the Year, held in Ascot. All sang beautifully with one Year 8 pupil being awarded the judges prize in her age category.

84 Associated Board of the Royal Schools of Music (ABRSM), London College of Music and Trinity College London exams were passed by pupils during the academic year.

Drama goes from strength to strength at Stafford Grammar School, with very high-quality productions taking place each year. Typically, there is a junior play (Years 7-9) and a whole school musical production in the Senior School. The Prep. School produces at least two plays each year, as well as performing in their own Christmas concert. The Sixth Form also put on an annual pantomime.

Stafford Grammar School pupils are also prepared for LAMDA examinations, with a wide range of students achieving success each year. The LAMDA teachers in School deliver lessons to pupils from the Prep School up to the Sixth Form. 112 pupils took LAMDA exams this year of whom 98 achieved distinctions (the highest grade) and 14 achieved merits.

The dance and drama studio has proven very popular with students and we have three peripatetic dance teachers delivering a range of dance lessons to students as well as use on Saturdays during this year by a local theatre, dance and drama school.

Similarly to the musicians, our drama pupils have also achieved individual success. Four pupils were nominated for awards at the National School Theatre Awards, with the highlight being a pupil winning the Actress of the Year for her performance as Elle Woods in the School production of Legally Blonde.

e. Sport

The School maintains an impressive array of competitive fixtures across several major sports, including football, rugby, cricket, hockey, netball, and rounders. In addition to these team sports, students regularly participate in competitions in cross-country, tennis, athletics, equestrianism, skiing, shooting, gymnastics, dance, and swimming. The School takes a leadership role within the District, hosting the annual District Cross-Country Championships and managing teams for the County Finals. Furthermore, it has been the proud host of the U16 Girls, U15 Boys and U13 Boys ISA Midlands football tournaments at Rowley Park.

This year has been particularly notable for the School's sporting achievements. A number of students have been selected for district, county, and even national teams across a wide spectrum of disciplines, including athletics, cheerleading, cricket, cross-country, dance, equestrianism, fishing, football, golf, gymnastics, hockey, netball, rounders, rugby, shooting, skiing, speed-skating, swimming, tennis, and squash. These individual successes highlight the School's commitment to fostering excellence in a diverse range of sports.

Lots of our School matches at U15 and above are filmed using Veo camera software enabling us to do some analytical work with players and provide them with highlights from matches.

The School has had team success in the year as follows:

Girls Senior Ski Team - ISA Champions
Boys Senior Ski Team - ISA Runners Up
Cross-Country - Year 7 Boys and Girls team: District winners
Cross-Country - Year 8/9 Girls team: District winners

Cross-Country -Y10/11 Boys and Girls team: District winners
Cross-Country -Senior Boys team: District winners
U14 Boys ISA Midlands Rugby 7's - 3rd
U13 Boys ISA Midlands Football 6 a-side - 2nd
U15/U16 District Netball - 3rd
U13 Girls Football - Terra Nova Tournament - 2nd
U13 Girls District Netball Champions
U18 Rugby 7's ISA National Plate Winners
U16 Girls ISA Midlands Football Champions 7 a-side
U14 Girls District Netball Champions
U13 Boys County Rugby Championships - 1st
U12 Boys County Rugby Championships - 2nd
U14 Boys County Rugby Championships - 3rd
Junior Girls National Shooting Finals - 3rd
U12 Girls District Netball- 3rd
U13 and U15 Girls ISA Midlands Rounders- 3rd

The School's AstroTurf MUGA (Multi Use Games Area) pitch installed in 2021 is in regular use for hockey, cricket and football training. The hiring out of the School's sports hall and facilities during evenings and holiday periods contributed towards the School's commitment to supporting the wider community.

f. Duke of Edinburgh's Award

The Duke of Edinburgh scheme continues to thrive at the School, thanks to the support and dedication of the staff and enthusiasm of the pupils. Our Duke of Edinburgh programme empowers students to excel as they progress from Bronze to Gold levels, gaining invaluable confidence, resilience and life skills along the way. As a Directly Licensed Centre, we maintain rigorous standards of safety and training, ensuring every student achieves success. The School has a dedicated programme coordinator, stands as a leading Duke of Edinburgh Centre in Staffordshire, nurturing students to thrive in resilience and initiative.

During the year, pupils achieved 17 Bronze, 15 Silver and 10 Gold Awards.

g. School trips

The School has a wide range of trips and activities that pupils can engage in if they wish to. These include residential trips, which are often one of the highlights of a pupil's time at the School. This year, there were several residential trips including to London, Brittany and the Rhineland along with a ski trip to Folgaria in Italy. The Concert Band also toured Holland.

h. School transport

The School runs a fleet of minibuses in order to get pupils from their home address to the School. Each route is reviewed annually to provide as near as practicable a 'door to door' daily service for pupils attending School. There is a knock-on environmental advantage to doing this in that it saves in the order of 100,000 car journeys per year which would otherwise have had to be undertaken by parents. An important secondary function is to transport pupils to the many sporting, musical, curricular and extracurricular venues were also visited during the course of the School year.

i. Careers Event

In March, the School hosted its Careers Event, with over 30 exhibitors covering apprenticeships, employment opportunities and careers opportunities. A number of local and national Universities were also in attendance. The School ensured that all students from Years 5 to Year 12 were actively engaged with the event, ensuring an incredibly enjoyable and enriching experience.

j. Other activities

The School is fortunate in having staff who are willing to devote time to a wide range of extracurricular activities, designed to enrich pupils' experiences over and above the School curriculum. The aim of these activities is to develop pupils as confident, articulate and well-rounded individuals who are well-prepared for life beyond School.

FINANCIAL REVIEW

Results for the year

The School's net income (deficit) / surplus for the year amounted to £(49,606) (2023: £180,306). The annual fee increase in September 2023 was 6.5%. The School's total net income for the year increased by £523,352, up by 9.5% (2023: 6.8% increase), on the previous year. However, the total expenditure for the year increased by £753,264, up by 14.1% (2023: 8.4% increase).

One of the main objectives of the School is to maintain the pupil roll and associated fee levels at a realistic level and the Governors, principally through the Finance, Development and Audit Committee, regularly review pupil retention and recruitment, including strategies to be adopted and activities to be undertaken in support of this key objective of the School.

Key performance indicators

The main performance metrics of the School are pupil numbers and successes at GCSE and A-levels as well as pupils getting into their first choice university; these have already been set out in other areas of this report. The future prosperity of the School is closely linked to these figures. Some of the other indicators we use to monitor the financial health of the School are:

	2024	2023
% Costs to net income	101%	97%
% Teaching salaries to net income	54%	57%
% Support salaries to net income	18%	16%
% Net surplus to net income	(0.8)%	3.3%
Current ratio	2.6 : 1	3.4: 1

Whilst the School has improved income, costs also significantly increased resulting from a combination of the inflationary pay award for the year and investment in non-pay items in marketing, IT, premises and teaching support to maintain the high standards of the School.

Going Concern

It is critical that shortfalls are tackled in turbulent times as financial resilience will help the School to stay flexible and adaptable to unexpected changes in pupil numbers and to manage planned and unplanned costs. The expenditure of the School is dominated by staff salaries which amount to 72% of net income, nevertheless opportunities for reducing costs, without adversely affecting performance, are identified and actioned when possible.

The School is debt free. At the year end the School had cash at bank and in hand of £1,659,844 alongside £2,500,000 of current asset investments, but has £2,579,671 as part of our fees in advance schemes and £51,536 of restricted reserves leaving a net unencumbered cash and current investment balance available to the School of £1,528,637. After making appropriate enquiries, including consideration of cash flow forecasts to the end of FY2025, the Governors have concluded that it is reasonable to expect that the School will generate sufficient resources to continue in operational existence for the foreseeable future and meet all of its financial obligations. It is considered that, after examining likely and definite future risks to the business (including the fact that VAT will be added to tuition fees and charitable business rates relief will be scrapped during the

2024/25 academic year), that there will be sufficient funds to continue in operation as and when these risks materialise. As a matter of course Governors consider the financial risks to the School at formal meetings and also informally on a monthly basis by reviewing the management accounts. For this reason the Governors have continued to adopt a going concern basis in preparing the School's financial statements.

Financial and general risk management

The Governors have assessed the major risks to which the School is exposed, in particular those related to the operations and finances of the School, and are satisfied that systems and procedures are in place to mitigate its exposure to the major risks.

The principal short and long term risks facing the School are considered to be:

- Affordability of an independent school education to our parents in relation to household income and other financial pressures. This is especially true now that independent schools have lost their exemption for VAT on school fees together with charitable business rates relief. There has been a direct impact on pupil numbers for the School in 2024/25 resulting from the imposition of VAT on School fees, and the School is mitigating the financial impact of this by reducing staffing FTE headcount, deferring any pay award for staff in 2024/25 and reducing non-pay costs in order to offset the financial impact that this has had on the School.
- Continued economic shock resulting from global conflicts have posed both financial and general risk to the operation of the School which has required very careful management by both the Governors and Senior Leadership Team to minimise its impact on the general operation of the School and its financial wellbeing.
- Operational costs of running an independent school, including staffing, facilities, assets, pensions and utilities. The loss of charitable business rates relief for independent schools will have a significant impact from April 2025 on the operational costs of the School.
- Cybercrime attacks on schools. The impact of this has been mitigated by having strong firewalls and IT protocols in place. The School is using cyber defence experts to improve its resilience against cybercrime, and is continually looking to improve our defence mechanisms including compulsory staff training. In addition, the School carries insurance against cybercrime. The School's plan of action to mitigate the risk of a cyberattack is under constant review.
- Regulatory and compliance burdens such as safeguarding to ensure the health and wellbeing of our pupils and staff under the protection and guidance of the School.
- The changing political and social environment and our responsiveness to changes.
- The macroeconomic impact of the international increase in the cost of energy, raw materials and goods and services in general together with inflationary pressures on salaries.
- Recruitment and retention of quality teachers and support staff with relevant skills.

In the opinion of the Governors, the School has established resources and a review system whereby detailed considerations of risk are delegated to the appropriate Committees. Risks are identified, assessed and controls established throughout the year.

The key controls used by the School to mitigate risks include:

- Formal Committee and Board structure, with agendas to support all of the activities of these meetings.
- Detailed terms of reference for all Committees.
- Comprehensive strategic planning, budgeting and management accounting.
- Established organisational structure and lines of reporting.
- Formal written policies which are reviewed and updated on a timely basis.
- Hierarchical authorisation and approval levels for decision making.
- Vetting procedures as required by law for the protection of the vulnerable.

- The use of a risk register for the School to be discussed and updated on a timely basis.

The Governors regularly review the effectiveness of current plans and strategies for managing all identified principal risks for the School.

Health and Safety is always a significant area for risk management. The risks range from fire and infrastructure to personal risks. These risks are minimised by thorough planning and risk assessment. The Health and Safety Committee regularly reviews the health and safety risks to the School and best practice to deal with them.

Fees

The Governors are mindful of the economic outlook and are aware that fees need to be affordable and realistic. Key financial decisions in the year included the decision of a below inflation fee increase of 6.5%, applied from September 2023, in order to maintain affordability for parents while providing the funds necessary to meet inflationary increases in expenditure and to further invest in the School's buildings, equipment and infrastructure. The fees have been increased by 7.0% for 2024/25, whilst VAT will be added from January 2025 to School fees as required by government legislation.

Principal funding and reserves policy

The Governors recognise the need for prudent financial management and to have sufficient reserves and cash over the short, medium and long term. The School's policy is to hold sufficient cash reserves to enable it to meet its short-term financial obligations in the event of an unexpected revenue shortfall or expenditure increase. To measure sufficient cash reserves, the School uses the equivalent of two months of Total Expenditure, which as at 31 August 2024 equated to £1,016,010. This compares to £1,659,844 of cash at bank and in hand held by the School at the equivalent date. During the year, the School introduced a Treasury and Investment Management Policy to ensure that funds are invested with highly rated banks to maximise returns but with no risk at all to the capital element.

The Governors view the development plan for the School as the most effective and prudent way to ensure the long term future of the School. Free Reserves are the total unrestricted funds less fixed assets, which at year end equated to £1,130,036. The School holds restricted and unrestricted reserves, the full details of which are disclosed in Notes 17 and 18 in the Notes to the Financial Statements.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The School is registered as a charitable company limited by guarantee (number 513031) and constituted under the Articles of Association dated 11 August 1982, as amended by special resolution on 1 March 2021.

Policies adopted for the induction and training of Governors

New Governors are inducted into the workings of the School, including Governing Body policies and procedures at meetings with the Headmaster and Director of Finance and Operations. The new Governors are also able to attend specialist external courses on the role and responsibilities of charity trustees as appropriate.

Members of the Governing Body attend internal and external trustee training and information briefings designed to keep them informed and updated on current issues in the sector and regulatory requirements.

The School has an excellent Governing Body, which has Governors with different skill sets to cover the wide ranging activities that the School enages in. The School's Articles of Association state that each Governor is subject to a maximum term of office, and as such Governor's would by necessity come to the end of their term of office and will require replacing. The methods for recruiting a new Governor includes being asked by existing

Governor's, being asked by the Senior Leadership Team or people asking to become Governors. It may be on occasions that a specific requirement, such as Safeguarding for example, may be necessary which would refine the search for a Governor. The School is always open to an approach to be a Governor. Once someone has indicated that they would wish to be considered for a role as a Governor, then the usual recruitment process of interviewing the candidate alongside the relevant Disclosure and Barring Service and Safeguarding checks must be taken in the same way that it would for any other colleague.

Pay policy for senior and other staff

The remuneration of senior staff members is reviewed annually by the Headmaster in conjunction with advice and recommendations given by selected members of the Governing Body. The remuneration of the Headmaster is reviewed and agreed at the Finance, Development and Audit Committee.

Reference is made to comparisons contained within independent schools' peer group benchmarking survey reports so as to ensure that the School remains aware of (and is able to take into account) pay and employment conditions elsewhere in the independent and state sectors.

Generally, the School aims to recruit, subject to experience, at the lower to median point within a band, providing scope for rewarding excellence. Delivery of the School's charitable role is primarily dependent upon our key management personnel and staff costs are the largest single element of the School's charitable expenditure.

Organisational structure and decision making

The members of the Governing Body, as the charity trustees, are legally responsible for the overall management and control of the School. They meet at least three times a year. The work of implementing their policies is carried out by three committees, which meet as required and report back to the Governing Body. These committees are:

- The Finance, Development and Audit Committee which scrutinises the School's management accounts, budget, financial risk and capital expenditure. This Committee also supervises and finalises the audited financial statements and annual report for approval by the Governing Body. The Committee is chaired by Mr Brett Phillips.

- The Education and Standards Committee scrutinises procedures implemented by the School for regulatory compliance and oversight of the School's educational provision. The Committee has been chaired by Dr Marie Bush during her time as a Governor, but since she resigned as a Governor, Mrs Julia Causer has chaired the Committee.

- The Health and Safety Committee ensures that all relevant statutory requirements are being complied with and that the Health and Safety Policy requirements are met. The Committee is chaired by Mr John Johnson, and meets on a termly basis. Each meeting is followed by a walk round of the School by Mr Johnson to review areas discussed at the meeting.

A Safeguarding and Behaviour Committee has been established from 1 September 2024 to provide members and staff with a separate forum to discuss this critical area in more detail. The day-to-day running of the School is delegated to the Headmaster, Deputy Head - Pupils and Staff, Deputy Head - Academic and Operations, Director of Finance & Operations, Head of the Preparatory School and Head of the Sixth Form as the key management personnel. The Headmaster and Director of Finance & Operations along with other members of the Senior Leadership Team attend meetings of the Governing Body's Committees.

PLANS FOR FUTURE PERIODS

The School has been planning for the future. These plans include:

- To continue to ensure the School site provides a safe and attractive environment for pupils, staff and visitors alike.
- To provide a happy and secure pastoral environment, in which all pupils are offered opportunities for leadership and service to others. As part of this, from the start of the 2024/25 academic year, the School has re-organised its pastoral care structure to ensure that this continues to remain focused on providing the best pastoral care for pupils.
- To provide a stimulating and enjoyable learning environment in which pupils can develop their academic potential to the full.
- Developing partnerships with businesses through membership of the Staffordshire Chambers of Commerce.
- To ensure the School plays a significant part in the life of the local community, sharing facilities for local sports clubs and musical/theatre groups and seeking local partnerships with state schools where possible.
- To continue to invest in the premises and infrastructure across the School to provide the best experience for all of our stakeholders within the envelope of an affordable budget.

GOVERNORS' RESPONSIBILITIES STATEMENT

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

Company law requires the Governors to prepare financial statements for each financial year. Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Governors are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgments and accounting estimates that are reasonable and prudent.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

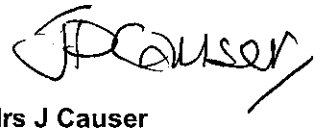
Disclosure of information to Auditors

In so far as each of the Governors, as Directors of the charitable company, at the date of this report is aware there is no relevant audit information of which the charitable company's auditors are unaware, and:

- Each member of the Governing Body has taken all the steps that he or she should have taken as a member of the Governing Body in order to make him or her aware of the relevant audit information and to establish that the charitable company's auditors are aware of that information.

- Other than two Governors having children as pupils at the School no Governor has any related party relationships with respect to Stafford Grammar School.

Approved by order of the members of the Board of Governors and signed on their behalf by:



Mrs J Causer
Chair

Date: 21.1.25

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STAFFORD INDEPENDENT GRAMMAR SCHOOL

Opinion

We have audited the financial statements of Stafford Independent Grammar School (the 'charitable company') for the year ended 31 August 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law 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 its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the 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 United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STAFFORD INDEPENDENT GRAMMAR SCHOOL (CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's report thereon. The Governors are responsible for the other information contained within the Annual 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Governors' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STAFFORD INDEPENDENT GRAMMAR SCHOOL (CONTINUED)

Responsibilities of Governors

As explained more fully in the Governors' responsibilities statement, 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:

Our assessment focused on key laws and regulations the charitable company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, taxation legislation, data protection, anti-bribery, and employment legislation.

We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the charitable company and how the charitable company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the charitable company's control environment and how the charitable company has applied relevant control procedures, through discussions with Governors and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the charitable company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

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. The risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. 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. 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Cooper Parry Group Ltd.

Glen Bott FCA (Senior statutory auditor)
for and on behalf of
Cooper Parry Group Limited
Statutory Auditor
Cubo Birmingham
Two Chamberlain Square
Birmingham
B3 3AX

Date: 24 February 2025

STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 AUGUST 2024

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from:					
Charitable activities	3	5,923,035	51,536	5,974,571	5,468,387
Other trading activities		32,549	-	32,549	37,011
Investments	4	39,337	-	39,337	17,707
Total income		5,994,921	51,536	6,046,457	5,523,105
Expenditure on:					
Charitable activities	5	6,096,063	-	6,096,063	5,342,799
Total expenditure		6,096,063	-	6,096,063	5,342,799
Net movement in funds		(101,142)	51,536	(49,606)	180,306
Reconciliation of funds:					
Total funds brought forward		5,443,276	-	5,443,276	5,262,970
Net movement in funds		(101,142)	51,536	(49,606)	180,306
Total funds carried forward		5,342,134	51,536	5,393,670	5,443,276

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 22 to 39 form part of these financial statements.

STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)
REGISTERED NUMBER: 01657702

BALANCE SHEET
AS AT 31 AUGUST 2024

	Note	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	10		4,212,098		4,160,846
			4,212,098		4,160,846
Current assets					
Stocks	11	3,276		6,443	
Debtors	12	132,480		118,939	
Investments	13	2,500,000		-	
Cash at bank and in hand		1,659,844		1,696,245	
		4,295,600		1,821,627	
Creditors: amounts falling due within one year	14	(1,627,336)		(527,721)	
Net current assets			2,668,264		1,293,906
Total assets less current liabilities			6,880,362		5,454,752
Creditors: amounts falling due after more than one year	15		(1,486,692)		(11,476)
Total net assets			5,393,670		5,443,276
Charity funds					
Restricted funds	17		51,536		-
Unrestricted funds	17		5,342,134		5,443,276
Total funds			5,393,670		5,443,276

The Governors acknowledge their responsibilities for complying with the requirements of the Companies Act with respect to accounting records and preparation of financial statements.

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

Mrs J Causer
Chair

Date: 21. 1. 25.

BALANCE SHEET (CONTINUED)
AS AT 31 AUGUST 2024

The notes on pages 22 to 39 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2024

	Note	2024 £	2023 £
Cash flows from operating activities			
Net cash used in operating activities	19	2,711,894	272,033
Cash flows from investing activities			
Investment income receipts		39,337	17,707
Purchase of tangible fixed assets		(279,644)	(94,597)
Purchase of investments		(2,500,000)	-
Finance costs paid		(7,988)	(1,981)
Net cash used in investing activities		(2,748,295)	(78,871)
Cash flows from financing activities			
Net cash provided by financing activities		-	-
Change in cash and cash equivalents in the year		(36,401)	193,162
Cash and cash equivalents at the beginning of the year		1,696,245	1,503,083
Cash and cash equivalents at the end of the year	20	1,659,844	1,696,245

The notes on pages 22 to 39 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

1. General information

Stafford Independent Grammar School (the School) is an incorporated charitable company which is limited by guarantee, (registered company no. 01657702), (charity no. 513031), registered in England & Wales. The members of the company are the Governors named on page 1. In the event of the School being wound up, the liability in respect of the guarantee is limited to £1 per member of the School. The School's registered address and principal place of business is Stafford Independent Grammar School, Burton Manor, Stafford, Staffordshire, ST18 9AT.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) and the Companies Act 2006.

Stafford Independent Grammar School meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared in sterling, which is the functional currency of the School. Monetary amounts in these financial statements are rounded to the nearest £.

2.2 Going concern

It is critical that shortfalls are tackled in turbulent times as financial resilience will help the School to stay flexible and adaptable to unexpected changes in pupil numbers and to manage planned and unplanned costs. The expenditure of the School is dominated by staff salaries which amount to 72% of net income, nevertheless opportunities for reducing costs, without adversely affecting performance, are identified and actioned when possible.

The School is debt free. At the year end the School had cash at bank and in hand of £1,659,844 alongside £2,500,000 of current asset investments, but has £2,579,671 as part of our fees in advance schemes and £51,536 of restricted reserves leaving a net unencumbered cash and current investment balance available to the School of £1,528,637. After making appropriate enquiries, including consideration of cash flow forecasts to the end of FY2025, the Governors have concluded that it is reasonable to expect that the School will generate sufficient resources to continue in operational existence for the foreseeable future and meet all of its financial obligations. It is considered that, after examining likely and definite future risks to the business (including the fact that VAT will be added to tuition fees and charitable business rates relief will be scrapped during the 2024/25 academic year), that there will be sufficient funds to continue in operation as and when these risks materialise. As a matter of course Governors consider the financial risks to the School at formal meetings and also informally on a monthly basis by reviewing the management accounts. For this reason the Governors have continued to adopt a going concern basis in preparing the School's financial statements.

2. Accounting policies (continued)

2.3 Income

All income is recognised once the School has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Fees receivable and charges for services and use of premises are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions granted by the School. Scholarships are assessed and awarded on a pupil's merit. Bursaries are considered on the basis of a declaration of income and liabilities from the parents applying for such an award.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Charitable activities and governance costs are costs incurred on the School's educational operations, including support costs and costs relating to the governance of the School apportioned to charitable activities. Costs of raising funds are those costs incurred in attracting income and those incurred in trading activities that raise funds for the School.

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the School; this is normally upon notification of the interest paid or payable by the bank.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £2,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition are included in the measurement of cost.

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation (continued)

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Freehold property	-	2% straight line
Motor vehicles	-	20% straight line
Fixtures and fittings	-	10% straight line
Office equipment	-	20% straight line
Other fixed assets	-	20% straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Financial Activities.

2.7 Current asset investments

Current asset investments are categorised as short term deposit funds intended to be held in accounts for a maximum of one year at the date of the balance sheet.

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

2.9 Debtors

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

2.10 Cash at bank and in hand

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

2. Accounting policies (continued)

2.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the School anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.12 Financial instruments

The School only has financial assets and financial 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

2.14 Pensions

The School operates two defined contribution pension schemes and the pension charge represents the amounts payable by the School to the schemes' funds in respect of the year.

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Governors in furtherance of the general objectives of the School and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Governors for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the School for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

2. Accounting policies (continued)

2.16 Critical accounting estimates and areas of judgement

The Governors are required to adopt those accounting policies most appropriate to the circumstances for the purposes of presenting fairly its financial position, financial performance, and cash flows. The preparation of the financial statements requires the Governors to make judgements, estimates and assumptions that affect the application of accounting policies and reported amounts of assets and liabilities, income and expenditure. These judgements, estimates, and associated assumptions are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Governors consider that accounting forecasts, assumptions and judgements made will not result in a significant difference to the amounts of assets and liabilities carried forward in the next financial year.

The Governors consider the areas set out below to be those where critical accounting judgements have been applied and the resulting estimates and assumptions may lead to adjustments to the future carrying amounts of assets and liabilities:

Recoverability of debtors (Note 12)

The provision for doubtful debts is based on an estimate of the expected recoverability of those debts. In line with the School's accounting policy, the provision is based on the current situation of the customer and the age profile of the debt. At the reporting date, the bad debt provision is £36,008 (2023: £30,187).

Useful economic life (UEL) of tangible fixed assets (Note 10)

Freehold property, motor vehicles and equipment represent a significant proportion of the School's total assets. Therefore, the estimated useful lives can have a significant impact on the depreciation charged and the reported performance. Useful lives are determined at the time the asset is acquired, and the UEL of its assets is reviewed annually. The UEL are based on historical experience with similar assets as well as anticipation of future events. Depreciation policies are applied to each asset category in order to reflect the useful economic life of the assets.

3. Income from charitable activities

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Gross school fees	6,144,292	-	6,144,292	5,983,738
Scholarships, bursaries and discounts	(1,007,826)	-	(1,007,826)	(1,068,500)
Other education income	786,569	51,536	838,105	553,149
	5,923,035	51,536	5,974,571	5,468,387
Total 2023	5,468,387	-	5,468,387	

4. Investment income

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Bank interest	39,337	39,337	17,707
Total 2023	17,707	17,707	

5. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2024 £	Total 2024 £	Total 2023 £
Teaching	3,953,567	3,953,567	3,646,224
Prep School	781,481	781,481	530,524
Transport	340,576	340,576	339,227
Sports Hall	5,561	5,561	28,192
Premises	946,778	946,778	761,754
Governance	68,100	68,100	36,878
	6,096,063	6,096,063	5,342,799
Total 2023	5,342,799	5,342,799	

5. Analysis of expenditure on charitable activities (continued)

Summary by expenditure type

	Staff costs 2024 £	Depreciation 2024 £	Other costs 2024 £	Total 2024 £	Total 2023 £
Teaching	2,670,847	-	1,282,720	3,953,567	3,646,224
Prep School	709,625	-	71,856	781,481	530,524
Transport	252,394	-	88,182	340,576	339,227
Sports Hall	-	-	5,561	5,561	28,192
Premises	718,386	228,392	-	946,778	761,754
Governance	-	-	68,100	68,100	36,878
	4,351,252	228,392	1,516,419	6,096,063	5,342,799
Total 2023	3,995,781	211,259	1,135,759	5,342,799	

6. Analysis of expenditure by activities

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £	Total funds 2023 £
Teaching	3,194,963	758,604	3,953,567	3,646,224
Prep School	746,126	35,355	781,481	530,524
Transport	340,576	-	340,576	339,227
Sports Hall	5,561	-	5,561	28,192
Premises	-	946,778	946,778	761,754
Governance	-	68,100	68,100	36,878
	4,287,226	1,808,837	6,096,063	5,342,799
Total 2023	3,959,191	1,383,608	5,342,799	

6. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Teaching 2024 £	Prep School 2024 £	Transport 2024 £	Sports Hall 2024 £	Total funds 2024 £	Total funds 2023 £
Staff costs	2,579,445	674,270	252,394	-	3,506,109	3,342,314
Subject materials and supplies	203,383	71,654	-	-	275,037	188,665
School transport costs	194,493	-	-	-	194,493	34,210
Seminars and training courses	20,688	-	-	-	20,688	22,232
Travelling and motor expenses	1,379	202	88,182	-	89,763	117,894
Light and heat	380	-	-	-	380	23,509
Catering costs	125,565	-	-	-	125,565	139,821
Sundry expenses - sports hall	-	-	-	5,561	5,561	4,803
Marketing	69,630	-	-	-	69,630	85,743
	3,194,963	746,126	340,576	5,561	4,287,226	3,959,191
Total 2023	3,088,500	503,272	339,227	28,192	3,959,191	

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Teaching 2024 £	Prep School 2024 £	Premises 2024 £	Governance 2024 £	Total funds 2024 £	Total funds 2023 £
Staff costs	91,402	35,355	718,386	-	845,143	653,467
Depreciation	-	-	228,392	-	228,392	211,259
Postage, printing, stationery & advertising	6,566	-	-	-	6,566	1,176
Insurances	74,789	-	-	-	74,789	57,567
Marketing	860	-	-	-	860	10,453
Telephone	13,312	-	-	-	13,312	16,422
Maintenance and repairs	151,771	-	-	240	152,011	98,928
Business & water rates	46,855	-	-	-	46,855	37,881
Light and heat	90,563	-	-	-	90,563	52,794
Subscriptions	57,477	-	-	-	57,477	56,234
Cleaning	19,044	-	-	-	19,044	11,894
Leasing charges	90,244	-	-	-	90,244	69,506
Sundry expenses	65,119	-	-	-	65,119	43,256
Consumable computer expenses	26,444	-	-	-	26,444	15,590
Professional fees	7,396	-	-	67,860	75,256	43,549
Bad debts	8,774	-	-	-	8,774	1,651
Bank charges	7,988	-	-	-	7,988	1,981
	758,604	35,355	946,778	68,100	1,808,837	1,383,608
Total 2023	557,724	27,252	761,754	36,878	1,383,608	

7. Auditor's remuneration

	2024 £	2023 £
Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts exclusive of VAT	13,125	12,500
Fees payable to the charitable company's auditor in respect of:		
All non-audit services not included above exclusive of VAT	3,250	3,150

8. Staff costs

	2024 £	2023 £
Wages and salaries	3,471,239	3,233,463
Social security costs	340,947	316,894
Contribution to defined contribution pension schemes	539,066	445,424
	4,351,252	3,995,781

The average number of persons employed by the charitable company during the year was as follows:

	2024 No.	2023 No.
Teaching staff	66	61
Support staff	59	56
	125	117

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024 No.	2023 No.
In the band £60,001 - £70,000	3	3
In the band £70,001 - £80,000	1	-
In the band £90,001 - £100,000	-	1
In the band £100,001 - £110,000	1	-

The total remuneration and benefits received by 6 (2023: 6) key management personnel for the year was £566,273 (2023: £554,484).

Settlement payments were made to no employees (2023: settlement payments to 1 employee) for £NIL (2023: £37,208)

9. Governors' remuneration and expenses

During the year, no Governors received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 August 2024, expenses totalling £98 were reimbursed or paid directly to 1 Governor (2023 - £32 to 1 Governor).

10. Tangible fixed assets

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Office equipment £	Other fixed assets £	Total £
Cost or valuation						
At 1 September 2023	5,805,515	591,404	516,612	1,300,827	207,261	8,421,619
Additions	-	189,187	37,179	53,278	-	279,644
Disposals	-	(53,592)	-	(1,920)	-	(55,512)
At 31 August 2024	5,805,515	726,999	553,791	1,352,185	207,261	8,645,751
Depreciation						
At 1 September 2023	1,951,502	519,294	368,438	1,223,579	197,960	4,260,773
Charge for the year	116,742	45,328	34,127	29,916	2,279	228,392
On disposals	-	(53,592)	-	(1,920)	-	(55,512)
At 31 August 2024	2,068,244	511,030	402,565	1,251,575	200,239	4,433,653
Net book value						
At 31 August 2024	3,737,271	215,969	151,226	100,610	7,022	4,212,098
At 31 August 2023	3,854,013	72,110	148,174	77,248	9,301	4,160,846

11. Stocks

	2024 £	2023 £
Raw materials	3,276	3,432
Finished goods	-	3,011
	3,276	6,443

12. Debtors

	2024 £	2023 £
Due within one year		
Trade debtors	73,178	41,396
Other debtors	3,220	30
Prepayments and accrued income	56,082	77,513
	132,480	118,939

13. Current asset investments

	2024 £	2023 £
Unlisted investments	2,500,000	-

14. Creditors: Amounts falling due within one year

	2024 £	2023 £
Trade creditors	55,657	39,806
Other taxation and social security	74,986	73,804
Other creditors	9,379	22,480
Accruals and deferred income	1,487,314	391,631
	1,627,336	527,721

	2024 £	2023 £
Deferred income at 1 September	358,517	420,140
Resources deferred during the year	1,466,349	358,517
Amounts released from previous periods	(358,517)	(420,140)
	1,466,349	358,517

All deferred income is made up of fees paid in advance.

15. Creditors: Amounts falling due after more than one year

	2024 £	2023 £
Accruals and deferred income	1,486,692	11,476

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	2024 £	2023 £
Payable or repayable by instalments	157,584	-
	157,584	-

16. Financial instruments

	2024 £	2023 £
Financial assets		
Financial assets measured at fair value through income and expenditure comprise cash at bank and in hand and current asset investments	4,159,844	1,696,245

17. Statement of funds

Statement of funds - current year

	Balance at 1 September 2023 £	Income £	Expenditure £	Balance at 31 August 2024 £
Unrestricted funds				
Designated funds				
Sixth form	1,892	-	(1,892)	-
General funds				
General Funds - all funds	5,441,384	5,994,921	(6,094,171)	5,342,134
Total Unrestricted funds	5,443,276	5,994,921	(6,096,063)	5,342,134
Restricted funds				
Theatre appeal	-	50,091	-	50,091
Playground fund	-	1,445	-	1,445
	-	51,536	-	51,536
Total of funds	5,443,276	6,046,457	(6,096,063)	5,393,670

17. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 September 2022 £	Income £	Expenditure £	Balance at 31 August 2023 £
Unrestricted funds				
Designated funds				
Sixth form	5,822	-	(3,930)	1,892
General funds				
General Funds - all funds	5,257,148	5,523,105	(5,338,869)	5,441,384
Total unrestricted funds	5,262,970	5,523,105	(5,342,799)	5,443,276

The designated fund relates to a donation made which has been allocated to the sixth form.

The Theatre appeal relates to funds raised to support moveable tiered seating in the School theatre.

The Playground fund relates to funds raised specifically for improving the Prep School playground.

18. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	4,212,098	-	4,212,098
Current assets	4,244,064	51,536	4,295,600
Creditors due within one year	(1,627,336)	-	(1,627,336)
Creditors due in more than one year	(1,486,692)	-	(1,486,692)
Total	5,342,134	51,536	5,393,670

18. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	4,160,846	4,160,846
Current assets	1,821,627	1,821,627
Creditors due within one year	(527,721)	(527,721)
Creditors due in more than one year	(11,476)	(11,476)
Total	5,443,276	5,443,276

19. Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	2023 £
Net income/expenditure for the period (as per Statement of Financial Activities)	(49,606)	180,306
Adjustments for:		
Depreciation charges	228,392	211,259
Investment income	(39,337)	(17,707)
Decrease/(increase) in stocks	3,167	(2,652)
Increase in debtors	(13,541)	(66,496)
Increase/(decrease) in creditors	2,574,831	(34,658)
Financing costs	7,988	1,981
Net cash provided by operating activities	2,711,894	272,033

20. Analysis of cash and cash equivalents

	2024 £	2023 £
Cash in hand	1,659,844	1,696,245
Total cash and cash equivalents	1,659,844	1,696,245

21. Analysis of changes in net debt

	At 1 September 2023	Cash flows	At 31 August 2024
	£	£	£
Cash at bank and in hand	1,696,245	(36,401)	1,659,844
Liquid investments	-	2,500,000	2,500,000
	1,696,245	2,463,599	4,159,844

22. Capital commitments

	2024	2023
	£	£
Contracted for but not provided in these financial statements		
Acquisition of tangible fixed assets	154,602	88,679

23. Pension commitments

The School contributes to three defined contribution schemes administered by NEST, Standard Life and Aviva for the benefit of eligible support staff employees and teachers respectively. The pension cost charged in the accounts is the amount payable by the School during the year which amounted to £539,066 (2023: £445,424). Contributions totalling £5,853 (2023: £5,063) were payable to the funds at the Balance Sheet date and are included in other creditors.

24. Operating lease commitments

At 31 August 2024 the School had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2024	2023
	£	£
Not later than 1 year	50,090	45,354
Later than 1 year and not later than 5 years	82,014	10,034
	132,104	55,388

25. Operating lease commitments

At the year end, the School had agreed to enter into no new operating leases. At 31 August 2023 the total commitment for new operating leases was £134,280.

The total amount spent on operating leases in the year was £105,898 (2023: £80,473).

26. Related party transactions

There were no related party transactions noted in the year. There was one Governor expense that occurred in the year (2023: one). Two (2023: one) of the Governors have children or grandchildren at the School.

27. Controlling party

The School, having no share capital, is under the control of the Board of Governors, who are also the Trustees and the Directors of the School.

STAFFORD INDEPENDENT GRAMMAR SCHOOL

England & Wales - Charity number 513031

Accounts

Registered number: 01657702
Charity number: 513031

STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)

GOVERNORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2023

STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)

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STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS GOVERNORS AND ADVISERS FOR THE YEAR ENDED 31 AUGUST 2023

Governors	Mrs S Burns (resigned 18 October 2023) Dr M L Bush (resigned 27 September 2023) Mr T Carson Mrs J Causer, Chair Rev J Davis Mr A S Firth Mr J Johnson Mr B W J Phillips
Company registered number	01657702
Charity registered number	513031
Registered office	Burton Manor Stafford Staffordshire ST18 9AT
Company secretary	Mr S R Baum (resigned 6 February 2023) Mr T Collier (appointed 1 November 2023)
Chief executive officer	Mr N Pietrek
Independent auditors	Cooper Parry Group Limited Statutory Auditor Cubo Birmingham Office 401, 3rd Floor Two Chamberlain Square Birmingham B3 3AX

GOVERNORS' REPORT
FOR THE YEAR ENDED 31 AUGUST 2023

The Governors of Stafford Independent Grammar School ("the School") present their annual report together with the audited financial statements for the year ended 31 August 2023.

The School also operates under the name Stafford Grammar School.

AIMS AND OBJECTIVES

Policies and objectives

The School's principal objective is to promote and advance education. The School provides education for boys and girls in Stafford and the surrounding areas from the ages of 4-18. Stafford Grammar School comprises the Preparatory School (4-11), Senior School (11-16) and Sixth Form (16-18). Stafford Grammar School aims to ensure that all pupils fulfil their academic and personal potential within a caring family atmosphere and where pupils are known as individuals and nurtured accordingly. The School strives to create a community of happy, caring and confident individuals. During the year the School averaged 444 pupils (2022: 435).

Almost all Year 6 pupils from the Preparatory School moved into the Senior School.

In pursuance of the School's principal objectives and its charitable status, the School:

- Awards scholarships and bursaries to encourage excellence and to enable children from families, who would not otherwise be able to afford to pay fees, to access the education the School offers.
- Has the necessary powers to conduct and develop (and if appropriate make acquisitions relating to) the School.

Objectives for the year ended 31 August 2023

Our main objectives were:

- To maintain and enhance the pupil roll.
- To continue to widen access to education and continue to provide a public benefit.
- To maintain current high levels of academic achievement through consistent excellent performance in public examinations, at the same time as maintaining our sporting and cultural activities.
- To maintain a long-term sustainable financial resilience in the light of the continuing challenges faced.

Considerations relevant to achieving objectives

- The effect of the current economic climate and the affordability of fees by our parents.
- To keep tuition fees as low as possible given the aims and objectives of the School.
- Class sizes of a maximum of 20 as far as reasonably practicable at Key Stage 2 and above, which allows pupils time to develop academically and attain well-rounded personalities.
- Maintaining the current high level of academic achievement as measured by external public examinations and independent standardised assessment criteria.
- Maintaining a reasonable net surplus level against a continuing threatening political environment by ensuring that strategies for controlling costs and capital expenditure continue to be robust and effective.
- Maximising access to the School still further by the provision of means-tested bursaries.
- The School continues to strive to make the fees affordable for parents to enable them to keep their children at Stafford Grammar School and to attract new families to the School.

PUBLIC BENEFIT

The School remains committed to the aim of providing public benefit and offering wider access to the education the School offers, by awarding scholarships and means tested bursaries to those unable to pay for an independent education.

During the year, the School awarded bursaries and scholarships totalling £683,934 (2022: £689,287) to 142 (2022: 123) pupils. Within this total, means-tested awards, based on a sliding scale according to family financial circumstances, totalling £390,724 (2022: £364,086), were awarded to 77 pupils (2022: 60 pupils), equivalent to 28 (2022: 24) full Senior School fee paying places.

In addition to bursaries, the School has engaged in a number of activities that provide a public benefit. As an example, the School enters into arrangements with local maintained schools, under which their pupils attend an annual choral day event involving a series of teaching workshops culminating in an evening show for parents. Also, local community groups and organisations have benefited from being able to use the wide range of facilities and resources available at the School.

Charitable support and activities

During the course of the year £5,341 (2022: £5,455) was donated to charities supported by Stafford Grammar School. These included the Bee Friendly Trust, Child of Mine, Read for Good, Young Minds, Children in Need, Save the Children, Acorns, House of Bread, Cancer Research, Syria Earthquake appeal, Amazon Smile, Hearts and Hands, Severn Hospice and the RSPCA. The School community also makes a large food donation to House of Bread at our harvest festival to support families in the local community. All pupils are expected to take part in supporting charities through form challenges in which they plan and design a fundraising activity and nominate a charity to support.

Fundraising performance

There were no donations and legacies in the year (2022: £none). From September 2023, the School has been fundraising for retractable seating for our theatre space. All fundraising activities for the School are carried out by School staff with assistance from the parents and pupils, and are monitored by the Headmaster and Director of Finance and Operations, with overall oversight by the governing body.

The School has an active Parent Teacher Association (PTA), who works closely with the School. Various fundraising events are held through the year by the PTA, and funds are provided by the PTA to the School for specific requests.

No complaints relating to fundraising activities have been received by the School during this financial period. The School does not currently subscribe to any specific fundraising standards or schemes for fundraising regulation but considers that it has set appropriate standards for the operation and management of its fundraising activities.

ACHIEVEMENTS AND PERFORMANCE

Review of significant activities

a. Curriculum

The National Curriculum provides the basis for Stafford Grammar School's broad and balanced curriculum. The School encourages excellence in all areas. Class sizes are small, which enables individual attention for each pupil and personalised tracking of progress. Options for GCSE are chosen at the end of Year 9 (although some subjects introduce GCSE content in Year 9), and support is provided for pupils in making their choices.

Typically, students begin the Sixth Form with 3 A-level subjects. Almost all students go on to study at university (with a small number choosing degree apprenticeships), many at Russell Group universities and the majority of students go on to study at their first choice university.

Personal, Social, Health and Economic Education (PSHEE) and Relationships and Sex Education (RSE) is covered through our dedicated 'Life and Wellbeing' programme and pupils receive lessons in each fortnightly

cycle. In addition to the RSE curriculum, the School puts on additional 'dropdown' days with dedicated time off timetable for each year group to focus on a range of RSE topics. We have also launched a cross-schools project with another independent school to educate and engage students in responding to issues around sexual harassment in society and the significant issues raised by the Everyone's Invited website.

b. Examination results and academic achievements

The School achieved a 100% pass rate at A Level with 61% of grades at A*-B. In line with the national trend, the percentage of A*-B results achieved in 2023 was lower than for 2022. 6 pupils (or 15% of the cohort) achieved A* or A grades. The School improved its overall pass rate (Grades 4-9) for GCSE grades to 96% in 2023 from 95% in 2022. However, the percentage of 7-9 grades was down at 34% compared to 53% in 2022.

National league tables in newspapers place our results above those of most local independent and maintained schools. The Telegraph newspaper ranked Stafford Grammar School as 125 in the country for its A Level results and the top independent school in Staffordshire. Five pupils secured places on medical courses.

Pupils have also achieved considerable success in the UK Maths Challenges with 45 pupils achieving Gold, Silver or Bronze certificates.

c. The House system

Inter-House competition continues to thrive at the School, with events taking place throughout the year. This provides opportunities for the School to instil the values of team work and commitment. Sporting competitions include: football, cricket, cross-country, hockey, netball and tennis. In addition, the Houses compete in an annual Sports Day at a local sports stadium. The Houses also compete in a technology competition, ('The Great Egg Race'), a baking competition and a public speaking competition. The three Houses, Anson, Fitzherbert and Talbot, significantly add to the spirit of Stafford Grammar School and the Heads of House maintain pastoral and academic management for all pupils in their House.

As well as the House activities and House assemblies which build a strong sense of community, there is a tutorial programme delivered during form periods by tutors. Some of this programme supplements the formal 'Life and Wellbeing' programme through which PSHEE and RSE is delivered and other parts of the programme enable students to appreciate art, music and literature to enhance their cultural awareness and appreciation.

d. Other activities

The School is fortunate in having staff who are willing to devote time to a wide range of extracurricular activities, designed to enrich pupils' experiences over and above the School curriculum. The aim of these activities is to develop pupils as confident, articulate and well-rounded individuals who are well-prepared for life beyond School. We have a thriving Forest School for all year groups in the Prep. School to enable pupils to experience the outdoors in a woodland area of our extensive School site. The Forest School also builds pupils' confidence, self-esteem and a sense of wellbeing.

e. Performing arts – music and drama

Music continues to excel at Stafford Grammar School, with the Music Department performing around 40 concerts a year. The Music Department runs numerous groups and ensembles, including Big Band and Concert Band. The music groups perform in national and international competitions. Several of our musicians performed with the National Youth Orchestra. Major concerts take place in School at Christmas and Easter.

We ran our annual Choral Day, welcoming over 300 Primary School singers from around Staffordshire to our School for an afternoon of workshops and an evening concert for an audience of more than 700 people. We also visited four Primary Schools as part of our annual Big Band Roadshow, delivering free educational concerts to children in local Schools. Other community based projects include Christmas Music in the Community (local supermarkets and retirement homes) from the School band, the School choir being part of several community

services at St Mary's Church throughout the year and pupils providing music for Stafford's remembrance service as well as playing the last post at 6 other remembrance services across the county in November. Our Community Band rehearses once a month, and draws members of all ages from the local community who perform in concerts and competitions through the year.

80 ASRBM, London College of Music and Trinity College London exams were passed by pupils during the academic year.

Drama goes from strength to strength at Stafford Grammar School, with very high-quality productions taking place each year. Typically, there is a junior play (Years 7-9) and a whole school musical production in the senior school. The Prep. School produces at least two plays each year, as well as performing in their own Christmas concert. The Sixth Form also put on an annual pantomime.

Stafford Grammar School pupils are also prepared for LAMDA examinations, with a wide range of students achieving success each year. The LAMDA teachers in School deliver lessons to pupils from the Prep School up to the Sixth Form. 100 pupils took LAMDA exams this year of whom 76 achieved distinction.

The dance and drama studio has proven very popular with students and we have three peripatetic dance teachers delivering a range of dance lessons to students as well as use on Saturdays during this year by a local theatre, dance and drama school.

f. Sport

The School continues to play competitive fixtures in the following sports: football, rugby, cricket, hockey, netball and rounders. In addition, pupils are also entered for competitions in cross-country, tennis, athletics, equestrianism, skiing, shooting, gymnastics, dance and swimming. The School hosts the District Cross-Country Championships and acts as team managers for the County Finals. The School also hosted the U15 and U13 Midlands football tournaments at Rowley Park.

Sport has seen some superb successes this year. Individual successes include several pupils who have been selected for district, county and national teams in their various sports, including athletics, cheerleading, cricket, cross-country, dance, equestrianism, fishing, football, golf, gymnastics, hockey, netball, rounders, rugby, shooting, skiing, speed-skating, swimming, tennis and squash.

Some of our team successes to note include:
U12 and U13 District Netball Champions
U15/U16 District Netball Champions
U16 ISA Netball 2nd Place
U13 ISA Midlands Football - 3rd Place
U15 Rugby 10's ISA Midlands - 3rd
U15 County Cup Cricket - 4th
U13 and U15 ISA Midlands Rounders - 3rd
ISA Skiing - Senior Girls 2nd
British Outdoor National Schools Championships - 1st Senior Team
UK Indoor Championships - 2nd U19 Girls Team
British Schools Indoor Championships - 2nd Girls Senior Team

The School's AstroTurf MUGA (Multi Use Games Area) pitch installed in 2021 is in regular use for hockey and football training. The hiring out of the School's sports hall and facilities during evenings and holiday periods contributed towards the School's commitment to supporting the wider community.

g. Duke of Edinburgh's Award

The Duke of Edinburgh scheme continues to thrive at the School, thanks to the support and dedication of the staff and enthusiasm of the pupils. During the year, pupils achieved 32 Bronze, 16 Silver and 5 Gold Awards.

h. School trips

There have been several residential trips in the year, including to trips to Arete, Brittany, Paris, London and Berlin. There has also been the Year 8 bush craft trip.

i. School transport

The School runs a fleet of minibuses in order to get pupils from their home address to the School which, due to its popularity and convenience for parents, is growing in size to accommodate the increase in demand. Each route is reviewed annually to provide as near as practicable a 'door to door' daily service for pupils attending School. There is a knock-on environmental advantage to doing this in that it saves in the order of 100,000 car journeys per year which would otherwise have had to be undertaken by parents. An important secondary function is to transport pupils to the many sporting, musical, curricular and extracurricular venues visited during the course of the School year.

FINANCIAL REVIEW

Results for the year

The School's net income surplus for the year amounted to £180,306 (2022: £245,343). The annual fee increase in September 2022 was 3.5%. The School's total net income for the year increased by £350,443, up by 6.8% (2022: 9.6% increase), on the previous year. However, the total expenditure for the year increased by £415,480, up by 8.4% (2022: 9.4% increase).

One of the main objectives of the School is to maintain the pupil roll at a realistic level and the Governors, principally through the Finance, Development and Audit Committee, regularly review pupil retention and recruitment, including strategies to be adopted and activities to be undertaken in support of this key objective of the School.

Key performance indicators

The main performance metrics of the School are pupil numbers and successes at GCSE and A-levels as well as pupils getting into their first choice university; these have already been set out in other areas of this report. The future prosperity of the School is closely linked to these figures. Some of the other indicators we use to monitor the financial health of the School are:

	2023	2022
% Costs to net income	97%	95%
% Teaching salaries to net income	57%	53%
% Support salaries to net income	16%	16%
% Net surplus to net income	3.3%	4.7%
Current ratio	3.4 : 1	2.7 : 1

Whilst the School has improved income, costs also significantly increased resulting in the teaching salary percentage increasing compared to 2022.

Going Concern

It is critical that shortfalls are tackled in turbulent times as financial resilience will help the School to stay flexible and adaptable to unexpected changes in pupil numbers and to manage planned and unplanned costs. The expenditure of the School is dominated by staff salaries which amount to 72% of net income, nevertheless opportunities for reducing costs, without adversely affecting performance, are identified and actioned when possible.

The School is debt free. At the year end the School had cash at bank and in hand of £1,696,245. After making appropriate enquiries, including consideration of cash flow forecasts to the end of FY2025, the Governors have concluded that it is reasonable to expect that the School will generate sufficient resources to continue in operational existence for the foreseeable future and meet all of its financial obligations. It is considered that, after examining likely future risks to the business (including the possibility that VAT will be added to tuition fees and business rates relief will be scrapped), that there will be sufficient funds to continue in operation should these risks materialise. As a matter of course Governors consider the financial risks to the School at formal meetings and also informally on a monthly basis by reviewing the management accounts. For this reason the Governors have continued to adopt a going concern basis in preparing the School's financial statements.

Financial and general risk management

The Governors have assessed the major risks to which the School is exposed, in particular those related to the operations and finances of the School, and are satisfied that systems and procedures are in place to mitigate its exposure to the major risks.

The principal short and long term risks facing the School are considered to be:

- Affordability of an independent school education to our parents in relation to household income and other financial pressures. This is especially true if independent schools lose their exemption for VAT on school fees together with business rates relief.
- Future enforced lockdowns of the School for health or other reasons. This risk will be mitigated by the proven ability of the School to switch to extensive high quality online teaching of its pupils.
- Continued economic shock resulting from global conflicts have posed both financial and general risk to the operation of the School which has required very careful management by both the Governors and Senior Leadership Team to minimise its impact on the general operation of the School and its financial wellbeing.
- Operational costs of running an independent school, including staffing, facilities, assets, pensions and utilities. The future loss of business rate relief for charities would have an immediate impact on the operational costs of the school.
- Cybercrime attacks on schools. The impact of this has been mitigated by having strong firewalls and IT protocols in place. The School has used external advice to improve its defence against cybercrime, and is continually looking to improve our defence mechanisms including compulsory staff training. In addition, the School carries insurance against cybercrime. The School's plan of action to mitigate the risk of a cyberattack is under constant review.
- Regulatory and compliance burdens such as safeguarding to ensure the health and wellbeing of our pupils and staff under the protection and guidance of the School.
- The changing political and social environment and our responsiveness to changes.
- The macroeconomic impact of the international increase in the cost of energy, raw materials and goods and services in general together with inflationary pressures on salaries.
- Recruitment and retention of quality teachers and support staff with relevant skills.

In the opinion of the Governors, the School has established resources and a review system whereby detailed considerations of risk are delegated to the appropriate Committees. Risks are identified, assessed and controls established throughout the year.

The generic controls used by the School to mitigate risks include:

- Formal agendas for all Committee and Board activity;
- Comprehensive strategic planning, budgeting and management accounting.
- Established organisational structure and lines of reporting.
- Formal written policies.
- Hierarchical authorisation and approval levels for financial decision making.

- Vetting procedures as required by law for the protection of the vulnerable.

The Governors regularly review the effectiveness of current plans and strategies for managing all identified principal risks for the School.

Health and Safety is always a significant area for risk management. The risks range from fire and infrastructure to personal risks. These risks are minimised by thorough planning and risk assessment. The Health and Safety Committee regularly reviews the health and safety risks to the School and best practice to deal with them.

Fees

The Governors are mindful of the economic outlook and are aware that fees need to be affordable and realistic. Key financial decisions in the year included the decision of a modest, below inflation, fee increase of 3.5%, applied from September 2022, in order to maintain affordability for parents while providing the funds necessary to meet inflationary increases in expenditure and to further invest in the School's buildings, equipment and infrastructure.

Principal funding and reserves policy

The Governors recognise the need for prudent financial management and to have sufficient reserves and cash over the short, medium and long term. The School's policy is to hold sufficient cash reserves to enable it to meet its short-term financial obligations in the event of an unexpected revenue shortfall or expenditure increase.

The Governors view the development plan for the School as the most effective and prudent way to ensure the long term future of the School. Free Reserves were £1,282,430 which the School calculates as the net funds less those represented by tangible fixed assets.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The School is registered as a charitable company limited by guarantee (number 513031) and constituted under the Articles of Association dated 11 August 1982, as amended by special resolution on 1 March 2021.

Policies adopted for the induction and training of Governors

New Governors are inducted into the workings of the School, including Governing Body policies and procedures at meetings with the Headmaster and Director of Finance and Operations. The new Governors are also able to attend specialist external courses on the role and responsibilities of charity trustees.

Members of the Governing Body attend internal and external trustee training and information briefings designed to keep them informed and updated on current issues in the sector and regulatory requirements.

Pay policy for senior and other staff

The remuneration of senior staff members is reviewed annually by the Headmaster in conjunction with advice and recommendations given by selected members of the Governing Body. The remuneration of the Headmaster is reviewed and agreed at the Finance, Development and Audit Committee.

Reference is made to comparisons contained within independent schools' peer group benchmarking survey reports so as to ensure that the School remains aware of (and is able to take into account) pay and employment conditions elsewhere in the independent and state sectors.

Generally, the School aims to recruit, subject to experience, at the lower to median point within a band, providing scope for rewarding excellence. Delivery of the School's charitable role is primarily dependent upon

our key management personnel and staff costs are the largest single element of the School's charitable expenditure.

Organisational structure and decision making

The members of the Governing Body, as the charity trustees, are legally responsible for the overall management and control of the School. They meet at least three times a year. The work of implementing their policies is carried out by three committees, which meet as required and report back to the Governing Body. These committees are:

- The Finance, Development and Audit Committee which scrutinises the School's management accounts, budget, financial risk and capital expenditure. This Committee also supervises and finalises the audited financial statements and annual report for approval by the Governing Body. The Committee is chaired by Mr Brett Phillips.
- The Education and Standards Committee scrutinises procedures implemented by the School for regulatory compliance and oversight of the School's educational provision. The Committee has been chaired by Dr Marie Bush for the 2022/23 academic year.
- The Health and Safety Committee ensures that all relevant statutory requirements are being complied with and that the Health and Safety Policy requirements are met. The Committee is chaired by Mr John Johnson.

The day-to-day running of the School is delegated to the Headmaster, Deputy Head – Pupils and Staff, Deputy Head – Academic and Operations, Director of Finance & Operations (previously known as the Bursar), Head of the Preparatory School and Head of the Sixth Form as the key management personnel and Senior Leadership Team (SLT). The Headmaster and Director of Finance & Operations attend meetings of the Governing Body's Committees.

PLANS FOR FUTURE PERIODS

The School has been planning for the future. These plans include:

- To continue to ensure the School site provides a safe and attractive environment for pupils, staff and visitors alike.
- To provide a happy and secure pastoral environment, in which all pupils are offered opportunities for leadership and service to others.
- To provide a stimulating and enjoyable learning environment in which pupils can develop their academic potential to the full.
- Developing partnerships with businesses through membership of the Staffordshire Chambers of Commerce.
- To ensure the School plays a significant part in the life of the local community, sharing facilities and seeking local partnerships wherever possible.
- Retractable seating in the theatre to enable visitors and parents to support the plays and musical performances of the pupils. The School is grateful for the continued support of the PTA with this endeavour.

GOVERNORS' RESPONSIBILITIES STATEMENT

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

Company law requires the Governors to prepare financial statements for each financial year. Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of

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

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgments and accounting estimates that are reasonable and prudent.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Disclosure of information to Auditors

In so far as each of the Governors, as Directors of the charitable company, at the date of this report is aware there is no relevant audit information of which the charitable company's auditors are unaware, and:

- Each member of the Governing Body has taken all the steps that he or she should have taken as a member of the Governing Body in order to make him or her aware of the relevant audit information and to establish that the charitable company's auditors are aware of that information.
- Other than one Governor having children as pupils at the School no Governor has any related party relationships with respect to Stafford Grammar School.

Approved by order of the members of the Board of Governors and signed on their behalf by:

Mrs J Causer
Chair

Date: 25 January 2024

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF STAFFORD INDEPENDENT GRAMMAR SCHOOL

Opinion

We have audited the financial statements of Stafford Independent Grammar School (the 'charitable company') for the year ended 31 August 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law 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 its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the 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 Auditors' 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 United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF STAFFORD INDEPENDENT GRAMMAR SCHOOL (CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' report thereon. The Governors are responsible for the other information contained within the Annual 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Governors' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF STAFFORD INDEPENDENT GRAMMAR SCHOOL (CONTINUED)

Responsibilities of trustees

As explained more fully in the Governors' responsibilities statement, 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.

Auditors' 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 Auditors' 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:

Our assessment focused on key laws and regulations the charitable company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, taxation legislation, data protection, anti-bribery, and employment legislation.

We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the charitable company and how the charitable company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the charitable company's control environment and how the charitable company has applied relevant control procedures, through discussions with Governors and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the charitable company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

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. The risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. 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. This description forms part of our Auditors' 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 Auditors' 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Cooper Parry Group Limited

Glen Bott FCA (Senior statutory auditor)
for and on behalf of
Cooper Parry Group Limited
Statutory Auditor
Cubo Birmingham
Office 401, 3rd Floor
Two Chamberlain Square
Birmingham
B3 3AX

Date: 7 February 2024

STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 AUGUST 2023

	Note	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:				
Charitable activities	3	5,468,387	5,468,387	5,132,856
Other trading activities		37,011	37,011	37,491
Investments	4	17,707	17,707	2,315
Total income		5,523,105	5,523,105	5,172,662
Expenditure on:				
Charitable activities	5	5,342,799	5,342,799	4,927,319
Total expenditure		5,342,799	5,342,799	4,927,319
Net movement in funds		180,306	180,306	245,343
Reconciliation of funds:				
Total funds brought forward		5,262,970	5,262,970	5,017,627
Net movement in funds		180,306	180,306	245,343
Total funds carried forward		5,443,276	5,443,276	5,262,970

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 18 to 35 form part of these financial statements.

STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)
REGISTERED NUMBER: 01657702

BALANCE SHEET
AS AT 31 AUGUST 2023

	Note	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible assets	10		4,160,846		4,277,508
			4,160,846		4,277,508
Current assets					
Stocks	11	6,443		3,791	
Debtors	12	118,939		52,443	
Cash at bank and in hand		1,696,245		1,503,083	
		1,821,627		1,559,317	
Creditors: amounts falling due within one year	13	(527,721)		(573,855)	
Net current assets			1,293,906		985,462
Total assets less current liabilities			5,454,752		5,262,970
Creditors: amounts falling due after more than one year	14		(11,476)		-
Total net assets			5,443,276		5,262,970
Charity funds					
Restricted funds	16		-		-
Unrestricted funds	16		5,443,276		5,262,970
Total funds			5,443,276		5,262,970

The Governors acknowledge their responsibilities for complying with the requirements of the Companies Act with respect to accounting records and preparation of financial statements.

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

Mrs J Causer
Chair

Date: 25 January 2024

The notes on pages 18 to 35 form part of these financial statements.

STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2023

	2023 £	2022 £
Cash flows from operating activities		
Net cash used in operating activities	272,033	481,008
Cash flows from investing activities		
Investment income receipts	17,707	2,315
Purchase of tangible fixed assets	(94,597)	(180,200)
Finance costs paid	(1,981)	(2,970)
Net cash used in investing activities	(78,871)	(180,855)
Cash flows from financing activities		
Repayments of borrowing	-	(31,496)
Net cash provided by/(used in) financing activities	-	(31,496)
Change in cash and cash equivalents in the year	193,162	268,657
Cash and cash equivalents at the beginning of the year	1,503,083	1,234,426
Cash and cash equivalents at the end of the year	1,696,245	1,503,083

The notes on pages 18 to 35 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

1. General information

Stafford Independent Grammar School (the School) is an incorporated charitable company which is limited by guarantee, (registered company no. 01657702), (charity no. 513031), registered in England & Wales. The members of the company are the Governors named on page 1. In the event of the School being wound up, the liability in respect of the guarantee is limited to £1 per member of the School. The School's registered address and principal place of business is Stafford Independent Grammar School, Burton Manor, Stafford, Staffordshire, ST18 9AT.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) and the Companies Act 2006.

Stafford Independent Grammar School meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared in sterling, which is the functional currency of the School. Monetary amounts in these financial statements are rounded to the nearest £.

2.2 Going concern

It is critical that shortfalls are tackled in turbulent times as financial resilience will help the School to stay flexible and adaptable to unexpected changes in pupil numbers and to manage planned and unplanned costs. The expenditure of the School is dominated by staff salaries which amount to 71% of net income, nevertheless opportunities for reducing costs, without adversely affecting performance, are identified and actioned when possible.

The School is debt free. At the year end the School had cash at bank and in hand of £1,696,246. After making appropriate enquiries, including consideration of cash flow forecasts to the end of FY2025, the Governors have concluded that it is reasonable to expect that the School will generate sufficient resources to continue in operational existence for the foreseeable future and meet all of its financial obligations. It is considered that, after examining likely future risks to the business (including the possibility that VAT will be added to tuition fees and business rates relief will be scrapped), that there will be sufficient funds to continue in operation should these risks materialise. As a matter of course Governors consider the financial risks to the School at formal meetings and also informally on a monthly basis by reviewing the management accounts. For this reason the Governors have continued to adopt a going concern basis in preparing the School's financial statements.

2. Accounting policies (continued)

2.3 Income

All income is recognised once the School has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Fees receivable and charges for services and use of premises are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions granted by the School. Scholarships are assessed and awarded on a pupil's merit. Bursaries are considered on the basis of a declaration of income and liabilities from the parents applying for such an award.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Charitable activities and governance costs are costs incurred on the School's educational operations, including support costs and costs relating to the governance of the School apportioned to charitable activities. Costs of raising funds are those costs incurred in attracting income and those incurred in trading activities that raise funds for the School,

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the School; this is normally upon notification of the interest paid or payable by the bank.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £2,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition are included in the measurement of cost.

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation (continued)

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following basis:

Freehold property	-	2% straight line
Motor vehicles	-	20% straight line
Fixtures and fittings	-	10% straight line
Office equipment	-	20% straight line
Other fixed assets	-	20% straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Financial Activities.

2.7 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

2.8 Debtors

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

2.9 Cash at bank and in hand

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

2.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the School anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2. Accounting policies (continued)

2.11 Financial instruments

The School only has financial assets and financial 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.12 Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

2.13 Pensions

The School operates two defined contribution pension schemes and the pension charge represents the amounts payable by the School to the schemes' funds in respect of the year.

2.14 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Governors in furtherance of the general objectives of the School and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Governors for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the School for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

2. Accounting policies (continued)

2.15 Critical accounting estimates and areas of judgement

The Governors are required to adopt those accounting policies most appropriate to the circumstances for the purposes of presenting fairly its financial position, financial performance, and cash flows. The preparation of the financial statements requires the Governors to make judgements, estimates and assumptions that affect the application of accounting policies and reported amounts of assets and liabilities, income and expenditure. These judgements, estimates, and associated assumptions are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Governors consider that accounting forecasts, assumptions and judgements made will not result in a significant difference to the amounts of assets and liabilities carried forward in the next financial year.

The Governors consider the areas set out below to be those where critical accounting judgements have been applied and the resulting estimates and assumptions may lead to adjustments to the future carrying amounts of assets and liabilities:

Recoverability of debtors (Note 12)

The provision for doubtful debts is based on an estimate of the expected recoverability of those debts. In line with the School's accounting policy, the provision is based on the current situation of the customer and the age profile of the debt. At the reporting date, the bad debt provision is £30,187 (2022: £35,871).

Useful economic life (UEL) of tangible fixed assets (Note 10)

Freehold property, motor vehicles and equipment represent a significant proportion of the School's total assets. Therefore, the estimated useful lives can have a significant impact on the depreciation charged and the reported performance. Useful lives are determined at the time the asset is acquired, and the UEL of its assets is reviewed annually. The UEL are based on historical experience with similar assets as well as anticipation of future events. Depreciation policies are applied to each asset category in order to reflect the useful economic life of the assets.

3. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Gross school fees	5,983,738	5,983,738	5,621,409
Scholarships, bursaries and discounts	(1,068,500)	(1,068,500)	(971,348)
Other education income	553,149	553,149	482,795
Total 2023	5,468,387	5,468,387	5,132,856
Total 2022	5,132,856	5,132,856	

4. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Bank interest	17,707	17,707	2,315
Total 2022	2,315	2,315	

5. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Total 2022 £
Teaching	3,646,224	-	3,646,224	3,134,823
Prep School	530,524	-	530,524	627,950
Transport	339,227	-	339,227	299,478
Sports Hall	28,192	-	28,192	31,403
Premises	761,754	-	761,754	782,308
Governance	36,878	-	36,878	51,357
	5,342,799	-	5,342,799	4,927,319
Total 2022	4,903,954	23,365	4,927,319	

5. Analysis of expenditure on charitable activities (continued)

Summary by expenditure type

	Staff costs 2023 £	Depreciation 2023 £	Other costs 2023 £	Total 2023 £	Total 2022 £
Teaching	2,700,246	-	945,978	3,646,224	3,134,823
Prep School	522,828	-	7,696	530,524	627,950
Transport	222,212	-	117,015	339,227	299,478
Sports Hall	-	-	28,192	28,192	31,403
Premises	550,495	211,259	-	761,754	782,308
Governance	-	-	36,878	36,878	51,357
	3,995,781	211,259	1,135,759	5,342,799	4,927,319
Total 2022	3,602,413	208,555	1,116,351	4,927,319	

6. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £	Total funds 2022 £
Teaching	3,088,500	557,724	3,646,224	3,134,823
Prep School	503,272	27,252	530,524	627,950
Transport	339,227	-	339,227	299,478
Sports Hall	28,192	-	28,192	31,403
Premises	-	761,754	761,754	782,308
Governance	-	36,878	36,878	51,357
	3,959,191	1,383,608	5,342,799	4,927,319
Total 2022	3,486,515	1,440,804	4,927,319	

6. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Teaching 2023 £	Prep School 2023 £	Transport 2023 £	Sports Hall 2023 £	Total funds 2023 £	Total funds 2022 £
Staff costs	2,624,526	495,576	222,212	-	3,342,314	2,957,327
Subject materials and supplies	180,969	7,696	-	-	188,665	161,034
School transport costs	34,210	-	-	-	34,210	73,421
Seminars and training courses	22,232	-	-	-	22,232	8,291
Travelling and motor expenses	879	-	117,015	-	117,894	99,619
Light and heat	120	-	-	23,389	23,509	26,284
Catering costs	139,821	-	-	-	139,821	104,356
Sundry expenses - sports hall	-	-	-	4,803	4,803	5,119
Marketing	85,743	-	-	-	85,743	51,064
	3,088,500	503,272	339,227	28,192	3,959,191	3,486,515
Total 2022	2,556,986	598,648	299,478	31,403	3,486,515	

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Teaching 2023 £	Prep School 2023 £	Premises 2023 £	Governance 2023 £	Total funds 2023 £	Total funds 2022 £
Staff costs	75,720	27,252	550,495	-	653,467	645,086
Depreciation	-	-	211,259	-	211,259	208,555
Postage, printing, stationery & advertising	1,176	-	-	-	1,176	4,836
Insurances	57,567	-	-	-	57,567	53,240
Marketing	10,453	-	-	-	10,453	10,317
Telephone	16,422	-	-	-	16,422	17,568
Maintenance and repairs	98,928	-	-	-	98,928	102,625
Business & water rates	37,881	-	-	-	37,881	39,575
Light and heat	52,794	-	-	-	52,794	57,539
Subscriptions	56,234	-	-	-	56,234	44,422
Cleaning	11,894	-	-	-	11,894	18,247
Leasing charges	69,506	-	-	-	69,506	84,916
Sundry expenses	43,256	-	-	-	43,256	34,171
Consumable computer expenses	15,590	-	-	-	15,590	9,496
Professional fees	6,671	-	-	36,878	43,549	56,765
Bad debts	1,651	-	-	-	1,651	50,476
Bank charges	1,981	-	-	-	1,981	2,970
	557,724	27,252	761,754	36,878	1,383,608	1,440,804
Total 2022	577,837	29,302	782,308	51,357	1,440,804	

7. Auditors' remuneration

	2023 £	2022 £
Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts exclusive of VAT	14,500	11,000
Fees payable to the charitable company's auditor in respect of:		
All non-audit services not included above exclusive of VAT	1,150	1,500

8. Staff costs

	2023 £	2022 £
Wages and salaries	3,233,463	2,904,750
Social security costs	316,894	284,767
Other pension costs	445,424	412,896
	3,995,781	3,602,413

The average number of persons employed by the charitable company during the year was as follows:

	2023 No.	2022 No.
Teaching staff	61	62
Support staff	56	53
	117	115

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023 No.	2022 No.
In the band £60,001 - £70,000	3	4
In the band £80,001 - £90,000	-	1
In the band £90,001 - £100,000	1	-

The total remuneration and benefits received by 6 (2022: 5) key management personnel for the year was £554,484 (2022: £437,972).

Settlement payments were made to 1 employee (2022: settlement payments to 1 employee) £37,208 (2022: £2,000). The settlement payments for 2023 are included within the key management personnel remuneration.

9. Governors' remuneration and expenses

During the year, no Governors received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 August 2023, expenses totalling £32 were reimbursed or paid directly to 1 Governor (2022 - £NIL to no Governors).

10. Tangible fixed assets

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Office equipment £	Other fixed assets £	Total £
Cost or valuation						
At 1 September 2022	5,805,515	557,073	502,390	1,262,210	199,834	8,327,022
Additions	-	34,331	14,222	38,617	7,427	94,597
At 31 August 2023	5,805,515	591,404	516,612	1,300,827	207,261	8,421,619
Depreciation						
At 1 September 2022	1,834,759	493,377	329,255	1,195,559	196,564	4,049,514
Charge for the year	116,743	25,917	39,183	28,020	1,396	211,259
At 31 August 2023	1,951,502	519,294	368,438	1,223,579	197,960	4,260,773
Net book value						
At 31 August 2023	3,854,013	72,110	148,174	77,248	9,301	4,160,846
At 31 August 2022	3,970,756	63,696	173,135	66,651	3,270	4,277,508

11. Stocks

	2023 £	2022 £
Raw materials	3,432	2,583
Finished goods	3,011	1,208
	6,443	3,791

12. Debtors

	2023 £	2022 £
Due within one year		
Trade debtors	41,396	622
Other debtors	30	4,652
Prepayments and accrued income	77,513	47,169
	118,939	52,443

13. Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	39,806	31,816
Other taxation and social security	73,804	68,888
Other creditors	22,480	21,467
Accruals and deferred income	391,631	451,684
	527,721	573,855

	2023 £	2022 £
Deferred income at 1 September 2022	420,140	315,273
Resources deferred during the year	358,517	420,140
Amounts released from previous periods	(420,140)	(315,273)
	358,517	420,140

All deferred income is made up of fees paid in advance.

14. Creditors: Amounts falling due after more than one year

	2023 £	2022 £
Accruals and deferred income	11,476	-

15. Financial instruments

	2023 £	2022 £
Financial assets		
Financial assets measured at fair value through income and expenditure	1,696,245	1,503,083

16. Statement of funds

Statement of funds - current year

	Balance at 1 September 2022 £	Income £	Expenditure £	Balance at 31 August 2023 £
Unrestricted funds				
Designated funds				
Sixth form	5,822	-	(3,930)	1,892
General funds				
General funds - all funds	5,257,148	5,523,105	(5,338,869)	5,441,384
Total unrestricted funds	5,262,970	5,523,105	(5,342,799)	5,443,276

16. **Statement of funds (continued)**

Statement of funds - prior year

	Balance at 1 September 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2022 £
Unrestricted funds					
Designated funds					
Sixth form	6,470	-	(648)	-	5,822
General funds					
General funds - all funds	4,989,595	5,172,662	(4,903,306)	(1,803)	5,257,148
Total unrestricted funds	4,996,065	5,172,662	(4,903,954)	(1,803)	5,262,970
Restricted funds					
Performing arts	21,562	-	(23,365)	1,803	-
Total of funds	5,017,627	5,172,662	(4,927,319)	-	5,262,970

The designated fund relates to a donation made which has been allocated to the sixth form.

The restricted funds relates to a donation which was to be used for performing arts and theatre renovation.

17. Summary of funds

Summary of funds - current year

	Balance at 1 September 2022 £	Income £	Expenditure £	Balance at 31 August 2023 £
Designated funds	5,822	-	(3,930)	1,892
General funds	5,257,148	5,523,105	(5,338,869)	5,441,384
	5,262,970	5,523,105	(5,342,799)	5,443,276

Summary of funds - prior year

	Balance at 1 September 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2022 £
Designated funds	6,470	-	(648)	-	5,822
General funds	4,989,595	5,172,662	(4,903,306)	(1,803)	5,257,148
Restricted funds	21,562	-	(23,365)	1,803	-
	5,017,627	5,172,662	(4,927,319)	-	5,262,970

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	4,160,846	4,160,846
Current assets	1,821,627	1,821,627
Creditors due within one year	(527,721)	(527,721)
Creditors due in more than one year	(11,476)	(11,476)
Total	5,443,276	5,443,276

18. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	4,277,508	4,277,508
Current assets	1,559,317	1,559,317
Creditors due within one year	(573,855)	(573,855)
Total	5,262,970	5,262,970

19. Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £	2022 £
Net income for the year (as per Statement of Financial Activities)	180,306	245,343
Adjustments for:		
Depreciation charges	211,259	208,555
Investment income	(17,707)	(2,315)
Decrease/(increase) in stocks	(2,652)	1,429
Increase in debtors	(66,496)	(847)
Increase/(decrease) in creditors	(34,658)	25,873
Financing costs	1,981	2,970
Net cash provided by operating activities	272,033	481,008

20. Analysis of cash and cash equivalents

	2023 £	2022 £
Cash in hand	1,696,245	1,503,083
Total cash and cash equivalents	1,696,245	1,503,083

21. Analysis of changes in net debt

	At 1 September 2022	Cash flows	At 31 August 2023
	£	£	£
Cash at bank and in hand	1,503,083	193,162	1,696,245
	1,503,083	193,162	1,696,245

22. Capital commitments

	2023	2022
	£	£
Contracted for but not provided in these financial statements		
Acquisition of tangible fixed assets	88,679	64,970

23. Pension commitments

The School contributes to two defined contribution schemes administered by Standard Life and Aviva for the benefit of eligible support staff employees and teachers respectively. The pension cost charged in the accounts is the amount payable by the School during the year which amounted to £445,424 (2022: £412,896). Contributions totalling £5,063 (2022: 7,361) were payable to the funds at the Balance Sheet date and are included in other creditors.

24. Operating lease commitments

At 31 August 2023 the School had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2023	2022
	£	£
Not later than 1 year	45,354	68,428
Later than 1 year and not later than 5 years	10,034	48,471
	55,388	116,899

25. Finance lease commitments

At the year end, the School had agreed to enter into new operating leases commencing 1 September 2023, the total commitment is £134,280 (2022: £nil).

26. Related party transactions

There were no related party transactions noted in the year. There was 1 trustee expense that occurred in the year (2022: none). One (2022: two) of the Governors have children or grandchildren at the School.

27. Controlling party

The School, having no share capital, is under the control of the Board of Governors, who are also the Trustees and the Directors of the School.

STAFFORD INDEPENDENT GRAMMAR SCHOOL

England & Wales - Charity number 513031

Accounts

Registered number: 01657702
Charity number: 513031

STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)

GOVERNOR'S REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2022

STAFFORD INDEPENDENT GRAMMAR SCHOOL
(A company limited by guarantee)

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STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS GOVERNORS AND ADVISERS FOR THE YEAR ENDED 31 AUGUST 2022

Governors	Mrs S Burns Dr M L Bush Mr T Carson Mrs J Causer, Chair Mrs J Colman (resigned 24 January 2022) Rev J Davis Mr A S Firth Mr J Johnson Mr B W J Phillips
Company registered number	01657702
Charity registered number	513031
Registered office	Burton Manor Stafford Staffordshire ST18 9AT
Company secretary	Mr S R Baum
Chief executive officer	Mr L H Thomas
Independent auditor	Cooper Parry Group Limited Chartered Accountants Cubo Birmingham Office 401, 4th Floor Two Chamberlain Square Birmingham B3 3AX

GOVERNORS' REPORT
FOR THE YEAR ENDED 31 AUGUST 2022

The Governors of Stafford Independent Grammar School ("the School") present their annual report together with the audited financial statements for the year ended 31 August 2022.

The School also operates under the name Stafford Grammar School.

AIMS AND OBJECTIVES

Policies and objectives

The School's principal objective is to promote and advance education. The School principally provides education for boys and girls in Stafford and the surrounding areas from the ages of 4-18. Stafford Grammar School comprises the Preparatory School (4-11), Senior School (11-16) and Sixth Form (16-18). Stafford Grammar School aims to ensure that all pupils fulfil their academic and personal potential within a caring family atmosphere and where pupils are known as individuals and nurtured accordingly. The School strives to create a community of happy, caring and confident individuals. During the year the School averaged 435 pupils (2021: 418).

Almost all Year 6 pupils from the Preparatory School moved into the Senior School.

In pursuance of the School's principal objectives, the School:
- Awards scholarships and bursaries to encourage excellence and to enable children from families, who would not otherwise be able to afford to pay fees, to access the education the School offers.
- Has the necessary powers to conduct and develop (and if appropriate make acquisitions relating to) the School undertaking known as Stafford Independent Grammar School

Objectives for the year ended 31 August 2022

Our main objectives at the start of the year were:

- To maintain and enhance the pupil roll.
- To continue to widen access and provide a public benefit.
- To maintain current high levels of academic achievement through consistent excellent performance in public examinations, at the same time as maintaining our sporting and cultural activities.
- To maintain consistent and sustainable financial resilience in light of the continuing challenges posed by the Covid-19 pandemic.

Considerations relevant to achieving objectives

- The effect of the current economic climate and the affordability of fees by our parents.
- To keep tuition fees as low as possible given the aims and objectives of the School.
- Class sizes of a maximum of 20 as far as reasonably practicable at Key Stage 2 and above, which allows pupils time to develop academically and attain well-rounded personalities.
- Maintaining the current high level of academic achievement as measured by external public examinations and independent standardised assessment criteria.
- Maintaining a reasonable net surplus level against a continuing threatening political environment by ensuring that strategies for controlling costs and capital expenditure continue to be robust and effective.
- Maximising access to the School still further by the provision of means-tested bursaries.
- The School continues to strive to make the fees affordable for parents to enable them to keep their children at Stafford Grammar School and to attract new families to the School.

PUBLIC BENEFIT

The School remains committed to the aim of providing public benefit and offering wider access to the education the School offers, by awarding scholarships and means tested bursaries to those unable to pay for an independent education.

During the year, the School awarded bursaries and scholarships totalling £689,287 (2021: £600,279) to 123 (2021: 124) pupils. Within this total, means-tested awards, based on a sliding scale according to family financial circumstances totalling £364,086 (2021: £314,782), were awarded to 60 pupils (2021: 65 pupils), equivalent to 24 (2021: 24) full fee paying places.

In addition to bursaries, the School has engaged in a number of activities that provide a public benefit. As an example, the School enters into arrangements with local maintained schools, under which their pupils attend an annual choral day event involving a series of teaching workshops culminating in an evening show for parents. Also, local community groups and organisations have benefited from being able to use the wide range of facilities and resources available at the School. The School has also provided support with university applications and interview preparation for Sixth Form students at a local maintained secondary school.

Stafford Grammar School also runs a 'Music in Primary Schools' programme, through which the School's Director of Music visits local primary schools to deliver music workshops and classes. As a result, over 40 children from local primary schools now receive music lessons because of Stafford Grammar School's outreach programme.

Charitable support and activities

During the course of the year £5,455 was donated to charities supported by Stafford Grammar School. These included Katherine House, The Royal British Legion, Staffordshire Women's Aid, Children in Need, Save the Children, Young Minds, Read for Good, Acorns, House of Bread, Cancer Research and Amazon Smile. The School community also makes a large food donation to House of Bread at our Harvest festival to support families in the local community. All pupils are expected to take part in supporting charities through form challenges in which they plan and design a fund-raising activity and nominate a charity to support.

ACHIEVEMENTS AND PERFORMANCE

Review of significant activities

a. Curriculum

The National Curriculum provides the basis for Stafford Grammar School's broad and balanced curriculum. The School encourages excellence in all areas. Class sizes are small, which enables individual attention for each pupil and personalised tracking of progress. Options for GCSE are chosen at the end of Year 9 (although some subjects introduce GCSE content in Year 9), and support is provided for pupils in making their choices.

Stafford Grammar School currently enters Sixth Form students for AS level qualifications where they exist. Typically, students begin the Sixth Form with 4 AS subjects, continuing with 3 to the full A-level at the end of the second year. Almost all students go on to study at university (with a small number choosing degree apprenticeships), many at Russell Group universities and the majority of students go on to study at their first choice university.

Personal, Social, Health and Economic Education (PSHEE) and Relationships and Sex Education (RSE) is covered through our dedicated 'Life and Wellbeing' programme and pupils receive lessons in each fortnightly cycle. In addition to the RSE curriculum, the School puts on additional 'drop-down' days with dedicated time off timetable for each year group to focus on a range of RSE topics. We have also launched a cross-schools project with another independent school to educate and engage students in responding to issues around sexual harassment in society and the significant issues raised by the Everyone's Invited website.

b. Examination results

The School achieved a 100% pass rate at A Level with 72.3% of grades at A*-B which is an excellent achievement and is an improvement on the 2019 results (65%). 5 pupils achieved all A* star grades. The GCSE grades are down on the 2019 pass rate of 97% at 94%. This is because of a small number of pupils who did not perform well across the board and pulled down the overall pass rate. However, the percentage of 7-9 grades was slightly up at 52% compared to 51% in 2019. The comparison is deliberately made with 2019 since this is the last comparable year where grades were not based on teacher assessed grades and reflected outside assessment through examinations.

National league tables in newspapers place our results above those of most local independent and maintained schools.

These excellent results are a testament to the hard work of our students, in the case of Y13 never having sat a public examination before, throughout a very challenging two years, and the continued dedication, professionalism and commitment of our teachers.

Pupils have also achieved considerable success in the UK Maths Challenges with 60 pupils achieving Gold, Silver or Bronze certificates.

In March 2022 the Independent Schools Inspectorate conducted an Educational Quality Inspection of Stafford Grammar School. This type of inspection focuses on the quality of two areas; pupils' academic and other achievements and pupils' personal development. Stafford Grammar School secured the highest possible rating of 'Excellent' in both aspects.

Following this, in April 2022, the Times newspaper named Stafford Grammar School as the top independent school in Staffordshire.

c. The House system

Inter-House competition continues to thrive at the School, with events taking place throughout the year. This provides opportunities for the School to instil the values of team work and commitment. Sporting competitions include: football, cricket, cross-country, hockey, netball and tennis. In addition, the Houses compete in an annual Sports Day at a local sports stadium. The Houses also compete in a technology competition, ('The Great Egg Race'), a baking competition and a public speaking competition. The three Houses, Anson, Fitzherbert and Talbot, significantly add to the spirit of Stafford Grammar School and the Heads of House maintain pastoral and academic management for all pupils in their House.

As well as the House activities and House assemblies which build a strong sense of community, we also introduced a new tutorial programme delivered during form periods by tutors. Some of this programme supplements the formal 'Life and Wellbeing' programme through which PSHEE and RSE is delivered and other parts of the programme enable students to appreciate art, music and literature to enhance their cultural awareness and appreciation.

d. Other activities

The School is fortunate in having staff who are willing to devote time to a wide range of extra-curricular activities, designed to enrich pupils' experiences over and above the School curriculum. The aim of these activities is to develop pupils as confident, articulated and well-rounded individuals who are well-prepared for life beyond School.

We have a thriving Forest School for all year groups in the Prep. School to enable pupils to experience the outdoors in a woodland area of our extensive School site. The Forest School also builds pupils' confidence, self-esteem and a sense of wellbeing.

e. Performing arts – music and drama

Music continues to excel at Stafford Grammar School, with the Music Department performing around 40 concerts a year. The Music Department runs numerous groups and ensembles, including: Big Band, Concert Band, Orchestra, Dixie Band, 'Little Big' Band, Choir, Chamber Choir, Flute Group and Saxophone Group. The music groups perform in national and international competitions: the Big Band and Concert Band received Platinum Awards at the National Concert Band Festival and in the National Finals. Several of our musicians perform with the National Youth Orchestra. This year a Stafford Grammar School pupil was the Intermediate winner of the Staffordshire Young Musician of the Year. The Music Department also organises a biennial international tour. Major concerts take place in School at Christmas and Easter.

92 ASRBM, London College of music and Trinity College London exams were passed by pupils during the academic year.

Drama goes from strength to strength at Stafford Grammar School, with very high-quality productions taking place each year. Typically, there is a junior play (Years 7-9) and a whole-school musical production in the senior school. The Prep. School produces at least two plays each year, as well as performing in their own Christmas concert. The Sixth Form also put on an annual pantomime.

Stafford Grammar School pupils are also prepared for LAMDA examinations, with a wide range of students achieving success each year. We have three new LAMDA teachers in School delivering lessons to pupils from the Prep School up to the Sixth Form. 38 pupils took LAMDA exams this year of whom 31 achieved distinction.

The dance and drama studio which was installed last year has proven very popular with students and we have three peripatetic dance teachers delivering a range of dance lessons to students as well as use on Saturdays by a local theatre, dance and drama school.

f. Sport

The School continues to play competitive football, rugby, cricket, hockey, netball and rounders. In addition, pupils are entered for competitions in cross country, athletics and swimming. We have a team of pupils who enter national skiing competitions. Individual successes this year include several pupils who have been selected for district, county and national teams in their various sports, including athletics, cricket, cross country, dance, equestrianism, football, golf, gymnastics, hockey, netball, rounders, rugby, skiing, swimming, tennis and squash.

Team successes this year include: U15 ISA Midland Rounders Champions, U13 ISA Midland Rounders 4th, U18 District Football Runners Up, ISA Midland Athletics Runners Up, U12 District Netball Runners Up, U14 District Netball Runners Up, National Outdoor Skiing Champions, National Open Skiing Champions, ISA National Skiing Champions, Y12/13 Boys District Cross Country Champions, Y10/11 Boys District Cross Country Champions, Y8/9 Boys Cross Country Champions, Y7 Boys Cross Country Runners Up, Y10/11 Girls Cross Country Champions, Y8/9 Girls Cross Country Champions, Y7 Girls Cross Country Runners Up, U14 ISA Midland Football Champions, National Schools Skiing Qualifiers 3rd, British Schools Skiing Indoor Open Girls Championships Champions, British Schools Skiing Indoor Open Boys Championships 4th

The School has a new AstroTurf MUGA (Multi Use Games Area) pitch which was installed over the summer of 2021 on the site of a disused bowling green. This is in regular use for hockey and football training.

g. Duke of Edinburgh's Award

The Duke of Edinburgh scheme continues to thrive with pupils achieving a very high number of Bronze, Silver and Gold Awards each year; 21 Bronze and 8 Silver Awards were achieved, a terrific success given the impact of COVID, which significantly impacted upon the pupils' ability to fulfil all the expedition requirements this year.

h. School trips

School trips have been run again this year following the lifting of the restrictions during the pandemic. A successful tour to Belgium was carried out by the music department and UK based residential trips have been re-established including sports and theatre trips and visits to museums. The full complement of trips is back in place for the following academic year.

i. School transport

The School runs a fleet of minibuses in order to get pupils from their home address to the School which, due to its popularity and convenience for parents, is growing in size to accommodate the increase in demand. Each route is reviewed annually to provide as near as practicable a 'door to door' daily service for pupils attending School. There is a knock-on environmental advantage to doing this in that it saves in the order of 100,000 car journeys per year which would otherwise have had to be undertaken by parents. An important secondary function is to transport pupils to the many sporting, musical, curricular and extra-curricular venues visited during the course of the School year.

FINANCIAL REVIEW

Results for the year

The School's net income surplus for the year amounted to £245,343 (2021: £214,118), which the Governors consider to be a reasonable result, the best since 2016, given the fact that this was the first full academic year when the School did not have a period of lock-down but still had to overcome the numerous challenges posed by coronavirus and the Governors decision to keep the annual fee increase in September 2021 to just 1.8%.

The hiring out of the School's sports hall and facilities during evenings and holiday periods contributed towards the School's income surplus and commitment to supporting the wider community.

The School's total income for the year increased by £453,626, up by 9.6 % (2021: 1.7% increase), on the previous year. However, the total expenditure for the year increased by £422,401, up by 9.4% (2021: 1.6% decrease).

One of the main objectives of the School is to maintain the pupil roll at a realistic level and the Governors, principally through the Finance, Development and Audit Committee, regularly review pupil retention and recruitment, including strategies to be adopted and activities to be undertaken in support of this key objective of the School.

Key performance indicators

The main performance metrics of the School are pupil numbers and successes at GCSE and A-levels as well as pupils getting into their first choice university; these have already been set out in other areas of this report. The future prosperity of the School is closely linked to these figures.

Some of the other indicators we use to monitor the financial health of the School are::

	2022	2021
% Costs to net income	95%	95%
% Teaching salaries to net income	53%	58%
% Support salaries to net income	16%	15%
% Net surplus to net income	4.7%	4.5%
Current ratio	2.7:1	2.3:1

All of which indicate a steadily improving trend. The cash flow forecast for the next two years is also

encouraging.

Going Concern

It is critical that shortfalls are tackled in turbulent times as financial resilience will help the School to stay flexible and adaptable to unexpected changes in pupil numbers and to manage unplanned costs. The expenditure of the School is dominated by staff salaries which amount to 70% of net income, nevertheless opportunities for reducing costs, without adversely affecting performance, are identified and actioned when possible.

A long term loan was paid off in December 2021 so the School is now debt free. At the year end the School had cash of £1,503,083. After making appropriate enquiries, including consideration of cash flow forecasts to the end of FY2024, the Governors have concluded that it is reasonable to expect that the School will generate sufficient resources to continue in operational existence for the foreseeable future and meet all of its financial obligations. It is considered that, after examining likely future risks to the business (including the most recent risks caused by the economic shock of the conflict in Ukraine), that there will be sufficient funds to continue in operation should one of those risks materialise. As a matter of course Governors consider the financial risks to the School at formal meetings and also informally on a monthly basis by reviewing the management accounts. For this reason the Governors have continued to adopt a going concern basis in preparing the School's financial statements.

Financial and general risk management

The Governors have assessed the major risks to which the School is exposed, in particular those related to the operations and finances of the School, and are satisfied that systems and procedures are in place to mitigate its exposure to the major risks.

The principal short and long term risks facing the School are considered to be:

- Affordability of an independent school education to our parents in relation to household income and other financial pressures. This is especially true if independent schools lose their exemption for VAT on school fees. The Governors' policy is to set annual fee increases as low as possible commensurate with the costs of running the School and the need to invest for the future.
- Future enforced lockdowns of the School for health or other reasons. This risk will be mitigated by the proven ability of the School to switch to extensive high quality online teaching of its pupils
- Continued economic shock resulting from the conflict in the Ukraine has posed both financial and general risk to the operation of the School which has required very careful management by both the Governors and Senior Leadership Team to minimise its impact on the general operation of the School and its financial well-being.
- Operational costs of running an independent school, including staffing, facilities, assets, pensions and utilities. The future loss of business rate relief for charities would have an immediate impact on the operational costs of the school however it is reasonable to assume that some notice period would be given of this policy change.
- Cybercrime attacks on schools. The impact of this has been mitigated by having strong firewalls and IT protocols in place. In the past year an external consultant has been used by the School to review the actual risk to the School by conducting a cyber hygiene risk assessment, highlight any weak areas and propose any improvements to the system. In addition, the School carries insurance against cybercrime. A plan of action to mitigate the risk of a cyber-attack is currently under development.
- Regulatory and compliance burdens such as safeguarding to ensure the health and well-being of our pupils and staff under the protection and guidance of the School.
- Culture and complacency due to the changing political and social environment and our responsiveness to changes.
- The macroeconomic impact of the international increase in the cost of energy, raw materials and goods and services in general together with inflationary pressures on salaries.
- Recruitment and retention of quality teachers with relevant skills.
- Lack of a strategy to deal with future waves of the pandemic. This has been mitigated by very regular

communication with the various professional bodies associated with independent education who advise the School on legislative and regulatory measures and on sector best practice.

In the opinion of the Governors, the School has established resources and a review system whereby detailed considerations of risk are delegated to the appropriate Committees. Risks are identified, assessed and controls established throughout the year.

The generic controls used by the School to mitigate risks include:

- Formal agendas for all Committee and Board activity;
- Comprehensive strategic planning, budgeting and management accounting.
- Established organisational structure and lines of reporting.
- Formal written policies.
- Hierarchical authorisation and approval levels for financial decision making.
- Vetting procedures as required by law for the protection of the vulnerable.

The Governors regularly review the effectiveness of current plans and strategies for managing all identified principal risks for the School.

Health and Safety is always a significant area for risk management. The risks range from fire and infrastructure to personal risks. These risks are minimised by thorough planning and risk assessment. The Health and Safety Committee regularly reviews the health and safety risks to the School and best practice to deal with them.

Fees

The Governors are mindful of the economic outlook and are aware that fees need to be affordable and realistic. Key financial decisions in the year included the decision to a modest, below inflation, fee increase of 3.5%, applied from September 2022, in order to maintain affordability for parents while providing the funds necessary to meet inflation increases in expenditure and to further invest in the School infrastructure.

Principal funding and reserves policy

The Governors recognise the need for prudent financial management and to build up reserves over time.

The School's policy is to build reserves sufficient to enable it to meet its short-term financial obligations in the event of an unexpected revenue shortfall.

The Governors view the development plan for the School as the most effective and prudent way to ensure the long term future of the School. Free Reserves were £985,000 which the School calculates as the net funds less those represented by tangible fixed assets.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The School is registered as a charitable company limited by guarantee (number 513031) and constituted under the Articles of Association dated 11 August 1982, as amended by special resolution on 1 March 2021.

Policies adopted for the induction and training of Governors

New Governors are inducted into the workings of the School, including Governing Body policies and procedures at meetings with the Head and Bursar. The new Governors are also able to attend specialist external courses on the role and responsibilities of charity trustees.

Members of the Governing Body attend internal and external trustee training and information briefings designed

to keep them informed and updated on current issues in the sector and regulatory requirements.

Pay policy for senior and other staff

The remuneration of senior staff members is reviewed annually by the Headmaster in conjunction with advice and recommendations given by selected members of the Governing Body. The Remuneration Committee reviews, on an annual basis, the remuneration of the Headmaster.

Reference is made to comparisons contained within independent schools' peer group benchmarking survey reports so as to ensure that the School remains aware of (and is able to take into account) pay and employment conditions elsewhere in the independent and state sectors.

Generally, the School aims to recruit, subject to experience, at the lower to median point within a band, providing scope for rewarding excellence. Delivery of the School's charitable role is primarily dependent upon our key management personnel and staff costs are the largest single element of the School's charitable expenditure.

Organisational structure and decision making

The members of the Governing Body, as the charity trustees, are legally responsible for the overall management and control of the School. They meet at least three times a year. The work of implementing their policies is carried out by five committees, which meet as required:

- The Finance, Development and Audit Committee scrutinises revenue, the budget, financial risk and capital expenditure. This Committee also supervises and finalises the audited financial statements and annual report for approval by the Governing Body. This year, the work of the former Remuneration Committee has been subsumed into this Committee. The Committee is chaired by Mr Brett Phillips.

- The Education and Standards Committee scrutinises procedures implemented by the School for regulatory compliance and oversight of the School's educational provision. The Committee is chaired by Dr Marie Bush.

- The Health and Safety Committee ensures that all relevant statutory requirements are being complied with and that the Health and Safety Policy requirements are met. The Committee is chaired by Mr John Johnson.

The day-to-day running of the School is delegated to the Headmaster, Deputy Head – Pupils and Staff, Deputy Head – Academic and Operations, Bursar and Head of the Preparatory School, as the key management personnel and Senior Leadership Team (SLT). The Headmaster and Bursar attend meetings of the Governing Body's Committees.

PLANS FOR FUTURE PERIODS

The new Head has been in post since September 2022 and has made a strong impact on the School. He has been driving plans for the future which include:

- A new Sixth Form programme.
- Developing partnerships with businesses through membership of the Staffordshire Chambers of Commerce.
- To continue to ensure the School site provides a safe and attractive environment for pupils, staff and visitors alike.
- To provide a happy and secure pastoral environment, in which all pupils are offered opportunities for leadership and service to others.
- To provide a stimulating and enjoyable learning environment in which pupils can develop their academic potential to the full.

- To increase the capability of the School to offer education to children whose parents are unable to afford full fees.
- To ensure the School plays a significant part in the life of the local community, sharing facilities and seeking local partnerships wherever possible.

GOVERNORS' RESPONSIBILITIES STATEMENT

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

Company law requires the Governors to prepare financial statements for each financial year. Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Governors are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgments and accounting estimates that are reasonable and prudent.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Disclosure of information to Auditors

In so far as each of the Governors, as Directors of the charitable company, at the date of this report is aware there is no relevant audit information of which the charitable company's auditors are unaware, and:

- Each member of the Governing Body has taken all the steps that he or she should have taken as a member of the Governing Body in order to make him or her aware of the relevant audit information and to establish that the charitable company's auditors are aware of that information.
- Other than two Governors having children as pupils at the School no Governor has any related party relationships with respect to Stafford Grammar School.

Approved by order of the members of the Board of Governors and signed on their behalf by:

Mrs J Causer
Chair

Date: 1 February 2023

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STAFFORD INDEPENDENT GRAMMAR SCHOOL

Opinion

We have audited the financial statements of Stafford Independent Grammar School (the 'charitable company') for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law 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 its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the 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 United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STAFFORD INDEPENDENT GRAMMAR SCHOOL (CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's report thereon. The Governors are responsible for the other information contained within the Annual 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Governors' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STAFFORD INDEPENDENT GRAMMAR SCHOOL (CONTINUED)

Responsibilities of trustees

As explained more fully in the Governors' responsibilities statement, 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:

Our assessment focused on key laws and regulations the charitable company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, taxation legislation, data protection, anti-bribery, and employment legislation.

We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the charitable company and how the charitable company is complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the charitable company's control environment and how the charitable company has applied relevant control procedures, through discussions with Governors and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the charitable company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STAFFORD INDEPENDENT GRAMMAR SCHOOL (CONTINUED)

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. The risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. 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. 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Cooper Parry Group Limited

Glen Bott FCA (Senior statutory auditor)
for and on behalf of
Cooper Parry Group Limited
Chartered Accountants
Statutory Auditor
Cubo Birmingham
Office 401, 4th Floor
Two Chamberlain Square
Birmingham
B3 3AX

Date: 10 February 2023

STAFFORD INDEPENDENT GRAMMAR SCHOOL
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 AUGUST 2022

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds As restated 2021 £
Income from:					
Donations and legacies	3	-	-	-	6,470
Charitable activities	4	5,132,856	-	5,132,856	4,624,444
Other trading activities		37,491	-	37,491	6,733
Investments	5	2,315	-	2,315	927
Other income	6	-	-	-	80,462
Total income		5,172,662	-	5,172,662	4,719,036
Expenditure on:					
Raising funds	7	2,970	-	2,970	7,313
Charitable activities	8	4,900,984	23,365	4,924,349	4,497,605
Total expenditure		4,903,954	23,365	4,927,319	4,504,918
Net income/(expenditure)		268,708	(23,365)	245,343	214,118
Transfers between funds	19	(1,803)	1,803	-	-
Net movement in funds		266,905	(21,562)	245,343	214,118
Reconciliation of funds:					
Total funds brought forward		4,996,065	21,562	5,017,627	4,803,509
Net movement in funds		266,905	(21,562)	245,343	214,118
Total funds carried forward		5,262,970	-	5,262,970	5,017,627

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 18 to 35 form part of these financial statements.

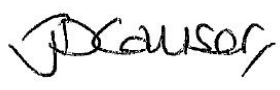
STAFFORD INDEPENDENT GRAMMAR SCHOOL
(A company limited by guarantee)
REGISTERED NUMBER: 01657702

BALANCE SHEET
AS AT 31 AUGUST 2022

	Note	2022 £	2022 £	As restated 2021 £	As restated 2021 £
Fixed assets					
Tangible assets	13		4,277,508		4,305,863
			4,277,508		4,305,863
Current assets					
Stocks	14	3,791		5,220	
Debtors	15	52,443		51,596	
Cash at bank and in hand		1,503,083		1,234,426	
		1,559,317		1,291,242	
Creditors: amounts falling due within one year	16	(573,855)		(565,980)	
Net current assets			985,462		725,262
Total assets less current liabilities			5,262,970		5,031,125
Provisions for liabilities	18		-		(13,498)
Total net assets			5,262,970		5,017,627
Charity funds					
Restricted funds	19		-		21,562
Unrestricted funds	19		5,262,970		4,996,065
Total funds			5,262,970		5,017,627

The Governors acknowledge their responsibilities for complying with the requirements of the Companies Act with respect to accounting records and preparation of financial statements.

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



Mrs J Causer
Chair

Date: 1 February 2023

The notes on pages 18 to 35 form part of these financial statements.

STAFFORD INDEPENDENT GRAMMAR SCHOOL
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2022

	2022 £	2021 £
Cash flows from operating activities		
Net cash used in operating activities	481,008	525,307
Cash flows from investing activities		
Investment income receipts	2,315	927
Purchase of tangible fixed assets	(180,200)	(276,757)
Finance costs paid	(2,970)	(7,313)
Net cash used in investing activities	(180,855)	(283,143)
Cash flows from financing activities		
Repayments of borrowing	(31,496)	(58,800)
Net cash used in financing activities	(31,496)	(58,800)
Change in cash and cash equivalents in the year	268,657	183,364
Cash and cash equivalents at the beginning of the year	1,234,426	1,051,062
Cash and cash equivalents at the end of the year	1,503,083	1,234,426

The notes on pages 18 to 35 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2022

1. General information

Stafford Independent Grammar School (the School) is an incorporated charitable company which is limited by guarantee, (registered company no. 01657702), (charity no. 513031), registered in England & Wales. The members of the company are the Governors named on page1. In the event of the School being wound up, the liability in respect of the guarantee is limited to £1 per member of the School. The School's registered address and principal place of business is Stafford Independent Grammar School, Burton Manor, Stafford, Staffordshire, ST18 9AT.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Stafford Independent Grammar School meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared in sterling, which is the functional currency of the School. Monetary amounts in these financial statements are rounded to the nearest £.

2.2 Going concern

It is critical that shortfalls are tackled in turbulent times as financial resilience will help the School to stay flexible and adaptable to unexpected changes in pupil numbers and to manage unplanned costs. The expenditure of the School is dominated by staff salaries which amount to 70% of net income, nevertheless opportunities for reducing costs, without adversely affecting performance, are identified and actioned when possible.

A long term loan was paid off in December 2021 so the School is now debt free. At the year end the School had cash of £1,503,083. After making appropriate enquiries, including consideration of cash flow forecasts to the end of FY2024, the Governors have concluded that it is reasonable to expect that the School will generate sufficient resources to continue in operational existence for the foreseeable future and meet all of its financial obligations. It is considered that, after examining likely future risks to the business (including the most recent risks caused by the economic shock of the conflict in Ukraine), that there will be sufficient funds to continue in operation should one of those risks materialise. As a matter of course Governors consider the financial risks to the School at formal meetings and also informally on a monthly basis by reviewing the management accounts. For this reason the Governors have continued to adopt a going concern basis in preparing the School's financial statements.

2. Accounting policies (continued)

2.3 Income

All income is recognised once the School has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Fees receivable and charges for services and use of premises are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions granted by the School. Scholarships are assessed and awarded on a pupil's merit. Bursaries are considered on the basis of a declaration of income and liabilities from the parents applying for such an award.

Other income relates to income from the Coronavirus Job Retention Scheme. This is a government grant and is therefore recognised in the period that it is receivable. Where entitlement occurs before income is received, the income is accrued.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the School.

Charitable activities and governance costs are costs incurred on the School's educational operations, including support costs and costs relating to the governance of the School apportioned to charitable activities. Costs of raising funds are those costs incurred in attracting income and those incurred in trading activities that raise funds for the School,

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the School; this is normally upon notification of the interest paid or payable by the bank.

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following basis:

Freehold property	-	2% straight line
Motor vehicles	-	20% straight line
Fixtures and fittings	-	10% straight line
Office equipment	-	20% straight line
Other fixed assets	-	20% straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Financial Activities.

2.7 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

2.8 Debtors

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

2.9 Cash at bank and in hand

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

2. Accounting policies (continued)

2.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the School anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.11 Financial instruments

The School only has financial assets and financial 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.12 Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

2.13 Pensions

The School operates two defined contribution pension schemes and the pension charge represents the amounts payable by the School to the schemes' funds in respect of the year.

2.14 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Governors in furtherance of the general objectives of the School and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Governors for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the School for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

2. Accounting policies (continued)

2.15 Critical accounting estimates and areas of judgement

Estimates, forecasts and judgements are regularly evaluated and based on historical data, changes in School or national policies as well as predicted future trends that are believed to be reasonable or likely under the prevailing circumstances at the time. The resulting forecasts will always have a margin of uncertainty and rarely be an exact match for actual outturns depending on the fidelity of the assumptions used in constructing the forecast. Notwithstanding the current economic uncertainty, the Governors consider that accounting forecasts, assumptions and judgements made will not have a significant difference to the amounts of assets and liabilities carried forward in the next financial year. Depreciation policies are applied to each asset category in order to reflect the useful economic life of the assets. It is considered that there are sufficient procedures, policies, checks and controls in place to monitor the financial health of the School on a near continual basis. The School also makes judgements regarding the recovery of debt from trade debtors. If these are not believed to be recoverable based on their knowledge and experience, then these amounts will be provided for in the accounts of the School.

3. Income from donations and legacies

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Donations	-	-	6,470
Total 2021	6,470	6,470	

4. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Gross school fees	5,621,409	5,621,409	5,229,708
Scholarships, bursaries and discounts	(971,348)	(971,348)	(887,232)
Other education income	482,795	482,795	282,012
Donations	-	-	(44)
Total 2022	5,132,856	5,132,856	4,624,444
Total 2021	4,624,444	4,624,444	

5. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Bank interest	2,315	2,315	927
Total 2021	927	927	

6. Other income

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Coronavirus Job Retention Scheme	-	-	80,462
Total 2021	80,462	80,462	

7. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Bank interest and charges	2,970	2,970	7,313
Total 2021	7,313	7,313	

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Total 2021 £
Teaching	3,131,853	-	3,131,853	2,852,172
Prep School	627,950	-	627,950	663,790
Transport	299,478	-	299,478	215,409
Sports Hall	31,403	-	31,403	26,198
Premises	758,943	23,365	782,308	712,081
Governance	51,357	-	51,357	27,955
	4,900,984	23,365	4,924,349	4,497,605
Total 2021	4,494,667	2,938	4,497,605	

Summary by expenditure type

	Staff costs 2022 £	Depreciation 2022 £	Other costs 2022 £	Total 2022 £	Total 2021 £
Teaching	2,248,959	-	882,894	3,131,853	2,852,172
Prep School	601,871	-	26,079	627,950	663,790
Transport	201,195	-	98,283	299,478	215,409
Sports Hall	-	-	31,403	31,403	26,198
Premises	550,388	208,555	23,365	782,308	712,081
Governance	-	-	51,357	51,357	27,955
	3,602,413	208,555	1,113,381	4,924,349	4,497,605
Total 2021	3,470,267	187,848	839,490	4,497,605	

9. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £	Total funds 2021 £
Teaching	2,556,986	574,867	3,131,853	2,852,172
Prep School	598,648	29,302	627,950	663,790
Transport	299,478	-	299,478	215,409
Sports Hall	31,403	-	31,403	26,198
Premises	-	782,308	782,308	712,081
Governance	-	51,357	51,357	27,955
	3,486,515	1,437,834	4,924,349	4,497,605
Total 2021	3,199,835	1,297,770	4,497,605	

Analysis of direct costs

	Teaching 2022 £	Prep School 2022 £	Transport 2022 £	Sports Hall 2022 £	Total funds 2022 £	Total funds 2021 £
Staff costs	2,181,175	574,957	201,195	-	2,957,327	2,857,582
Subject materials and supplies	140,427	20,607	-	-	161,034	128,615
School transport costs	73,421	-	-	-	73,421	985
Seminars and training courses	5,356	2,935	-	-	8,291	10,109
Travelling and motor expenses	1,187	149	98,283	-	99,619	64,026
Light and heat	-	-	-	26,284	26,284	22,203
Catering costs	104,356	-	-	-	104,356	57,619
Sundry expenses - sports hall	-	-	-	5,119	5,119	3,995
Marketing	51,064	-	-	-	51,064	54,701
	2,556,986	598,648	299,478	31,403	3,486,515	3,199,835
Total 2021	2,326,131	632,097	215,409	26,198	3,199,835	

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Teaching 2022 £	Prep School 2022 £	Premises 2022 £	Governance 2022 £	Total funds 2022 £	Total funds 2021 £
Staff costs	67,784	26,914	550,388	-	645,086	612,685
Depreciation	-	-	208,555	-	208,555	187,848
Postage, printing, stationery & advertising	4,836	-	-	-	4,836	4,598
Insurances	53,240	-	-	-	53,240	47,493
Marketing	10,317	-	-	-	10,317	10,317
Telephone	17,568	-	-	-	17,568	17,952
Maintenance and repairs	79,260	-	23,365	-	102,625	83,304
Business & water rates	39,575	-	-	-	39,575	34,624
Light and heat	57,539	-	-	-	57,539	49,077
Subscriptions	42,729	1,693	-	-	44,422	45,116
Cleaning	18,247	-	-	-	18,247	19,092
Leasing charges	84,916	-	-	-	84,916	106,266
Sundry expenses	33,476	695	-	-	34,171	22,780
Consumable computer expenses	9,496	-	-	-	9,496	6,778
Professional fees	5,408	-	-	51,357	56,765	31,216
Bad debts	50,476	-	-	-	50,476	18,624
	574,867	29,302	782,308	51,357	1,437,834	1,297,770
Total 2021	526,041	31,693	712,081	27,955	1,297,770	

10. Auditor's remuneration

	2022 £	2021 £
Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts	11,000	11,000
Fees payable to the charitable company's auditor in respect of:		
All non-audit services not included above	1,500	800

11. Staff costs

	2022 £	2021 £
Wages and salaries	2,904,750	2,812,829
Social security costs	284,767	256,829
Other pension costs	412,896	400,609
	3,602,413	3,470,267

The average number of persons employed by the charitable company during the year was as follows:

	2022 No.	2021 No.
Teaching staff	62	56
Support staff	53	48
	115	104

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2022 No.	2021 No.
In the band £60,001 - £70,000	4	5
In the band £80,001 - £90,000	1	-

The total remuneration and benefits received by key management personnel for the year was £437,972 (2021: £332,287).

Settlement payments were made to 1 employee (2021: redundancy payments to 7 employees) totalling £2,000 (2021: £41,119).

12. Governors' remuneration and expenses

During the year, no Governors received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 August 2022, no Governor expenses have been incurred (2021 - £NIL).

13. Tangible fixed assets (brought forward balances as restated)

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Office equipment £	Other fixed assets £	Total £
Cost or valuation						
At 1 September 2021	5,715,498	557,073	442,822	1,235,565	195,864	8,146,822
Additions	90,017	-	59,568	26,645	3,970	180,200
At 31 August 2022	5,805,515	557,073	502,390	1,262,210	199,834	8,327,022
Depreciation						
At 1 September 2021	1,718,014	474,326	286,574	1,167,644	194,401	3,840,959
Charge for the year	116,745	19,051	42,681	27,915	2,163	208,555
At 31 August 2022	1,834,759	493,377	329,255	1,195,559	196,564	4,049,514
Net book value						
At 31 August 2022	3,970,756	63,696	173,135	66,651	3,270	4,277,508
At 31 August 2021	3,997,484	82,747	156,248	67,921	1,463	4,305,863

14. Stocks

	2022 £	2021 £
Raw materials	2,583	3,878
Finished goods	1,208	1,342
	3,791	5,220

15. Debtors

	2022 £	2021 £
Due within one year		
Trade debtors	622	46,372
Other debtors	4,652	3,134
Prepayments and accrued income	47,169	2,090
	52,443	51,596

16. Creditors: Amounts falling due within one year

	2022 £	2021 £
Bank loans	-	31,496
Trade creditors	31,816	109,194
Other taxation and social security	68,888	67,441
Other creditors	21,467	26,857
Accruals and deferred income	451,684	330,992
	573,855	565,980

	2022 £	2021 £
Deferred income at 1 September 2021	315,273	304,198
Resources deferred during the year	151,648	315,273
Amounts released from previous periods	(315,273)	(304,198)
	151,648	315,273

All deferred income is made up of fees paid in advance.

17. Financial instruments

	2022 £	2021 £
Financial assets		
Financial assets measured at fair value through income and expenditure	1,503,083	1,234,426

18. Provisions

	Exam fee refund £
At 1 September 2021	13,498
Amounts used	(13,498)
	-

19. Statement of funds

Statement of funds - current year

	As restated Balance at 1 September 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2022 £
Unrestricted funds					
Designated funds					
Sixth form	6,470	-	(648)	-	5,822
General funds					
General Funds - all funds	4,989,595	5,172,662	(4,903,306)	(1,803)	5,257,148
Total Unrestricted funds	4,996,065	5,172,662	(4,903,954)	(1,803)	5,262,970
Restricted funds					
Performing arts	21,562	-	(23,365)	1,803	-
Total of funds	5,017,627	5,172,662	(4,927,319)	-	5,262,970

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2022

19. Statement of funds (continued)

Statement of funds - prior year

	As restated Balance at 1 September 2020 £	Income £	Expenditure £	As restated Balance at 31 August 2021 £
Unrestricted funds				
Designated funds				
Sixth form	-	6,470	-	6,470
General funds				
General Funds - all funds	4,779,009	4,712,566	(4,501,980)	4,989,595
Total Unrestricted funds	4,779,009	4,719,036	(4,501,980)	4,996,065
Restricted funds				
Performing arts	24,500	-	(2,938)	21,562
Total of funds	4,803,509	4,719,036	(4,504,918)	5,017,627

The designated fund relates to a donation made in the year which has been allocated to the sixth form.

The restricted funds relates to a donation in the prior year which is to be used for performing arts and theatre renovation.

20. Summary of funds

Summary of funds - current year

	As restated Balance at 1 September 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2022 £
Designated funds	6,470	-	(648)	-	5,822
General funds	4,989,595	5,172,662	(4,903,306)	(1,803)	5,257,148
Restricted funds	21,562	-	(23,365)	1,803	-
	5,017,627	5,172,662	(4,927,319)	-	5,262,970

Summary of funds - prior year - as restated

	As restated Balance at 1 September 2020 £	Income £	Expenditure £	Balance at 31 August 2021 £
Designated funds	-	6,470	-	6,470
General funds	4,779,009	4,712,566	(4,501,980)	4,989,595
Restricted funds	24,500	-	(2,938)	21,562
	4,803,509	4,719,036	(4,504,918)	5,017,627

21. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	4,277,508	4,277,508
Current assets	1,559,317	1,559,317
Creditors due within one year	(573,855)	(573,855)
Total	5,262,970	5,262,970

21. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year - as restated

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	4,305,863	-	4,305,863
Current assets	1,269,680	21,562	1,291,242
Creditors due within one year	(565,980)	-	(565,980)
Provisions for liabilities and charges	(13,498)	-	(13,498)
Total	4,996,065	21,562	5,017,627

22. Reconciliation of net movement in funds to net cash flow from operating activities

	2022 £	2021 £
Net income for the year (as per Statement of Financial Activities)	245,343	214,118
Adjustments for:		
Depreciation charges	208,555	187,847
Investment income	(2,315)	(927)
Loss on the sale of fixed assets	-	1,530
Decrease in stocks	1,429	146
Decrease/(increase) in debtors	(847)	97,943
Increase in creditors	25,873	17,337
Financing costs	2,970	7,313
Net cash provided by operating activities	481,008	525,307

23. Analysis of cash and cash equivalents

	2022 £	2021 £
Cash in hand	1,503,083	1,234,426
Total cash and cash equivalents	1,503,083	1,234,426

24. Analysis of changes in net debt

	At 1 September 2021	Cash flows	At 31 August 2022
	£	£	£
Cash at bank and in hand	1,234,426	268,657	1,503,083
Debt due within 1 year	(31,496)	31,496	-
	1,202,930	300,153	1,503,083

25. Capital commitments

	2022	2021
	£	£
Contracted for but not provided in these financial statements		
Acquisition of tangible fixed assets	64,970	-

26. Pension commitments

The School contributes to two defined contribution schemes administered by Standard Life and Aviva for the benefit of eligible support staff employees and teachers respectively. The pension cost charged in the accounts is the amount payable by the School during the year which amounted to £412,896 (2021: £400,609). Contributions totalling £7,361 (2021: £8,884) were payable to the funds at the Balance Sheet date and are included in other creditors.

27. Operating lease commitments

At 31 August 2022 the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022	2021
	£	£
Not later than 1 year	68,428	64,227
Later than 1 year and not later than 5 years	48,471	91,313
	116,899	155,540

28. Related party transactions

There were no related party transactions noted in the year. There were no trustee expenses that occurred in the year (2021: none). Two (2021: two) of the Governors have children or grandchildren at the School.

29. Controlling party

The School, having no share capital, is under the control of the Board of Governors, who are also the Trustees and the Directors of the School.

30. Prior year adjustment

The tangible fixed assets opening cost and depreciation have been restated to agree to the School's fixed asset register following a review of the historical assets recorded in the fixed asset register and the depreciation charged thereon.

The restatement has resulted in a decrease to the tangible fixed asset net book value at the start of the year of £76,736 with a corresponding reduction in the brought forward reserves. The full impact was to unrestricted reserves.

STAFFORD INDEPENDENT GRAMMAR SCHOOL

England & Wales - Charity number 513031

Accounts

Registered number: 01657702
Charity number: 513031

STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)

GOVERNOR'S REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)

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STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS GOVERNORS AND ADVISERS FOR THE YEAR ENDED 31 AUGUST 2021

Governors	Mrs S Burns Dr M L Bush (appointed 28 September 2020) Mr T Carson Mrs J Causer, Chair Mrs J Colman Rev J Davis Mr A S Firth (appointed 21 June 2021) Mr J Johnson Mr B W J Phillips (appointed 28 September 2020) Mr B J Baggott (resigned 2 July 2021) Mr J C Lotz (resigned 2 July 2021) Mr D M Pearsall (resigned 2 July 2021) Mr A J Wright (resigned 1 March 2021)
Company registered number	01657702
Charity registered number	513031
Registered office	Burton Manor Stafford Staffordshire ST18 9AT
Company secretary	Mr S R Baum
Chief executive officer	Mr L H Thomas
Independent auditor	Cooper Parry Group Limited Chartered Accountants One Central Boulevard Blythe Valley Business Park Solihull West Midlands B90 8BG

GOVERNORS' REPORT
FOR THE YEAR ENDED 31 AUGUST 2021

The Governors of Stafford Independent Grammar School ("the School") present their annual report together with the audited financial statements for the year ended 31 August 2021.

The School also operates under the name Stafford Grammar School.

AIMS AND OBJECTIVES

Policies and objectives

The School's principal objective is to promote and advance education. The School principally provides education for boys and girls in Stafford and the surrounding areas from the ages of 4-18. Stafford Grammar School comprises the Preparatory School (4-11), Senior School (11-16) and Sixth Form (16-18). Stafford Grammar School aims to ensure that all pupils fulfil their academic and personal potential within a caring family atmosphere and where pupils are known as individuals and nurtured accordingly. The School strives to create a community of happy, caring and confident individuals. During the year the School averaged 418 pupils (2020: 420).

Almost all Year 6 pupils from the Preparatory School moved into the Senior School.

In pursuance of the School's principal objective, the School:

- Awards scholarships and bursaries to encourage excellence and to enable children from families, who would not otherwise be able to afford to pay fees, to access the education the School offers.
- Has the necessary powers to conduct and develop (and if appropriate make acquisitions relating to) the School undertaking known as Stafford Independent Grammar School.

Strategies for achieving objectives

Our main objectives at the start of the year were:

- To maintain and enhance the pupil roll.
- To continue to widen access and provide a public benefit.
- To maintain current high levels of academic achievement through consistent excellent performance in public examinations, at the same time as maintaining our sporting and cultural activities.
- To maintain consistent and sustainable financial resilience in light of the challenges posed by the Covid-19 pandemic.

Throughout the coronavirus pandemic and the ongoing disruption to schools, Stafford Grammar School has sought to support parents whilst at the same time ensuring the financial stability of the School.

Considerations relevant to achieving objectives

- The effect of the current economic climate and the affordability of fees by our parents.
- To keep tuition fees as low as possible given the aims and objectives of the School.
- Class sizes of a maximum of 20 as far as reasonably practicable at Key Stage 2 and above, which allows pupils time to develop academically and attain well-rounded personalities.
- Maintaining the current high level of academic achievement as measured by external public examinations and independent standardised assessment criteria.
- Maintaining a reasonable net surplus level against a continuing threatening political environment by ensuring that strategies for controlling costs and capital expenditure continue to be robust and effective.
- Maximising access to the School still further by the provision of means-tested bursaries equivalent to 24 full fee paying places for the year commencing on 1 September 2020.

The School continues to strive to make the fees affordable for parents to enable them to keep their children at Stafford Grammar School and to attract new families to the School.

COVID-19

No review of the year would be complete without acknowledging the significant impact of the Covid-19 pandemic on the School. The lockdown in January 2021 created further disruption to School routines, and further challenges for many families. Again, the School implemented an outstanding programme of online teaching and learning which ensured the delivery of a full curriculum to students. The pandemic has also exacerbated mental health issues faced by young people, and the School has endeavoured to support students through these challenging times. During these challenging periods significant cost savings were implemented to limit the financial impact on the School.

PUBLIC BENEFIT

The School remains committed to the aim of providing public benefit and offering wider access to the education the School offers, by awarding scholarships and means tested bursaries to those unable to pay for an independent education.

During the year, the School awarded bursaries and scholarships totalling £600,279 (2020: £736,398) to 124 (2020: 155) pupils. Within this total, means-tested awards, based on a sliding scale according to family financial circumstances totalling £314,782 (2020: £266,125), were awarded to 65 pupils (2020: 101 pupils), equivalent to 24 (2020: 21) full fee paying places.

In addition to bursaries, the School has engaged in a number of activities that provide a public benefit. As an example, the School enters into arrangements with local maintained schools, under which their pupils attend an annual choral day event involving a series of teaching workshops culminating in an evening show for parents. Also, local community groups and organisations have benefited from being able to use the wide range of facilities and resources available at the School. The School has also provided support with university applications and interview preparation for Sixth Form students at a local maintained secondary school.

Stafford Grammar School also runs a 'Music in Primary Schools' programme, through which the School's Director of Music visits local primary schools to deliver music workshops and classes. As a result, over 40 children from local primary schools now receive music lessons because of Stafford Grammar School's outreach programme.

Charitable support and activities

During the course of the year £3,076 was donated to Katharine House Hospice along with the Poppy Appeal, Little Acorns, the Donna Louise Trust, House of Bread, Cancer Research, Young Minds, Save the Children, Children In Need and Read for Good. All pupils are expected to take part in supporting charities through form challenges in which they plan and design a fund-raising activity and nominate a charity to support.

ACHIEVEMENTS AND PERFORMANCE

Review of significant activities

a. Curriculum

The National Curriculum provides the basis for Stafford Grammar School's broad and balanced curriculum. The School encourages excellence in all areas. Class sizes are small, which enables individual attention for each pupil and personalised tracking of progress. Options are chosen at the end of Year 9 (although some subjects introduce GCSE content in Year 9) for GCSE, and support is provided for pupils in making their choices.

Stafford Grammar School currently enters Sixth Form students for AS level qualifications where they exist. Typically, students begin the Sixth Form with 4 AS subjects, continuing with 3 to the full A-level at the end of the second year. Almost all students go on to study at university (with a small number choosing degree apprenticeships), many at Russell Group universities and the majority of students go on to study at their first choice university.

Personal, Social, Health and Economic (PSHE) and Relationships and Sex Education (RSE) is covered through our dedicated 'Life and Wellbeing' programme and pupils receive lessons in each fortnightly cycle. Despite the disruption caused by the Covid-19 pandemic, Stafford Grammar School has implemented the new RSE curriculum in full as well as additional 'drop-down' days with dedicated time off timetable for each year group to focus on a range of RSE topics. We have also launched a cross-schools project with another independent school to educate and engage students in responding to issues around sexual harassment in society and the significant issues raised by the Everyone's Invited website.

b. Teaching and learning during lockdown

A further lockdown and the closure of schools in January 2021 meant that Stafford Grammar School once again implemented a full online teaching and learning programme. A full curriculum was delivered to pupils in live, online lessons taught by our dedicated team of specialist teachers.

c. Examination results

This year we achieved excellent results at A-level, enabling most students to get into their first choice university. 91% (2020:89%) of A-level results were A*- B grades and our total pass rate at A*-E grades was 100% (2020:100%). The GCSE results were also excellent. 74% (2020: 66%) were 9-7 and 100% were at 9-4 (2020:100%). National league tables in newspapers place our results above those of most local independent and maintained schools.

These excellent results are a testament to the hard work of our students throughout a very challenging 18 months, and the continued dedication, professionalism and commitment of our teachers.

d. The House system

Inter-House competition continues to thrive at the School, with events taking place throughout the year with all sporting events resuming after the lockdown. This provides opportunities for the School to instil the values of team work and commitment. Sporting competitions include: football, cricket, cross-country, hockey, netball and tennis. In addition, the Houses compete in an annual Sports Day at a local sports stadium. The Houses also compete in a technology competition, ('The Great Egg Race'), a baking competition and a public speaking competition. The three Houses significantly add to the spirit of Stafford Grammar School and the Heads of House maintain pastoral and academic management for all pupils in their House.

As well as the House activities and House assemblies which build a strong sense of community, we also introduced a new tutorial programme delivered during form periods by tutors. Some of this programme supplements the formal 'Life and Wellbeing' programme through which PSHE and RSE is delivered and other parts of the programme enable students to appreciate art, music and literature to enhance their cultural awareness and appreciation.

e. Other activities

The School is fortunate in having staff who are willing to devote time to a wide range of extra-curricular activities, designed to enrich pupils' experiences over and above the School curriculum. The aim of these activities is to develop pupils as confident, articulated and well-rounded individuals who are well-prepared for life beyond School.

We have a thriving Forest School for all year groups in the Prep. School to enable pupils to experience the

outdoors in a woodland area of our extensive School site. The Forest School also builds pupils' confidence, self-esteem and a sense of wellbeing.

f. Performing arts – music and drama

Music continues to excel at Stafford Grammar School, with the Music Department performing around 40 concerts a year. The Music Department runs numerous groups and ensembles, including: Big Band, Concert Band, Orchestra, Dixie Band, 'Little Big' Band, Choir, Chamber Choir, Flute Group and Saxophone Group. The music groups perform in national and international competitions, regularly receiving platinum, gold and silver awards. Several of our musicians perform with the National Youth Orchestra. The Music Department also organises a biennial international tour. Major concerts take place in School at Christmas and Easter. This year has been different with the lockdown situation, but our Music Department performed and recorded songs for virtual online concerts shown widely on social media.

Drama goes from strength to strength at Stafford Grammar School, with very high-quality productions taking place each year. Typically, there is a junior play (Years 7-9) and a whole-school musical production in the senior school. Sadly we were unable to stage a whole School musical in March 2021, but have already begun rehearsals for the 2022 production. The Prep. School produces at least two plays each year, as well as performing in their own Christmas concert.

Stafford Grammar School pupils are also prepared for LAMDA examinations, with a wide range of students achieving success each year. We have three new LAMDA teachers in School delivering lessons to pupils from the Prep. School up to the Sixth Form.

The provision in performing arts at Stafford Grammar School has been enhanced by the creation of a new dance and drama studio. This facility has proven very popular with students and we have three peripatetic dance teachers delivering a range of dance lessons to students as well as use on Saturdays by a local theatre, dance and drama school.

In addition, we have been able to use a generous donation from a parent to renovate our theatre space. We have re-located the School library and removed the mezzanine structure from the theatre space to create a more impressive theatre with a much-improved view of the stage. Our own maintenance team has carried out the renovations and redecoration to minimise the project cost and we look forward to our first School production in the new space next March.

g. Sport

The School continues to play competitive football, rugby, cricket, hockey, netball and rounders. In addition, pupils are entered for competitions in cross country, athletics and swimming. We have a team of pupils who enter national skiing competitions. Individual successes this year include several pupils who have been selected for county teams in their various sports.

In order to develop the sports provision at Stafford Grammar School, a new AstroTurf MUGA (Multi Use Games Area) pitch has been installed over the summer of 2021 on the site of a disused bowling green. This is already in regular use for hockey and football training.

h. Duke of Edinburgh's Award

The Duke of Edinburgh scheme continues to thrive with pupils achieving a very high number of bronze, silver and gold awards each year.

i. School trips

Despite the limitations placed on trips due to the pandemic (such as the cancellation of our usual trips to France and Germany and an international music tour), we began to run trips again as soon as restrictions lifted. We are

now arranging sports trips, local theatre and London visits and look forward to returning to our full range of trips as soon as possible.

j. School transport

The School runs a fleet of minibuses in order to get pupils from their home address to the School which, due to its popularity and convenience for parents, is growing in size to accommodate the increase in demand. The size of the fleet was increased to 17 in April 2021. Each route is reviewed annually to provide as near as practicable a 'door to door' daily service for pupils attending School. There is a knock-on environmental advantage to doing this in that it saves in the order of 100,000 car journeys per year which would otherwise have had to be undertaken by parents. An important secondary function is to transport pupils to the many sporting, musical, curricular and extra-curricular venues visited during the course of the School year.

FINANCIAL REVIEW

Results for the year

The School's net income surplus for the year amounted to £214,118 (2020: £60,292), which the Governors consider to be a good result, the best since 2016, given the unprecedented impact of the Covid-19 pandemic and given the decision of the governing body to freeze School fees at the 2019-2020 level to assist parents in these difficult times.

The hiring out of the School's sports hall and facilities during evenings and holiday periods (lockdown permitting) contributed towards the School's income surplus.

The School's total income for the year increased by £80,767, up by 1.7 % (2020: 0.10% increase), on the previous year. However, the total expenditure for the year reduced by £73,059, down by 1.6% (2020: 2.01% increase).

One of the main objectives of the School is to maintain the pupil roll at a realistic level and the Governors, principally through the Finance, Development and Audit Committee, regularly review pupil retention and recruitment, including strategies to be adopted and activities to be undertaken in support of this key objective of the School.

Key performance indicators

The main performance metrics of the School are pupil numbers and successes at GCSE and A-levels as well as pupils getting into their first choice university; these have already been set out in other areas of this report. The future prosperity of the School is closely linked to these figures.

Some of the other indicators we use to monitor the financial health of the School are:

	2021	2020
% Costs to net income	91%	96%
% Teaching salaries to net income	58%	60%
% Support salaries to net income	15%	16%
% Net surplus to net income	4.8%	0.06%
Current ratio	12.54	2.05

All of which indicate an improving trend. The cash flow forecast for the next two years is also encouraging.

Going Concern

It is critical that shortfalls are tackled in turbulent times as financial resilience will help the School to stay flexible and adaptable to unexpected changes in pupil numbers and to manage unplanned costs. The expenditure of the

School is dominated by staff salaries which amount to 73% of net income, nevertheless opportunities for reducing costs, without adversely affecting performance, are identified and actioned when possible.

A second wave of Covid-19 hit the UK in the autumn of 2020 causing disruption to the School's normal operation as well as a complete lockdown in January 2021. Financial modelling with sensitivity analysis to look at several deteriorating situations was undertaken which demonstrated cash resilience to the end of FY2022 even with a substantial reduction in pupil numbers and without the need for support from the bank. After making appropriate enquiries, the Governors have concluded that it is reasonable to expect that the School will generate sufficient resources to continue in operational existence for the foreseeable future and meet all of its financial obligations. It is clear from the cash flow predictions for varying degrees of risk and the Statement of Financial Activities that the School can continue to pay its normal creditors when payments are due and satisfy the covenants required by the current bank loan which will be paid off in December 2021. Additionally it is considered that, after examining likely future risks to the business, that there will be sufficient funds to continue in operation should one of those risks materialise. As a matter of course Governors consider the financial risks to the School at formal meetings and also informally on a monthly basis by reviewing the management accounts. An important additional factor is that during the Covid-19 pandemic the Governors and Senior Leadership Team have clearly demonstrated their ability to make difficult strategic and operational decisions to mitigate financial risk and protect the future viability of the School as well as supporting key initiatives to further develop the facilities of the School (e.g. the Dance Studio, Theatre Project and AstroTurf Pitch) maintaining its attractiveness to current and future parents and pupils. For this reason the Governors have continued to adopt a going concern basis in preparing the School's financial statements.

Financial and general risk management

The Governors have assessed the major risks to which the School is exposed, in particular those related to the operations and finances of the School, and are satisfied that systems and procedures are in place to mitigate its exposure to the major risks.

The principal short and long term risks facing the School are considered to be:

- Affordability of an independent school education to our parents in relation to household income and other financial pressures. The Governors' policy is to set annual fee increases as low as possible commensurate with the costs of running the School and the need to invest for the future.
- The Coronavirus pandemic has posed both financial and general risk to the operation of the School which has required very careful management by both the Governors and Senior Leadership Team to minimise its impact on the general operation of the School and its financial well-being.
- Operational costs of running an independent school, including staffing, facilities, assets, pensions and utilities.
- As a strategic risk reduction measure in the spring of 2020 the Governors committed to leaving the Teachers' Pension Scheme on 31 August 2020. This was due to employers' contributions rising from 16.48% to 23.68% in September 2019 thereby impacting on the affordability of the pension scheme and the overall financial health of the School. The new pension scheme, implemented successfully on 1 September 2020, is called APTIS is and offered by AVIVA as a defined contribution pension scheme as opposed to the previous defined benefit Teachers' Pension Scheme. This significant decision saved the School £23,310 in expenditure during the course of 2020-2021 and is a major contributor to an overall reduction in costs for the future.
- During the autumn of 2020 a streamlining of the support staff function was undertaken which led to a reduction of 7 posts and this will save £125,789 per annum in future years.
- Cybercrime attacks on schools. The impact of this has been mitigated by having strong firewalls and IT protocols in place. It is planned to use an external consultant during the next year to review the actual risk to the School, highlight any weak areas and propose any improvements to the system. In addition, the School carries insurance against cybercrime.
- Regulatory and compliance burdens such as safeguarding to ensure the health and well-being of our pupils

and staff under the protection and guidance of the School.

- Culture and complacency due to the changing political and social environment and our responsiveness to changes.
- It is noted that Brexit continues to bring wide ranging uncertainty, therefore an ongoing review and decision process of all factors that may have a significant effect on the School will be implemented and follow up action taken to mitigate any risks ensuing. For instance, the availability and cost of raw materials will have an impact on the operation of the School.
- Recruitment and retention of quality teachers with relevant skills.
- Loss of business rate relief and charitable status, as well as the imposition of VAT on school fees due to political change.
- Lack of a strategy to deal with future waves of the pandemic. This has been mitigated by very regular communication with the various professional bodies associated with independent education who advise the School on legislative and regulatory measures and on sector best practice.

In the opinion of the Governors, the School has established resources and a review system whereby detailed considerations of risk are delegated to the appropriate Committees. Risks are identified, assessed and controls established throughout the year.

The generic controls used by the School to mitigate risks include:

- Formal agendas for all Committee and Board activity;
- Comprehensive strategic planning, budgeting and management accounting
- Established organisational structure and lines of reporting
- Formal written policies.
- Hierarchical authorisation and approval levels for financial decision making
- Vetting procedures as required by law for the protection of the vulnerable.

The Governors regularly review the effectiveness of current plans and strategies for managing all identified principal risks for the School.

Health and Safety is always a significant area for risk management. The risks range from fire and infrastructure to personal risks. These risks are minimised by thorough planning and risk assessment. The Health and Safety Committee regularly reviews the perceived risks to the School and best practice to deal with them.

Fees

The Governors are mindful of the economic outlook and are aware that fees need to be affordable and realistic. Key financial decisions in the year included the decision to freeze School fees from January 2021 until September 2021 and to move the annual review of fees to the spring term of each academic year. A modest, below inflation, fee increase of 1.8% was applied from September 2021 in order to maintain affordability for parents while providing the funds necessary to meet inflation increases in expenditure and to further invest in the School infrastructure.

Principal funding and reserves policy

The Governors recognise the need for prudent financial management and to build up reserves over time.

The School's policy is to build reserves sufficient to enable it to meet its short-term financial obligations in the event of an unexpected revenue shortfall.

The Governors view the development plan for the School as the most effective and prudent way to ensure the long term future of the School.

Free reserves at the balance sheet date were £683,732.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The School is registered as a charitable company limited by guarantee (number 513031) and constituted under the Articles of Association dated 11 August 1982, as amended by special resolution on 1 March 2021.

The changes made to the Articles of Association this year are,

- That a Governor/ Trustee is appointed for an initial term of office of 5 years and a possible additional period of 4 years giving a maximum period of 9 years as a Governor/ Trustee. This reflects the recommendations of the Association of Governing Bodies of Independent Schools and the Charity Code of Conduct for England and Wales.
- That the Chair of Governors stands down as a Governor/ Trustee after relinquishing the post of Chair of Governors.
- That Governors/ Trustees will not be remunerated for carrying out their duties other than for incidental personal expenses incurred solely on School business.
- That virtual meetings will be allowed for.
- That the Company Secretary/ Clerk to Governors cannot be a Governor or Trustee.

Policies adopted for the induction and training of Governors

New Governors are inducted into the workings of the School, including Governing Body policies and procedures at meetings with the Head and Bursar. The new Governors are also able to attend specialist external courses on the role and responsibilities of charity trustees.

Members of the Governing Body attend internal and external trustee training and information briefings designed to keep them informed and updated on current issues in the sector and regulatory requirements.

Pay policy for senior and other staff

The remuneration of senior staff members is reviewed annually by the Headmaster in conjunction with advice and recommendations given by selected members of the Governing Body. The Remuneration Committee reviews, on an annual basis, the remuneration of the Headmaster.

Reference is made to comparisons contained within independent schools' peer group benchmarking survey reports so as to ensure that the School remains aware of (and is able to take into account) pay and employment conditions elsewhere in the independent and state sectors.

Generally, the School aims to recruit, subject to experience, at the lower to median point within a band, providing scope for rewarding excellence. Delivery of the School's charitable role is primarily dependent upon our key management personnel and staff costs are the largest single element of the School's charitable expenditure.

Organisational structure and decision making

The members of the Governing Body, as the charity trustees, are legally responsible for the overall management and control of the School. They meet at least three times a year. The work of implementing their policies is carried out by five committees, which meet as required:

- The Finance, Development and Audit Committee scrutinises revenue, the budget, financial risk and capital expenditure. This Committee also supervises and finalises the audited financial statements and annual report for approval by the Governing Body. The Committee is chaired by Mr Brett Phillips.

- The Remuneration Committee sets the remuneration of key management personnel, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them

fairly and responsibly for their individual contributions to the School's success. The Committee is chaired by Mrs Judith Colman.

- The Education and Standards Committee scrutinises procedures implemented by the School for regulatory compliance and oversight of the School's educational provision. The Committee is chaired by Dr Marie Bush.

- The Health and Safety Committee ensures that all relevant statutory requirements are being complied with and that the Health and Safety Policy requirements are met. The Committee is chaired by Mr John Johnson.

The day-to-day running of the School is delegated to the Headmaster, Deputy Head – Pupils and Staff, Deputy Head – Academic and Operations, Bursar and Head of the Preparatory School, as the key management personnel and Senior Leadership Team (SLT). The Headmaster and Bursar attend meetings of the Governing Body's Committees.

PLANS FOR FUTURE PERIODS

The School's current Development Plan was created by the Headmaster and SLT, in consultation with the Governors in September 2021, and is reviewed regularly. The primary future plans for the School are set out in the core elements of the plan. These are:

- To continue to ensure the School site provides a safe and attractive environment for pupils, staff and visitors alike.
- To provide a happy and secure pastoral environment, in which all pupils are offered opportunities for leadership and service to others.
- To provide a stimulating and enjoyable learning environment in which pupils can develop their academic potential to the full.
- To increase the capability of the School to offer education to children whose parents are unable to afford full fees.
- To ensure the School plays a significant part in the life of the local community, sharing facilities and seeking local partnerships wherever possible.

GOVERNORS' RESPONSIBILITIES STATEMENT

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

Company law requires the Governors to prepare financial statements for each financial year. Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Governors are required to:

- Select suitable accounting policies and then apply them consistently.

- Observe the methods and principles in the Charities SORP.

- Make judgments and accounting estimates that are reasonable and prudent.

- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

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

Disclosure of information to Auditors

In so far as each of the Governors, as Directors of the charitable company, at the date of this report is aware there is no relevant audit information of which the charitable company's auditors are unaware, and:

- Each member of the Governing Body has taken all the steps that he or she should have taken as a member of the Governing Body in order to make him or her aware of the relevant audit information and to establish that the charitable company's auditors are aware of that information.
- Other than two Governors having children as pupils at the School no Governor has any related party relationships with respect to Stafford Grammar School.

Approved by order of the members of the Board of Governors and signed on their behalf by:

JDCauser

Mrs J Causer
Chair

Date: 24.1.22.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STAFFORD INDEPENDENT GRAMMAR SCHOOL

Opinion

We have audited the financial statements of Stafford Independent Grammar School (the 'charitable company') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law 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 its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the 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 United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STAFFORD INDEPENDENT GRAMMAR SCHOOL (CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's report thereon. The Governors are responsible for the other information contained within the Annual 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Governors' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Governors' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF STAFFORD INDEPENDENT GRAMMAR SCHOOL (CONTINUED)

Responsibilities of trustees

As explained more fully in the Governors' responsibilities statement, 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:
Our assessment focussed on key laws and regulations the charitable company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, taxation legislation, data protection, safeguarding, anti-bribery and employment legislation.

We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the charitable company and how the charitable company are complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the charitable company's control environment and how the charitable company have applied relevant control procedures, through discussions with Governors and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the charitable company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk

increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. 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. 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 charitabie company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Cooper Parry Group Limited

Nick Simkins (Senior statutory auditor)
for and on behalf of
Cooper Parry Group Limited
Chartered Accountants
Statutory Auditor
One Central Boulevard
Blythe Valley Business Park
Solihull
West Midlands
B90 8BG

Date: 24/1/2022

STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 AUGUST 2021

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	As restated Total funds 2020 £
Income from:					
Donations and legacies	3	6,470	-	6,470	24,500
Charitable activities	4	4,624,444	-	4,624,444	4,438,130
Other trading activities		6,733	-	6,733	21,187
Investments	5	927	-	927	4,197
Other income	6	80,462	-	80,462	150,255
Total income		4,719,036	-	4,719,036	4,638,269
Expenditure on:					
Raising funds	7	7,313	-	7,313	10,371
Charitable activities	8	4,494,667	2,938	4,497,605	4,567,606
Total expenditure		4,501,980	2,938	4,504,918	4,577,977
Net movement in funds		217,056	(2,938)	214,118	60,292
Reconciliation of funds:					
Total funds brought forward		4,855,745	24,500	4,880,245	4,819,953
Net movement in funds		217,056	(2,938)	214,118	60,292
Total funds carried forward		5,072,801	21,562	5,094,363	4,880,245

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 19 to 38 form part of these financial statements.

STAFFORD INDEPENDENT GRAMMAR SCHOOL

(A company limited by guarantee)
REGISTERED NUMBER: 01657702

BALANCE SHEET
AS AT 31 AUGUST 2021

	Note	2021 £	2021 £	As restated 2020 £	As restated 2020 £
Fixed assets					
Tangible assets	13		4,382,599		4,295,219
			4,382,599		4,295,219
Current assets					
Stocks	14	5,220		5,366	
Debtors	15	51,596		149,539	
Cash at bank and in hand		1,234,426		1,051,062	
		1,291,242		1,205,967	
Creditors: amounts falling due within one year	16	(565,980)		(586,566)	
Net current assets			725,262		619,401
Total assets less current liabilities			5,107,861		4,914,620
Creditors: amounts falling due after more than one year	17		-		(34,375)
Provisions for liabilities	19		(13,498)		-
Total net assets			5,094,363		4,880,245
Charity funds					
Restricted funds	20		21,562		24,500
Unrestricted funds	20		5,072,801		4,855,745
Total funds			5,094,363		4,880,245

The Governors acknowledge their responsibilities for complying with the requirements of the Companies Act with respect to accounting records and preparation of financial statements.

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

JDCauser

Mrs J Causer
Chair

Date: 24. 1. 22.

The notes on pages 19 to 38 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2021

	2021 £	2020 £
Cash flows from operating activities		
Net cash used in operating activities	525,307	42,298
Cash flows from investing activities		
Investment income receipts	927	4,197
Purchase of tangible fixed assets	(276,757)	(30,517)
Finance costs paid	(7,313)	(10,371)
Net cash used in investing activities	(283,143)	(36,691)
Cash flows from financing activities		
Repayments of borrowing	(58,800)	(55,922)
Net cash used in financing activities	(58,800)	(55,922)
Change in cash and cash equivalents in the year	183,364	(50,315)
Cash and cash equivalents at the beginning of the year	1,051,062	1,101,377
Cash and cash equivalents at the end of the year	1,234,426	1,051,062

The notes on pages 19 to 38 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

1. General information

Stafford Independent Grammar School (the School) is an incorporated charitable company which is limited by guarantee, (registered company no. 01657702), (charity no. 513031), registered in England & Wales. The members of the company are the Governors named on page1. In the event of the School being wound up, the liability in respect of the guarantee is limited to £1 per member of the School. The School's registered address and principal place of business is Stafford Independent Grammar School, Burton Manor, Stafford, Staffordshire, ST18 9AT.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Stafford Independent Grammar School meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared in sterling, which is the functional currency of the School. Monetary amounts in these financial statements are rounded to the nearest £.

2. Accounting policies (continued)

2.2 Going concern

It is critical that shortfalls are tackled in turbulent times as financial resilience will help the School to stay flexible and adaptable to unexpected changes in pupil numbers and to manage unplanned costs. The expenditure of the School is dominated by staff salaries which amount to 73% of net income, nevertheless opportunities for reducing costs, without adversely affecting performance, are identified and actioned when possible.

A second wave of Covid-19 hit the UK in the autumn of 2020 causing disruption to the School's normal operation as well as a complete lockdown in January 2021. Financial modelling with sensitivity analysis to look at several deteriorating situations was undertaken which demonstrated cash resilience to the end of FY2022 even with a substantial reduction in pupil numbers and without the need for support from the bank. After making appropriate enquiries, the Governors have concluded that it is reasonable to expect that the School will generate sufficient resources to continue in operational existence for the foreseeable future and meet all of its financial obligations. It is clear from the cash flow predictions for varying degrees of risk and the Statement of Financial Activities that the School can continue to pay its normal creditors when payments are due and satisfy the covenants required by the current bank loan which will be paid off in December 2021. Additionally it is considered that, after examining likely future risks to the business, that there will be sufficient funds to continue in operation should one of those risks materialise. As a matter of course Governors consider the financial risks to the School at formal meetings and also informally on a monthly basis by reviewing the management accounts. An important additional factor is that during the Covid-19 pandemic the Governors and Senior Leadership Team have clearly demonstrated their ability to make difficult strategic and operational decisions to mitigate financial risk and protect the future viability of the School as well as supporting key initiatives to further develop the facilities of the School (e.g. the Dance Studio, Theatre Project and AstroTurf Pitch) maintaining its attractiveness to current and future parents and pupils. For this reason the Governors have continued to adopt a going concern basis in preparing the School's financial statements.

2.3 Income

All income is recognised once the School has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Fees receivable and charges for services and use of premises are accounted for in the period in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions granted by the School. Scholarships are assessed and awarded on a pupil's merit. Bursaries are considered on the basis of a declaration of income and liabilities from the parents applying for such an award.

Other income relates to income from the Coronavirus Job Retention Scheme. This is a government grant and is therefore recognised in the period that it is receivable. Where entitlement occurs before income is received, the income is accrued.

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the School.

Charitable activities and governance costs are costs incurred on the School's educational operations, including support costs and costs relating to the governance of the School apportioned to charitable activities. Costs of raising funds are those costs incurred in attracting income and those incurred in trading activities that raise funds for the School,

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the School; this is normally upon notification of the interest paid or payable by the bank.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation (continued)

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following basis:

Freehold property	-	2% straight line
Motor vehicles	-	20% straight line
Fixtures and fittings	-	10% straight line
Office equipment	-	20% straight line
Other fixed assets	-	20% straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of financial activities.

2.7 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

2.8 Debtors

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

2.9 Cash at bank and in hand

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

2.10 Liabilities and provisions

Liabilities and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the School anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2. Accounting policies (continued)

2.11 Financial instruments

The School only has financial assets and financial 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.12 Operating leases

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

2.13 Pensions

The School operates two defined contribution pension schemes and the pension charge represents the amounts payable by the School to the schemes' funds in respect of the year.

2.14 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Governors in furtherance of the general objectives of the School and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Governors for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the School for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

2.15 Critical accounting estimates and areas of judgement

Estimates, forecasts and judgements are regularly evaluated and based on historical data, changes in School or national policies as well as predicted future trends that are believed to be reasonable or likely under the prevailing circumstances at the time. The resulting forecasts will always have a margin of uncertainty and rarely be an exact match for actual outturns depending on the fidelity of the assumptions used in constructing the forecast. Notwithstanding the current economic uncertainty brought about by the ongoing Coronavirus pandemic, the Governors consider that accounting forecasts, assumptions and judgements made will not have a significant difference to the amounts of assets and liabilities carried forward in the next financial year. Depreciation policies are applied to each asset category in order to reflect the useful economic life of the assets. It is considered that there are sufficient procedures, policies, checks and controls in place to monitor the financial health of the School on a near continual basis. The School also makes judgements regarding the recovery of debt from trade debtors. If these are not believed to be recoverable based on their knowledge and experience, then these amounts will be provided for in the accounts of the School.

3. Income from donations and legacies

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations	6,470	-	6,470	24,500
Total 2020	-	24,500	24,500	

4. Income from charitable activities

	Unrestricted funds 2021 £	Total funds 2021 £	As restated Total funds 2020 £
Gross school fees	5,229,708	5,229,708	5,309,518
Scholarships, bursaries and discounts	(887,232)	(887,232)	(1,185,215)
Other education income	282,012	282,012	307,702
Donations	(44)	(44)	6,125
Total 2021	4,624,444	4,624,444	4,438,130
Total 2020 as restated	4,438,130	4,438,130	

5. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Bank interest	927	927	4,197
Total 2020	4,197	4,197	

6. Other income

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Coronavirus Job Retention Scheme	80,462	80,462	150,255
Total 2020	150,255	150,255	

7. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Bank interest and charges	7,313	7,313	10,371
Total 2020	10,371	10,371	

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	As restated Total funds 2020 £
Teaching	2,852,172	-	2,852,172	2,800,190
Prep School	663,790	-	663,790	685,481
Transport	215,409	-	215,409	234,330
Sports Hall	26,198	-	26,198	32,901
Premises	709,143	2,938	712,081	743,749
Governance	27,955	-	27,955	70,955
	4,494,667	2,938	4,497,605	4,567,606
Total 2020 as restated	4,567,606	-	4,567,606	

Summary by expenditure type

	Staff costs 2021 £	Depreciation 2021 £	Other costs 2021 £	Total funds 2021 £	As restated Total funds 2020 £
Teaching	2,144,166	-	708,006	2,852,172	2,795,878
Prep School	653,199	-	10,591	663,790	685,482
Transport	151,607	-	63,802	215,409	234,330
Sports Hall	-	-	26,198	26,198	32,901
Premises	521,295	187,848	2,938	712,081	748,060
Governance	-	-	27,955	27,955	70,955
	3,470,267	187,848	839,490	4,497,605	4,567,606
Total 2020 as restated	3,514,437	192,318	860,851	4,567,606	

9. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £	As restated Total funds 2020 £
Teaching	2,326,131	526,041	2,852,172	2,795,878
Prep School	632,097	31,693	663,790	685,482
Transport	215,409	-	215,409	234,330
Sports Hall	26,198	-	26,198	32,901
Premises	-	712,081	712,081	748,060
Governance	-	27,955	27,955	70,955
	3,199,835	1,297,770	4,497,605	4,567,606
Total 2020 as restated	3,241,173	1,326,433	4,567,606	

Analysis of direct costs

	Teaching 2021 £	Prep School 2021 £	Transport 2021 £	Sports Hall 2021 £	Total funds 2021 £	Total funds 2020 £
Staff costs	2,081,851	624,124	151,607	-	2,857,582	2,882,980
Subject materials and supplies	121,969	6,646	-	-	128,615	126,952
School transport costs	985	-	-	-	985	22,542
Seminars and training courses	8,782	1,327	-	-	10,109	15,127
Travelling and motor expenses	224	-	63,802	-	64,026	63,321
Light and heat	-	-	-	22,203	22,203	28,912
Catering costs	57,619	-	-	-	57,619	57,019
Sundry expenses - sports hall	-	-	-	3,995	3,995	3,989
Marketing	54,701	-	-	-	54,701	40,331
	2,326,131	632,097	215,409	26,198	3,199,835	3,241,173
Total 2020	2,318,305	655,637	234,330	32,901	3,241,173	

9. **Analysis of expenditure by activities (continued)**

Analysis of support costs

	Teaching 2021 £	Prep School 2021 £	Premises 2021 £	Governance 2021 £	Total funds 2021 £	As restated Total funds 2020 £
Staff costs	62,315	29,075	521,295	-	612,685	631,457
Depreciation	-	-	187,848	-	187,848	192,318
Postage, printing, stationery & advertising	4,598	-	-	-	4,598	6,568
Insurances	47,493	-	-	-	47,493	37,692
Marketing	10,317	-	-	-	10,317	10,317
Telephone	17,952	-	-	-	17,952	7,791
Maintenance and repairs	78,185	-	2,938	2,181	83,304	77,182
Business & water rates	34,624	-	-	-	34,624	34,245
Light and heat	49,077	-	-	-	49,077	54,800
Subscriptions	43,405	1,711	-	-	45,116	44,526
Cleaning	19,092	-	-	-	19,092	24,456
Leasing charges	106,266	-	-	-	106,266	78,032
Sundry expenses	21,873	907	-	-	22,780	34,108
Consumable computer expenses	6,778	-	-	-	6,778	14,164
Professional fees	5,442	-	-	25,774	31,216	75,913
Bad debts	18,624	-	-	-	18,624	2,864
	526,041	31,693	712,081	27,955	1,297,770	1,326,433
Total 2020 as restated	477,573	29,845	748,060	70,955	1,326,433	

10. Auditor's remuneration

	2021 £	2020 £
Fees payable to the charitable company's auditor for the audit of the charitable company's annual accounts	11,000	18,408
Fees payable to the charitable company's auditor in respect of:		
All non-audit services not included above	800	2,868

11. Staff costs

	2021 £	2020 £
Wages and salaries	2,812,829	2,759,332
Social security costs	256,829	265,254
Other pension costs	400,609	489,851
	3,470,267	3,514,437

The average number of persons employed by the charitable company during the year was as follows:

	2021 No.	2020 No.
Teaching staff	56	61
Support staff	48	50
	104	111

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2021 No.	2020 No.
In the band £60,001 - £70,000	5	2

The total remuneration and benefits received by key management personnel for the year was £332,287 (2020: £407,668).

Redundancy payments were made to 7 employees totalling £41,119.

12. Governors' remuneration and expenses

During the year, no Governors received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 August 2021, no Governor expenses have been incurred (2020 - £NIL).

13. Tangible fixed assets as restated

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Office equipment £	Other fixed assets £	Total £
Cost or valuation						
At 1 September 2020	5,856,778	461,820	392,809	1,267,607	196,680	8,175,694
Additions	108,074	95,253	50,352	23,078	-	276,757
Disposals	-	-	-	(5,400)	-	(5,400)
At 31 August 2021	5,964,852	557,073	443,161	1,285,285	196,680	8,447,051
Depreciation						
At 1 September 2020	1,787,912	461,820	248,237	1,188,924	193,582	3,880,475
Charge for the year	105,802	12,506	38,676	29,228	1,635	187,847
On disposals	-	-	-	(3,870)	-	(3,870)
At 31 August 2021	1,893,714	474,326	286,913	1,214,282	195,217	4,064,452
Net book value						
At 31 August 2021	4,071,138	82,747	156,248	71,003	1,463	4,382,599
At 31 August 2020	4,068,866	-	144,572	78,683	3,098	4,295,219

14. Stocks

	2021 £	2020 £
Raw materials	3,878	3,064
Finished goods	1,342	2,302
	5,220	5,366

15. Debtors

	2021 £	2020 £
Due within one year		
Trade debtors	46,372	97,970
Other debtors	3,134	811
Prepayments and accrued income	2,090	50,758
	51,596	149,539

16. Creditors: Amounts falling due within one year

	2021 £	2020 £
Bank loans	31,496	55,921
Trade creditors	109,194	53,316
Other taxation and social security	67,441	68,518
Other creditors	26,857	80,187
Accruals and deferred income	330,992	328,624
	565,980	586,566

	2021 £	2020 £
Deferred income at 1 September 2020	304,198	295,760
Resources deferred during the year	315,273	304,198
Amounts released from previous periods	(304,198)	(295,760)
	315,273	304,198

All deferred income is made up of fees paid in advance.

17. Creditors: Amounts falling due after more than one year

	2021 £	2020 £
Bank loans	-	34,375

18. Financial instruments

	2021 £	2020 £
Financial assets		
Financial assets measured at fair value through income and expenditure	1,234,426	1,051,062

19. Provisions

	Exam fee refund £
Additions	13,498
	13,498

20. Statement of funds

Statement of funds - current year

	Balance at 1 September 2020 £	Income £	Expenditure £	Balance at 31 August 2021 £
Unrestricted funds				
Designated funds				
Sixth form	-	6,470	-	6,470
General funds				
General Funds - all funds	4,855,745	4,712,566	(4,501,980)	5,066,331
Total Unrestricted funds	4,855,745	4,719,036	(4,501,980)	5,072,801
Restricted funds				
Performing arts	24,500	-	(2,938)	21,562
Total of funds	4,880,245	4,719,036	(4,504,918)	5,094,363

20. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2019 £	As restated Income £	As restated Expenditure £	Balance at 31 August 2020 £
Unrestricted funds				
General Funds - all funds	4,819,953	4,613,769	(4,577,977)	4,855,745
Restricted funds				
Performing arts	-	24,500	-	24,500
Total of funds	4,819,953	4,638,269	(4,577,977)	4,880,245

The designated fund relates to a donation made in the year which has been allocated to the sixth form.

The restricted funds relates to a donation in the prior year which is to be used for performing arts and theatre renovation.

21. Summary of funds

Summary of funds - current year

	Balance at 1 September 2020 £	Income £	Expenditure £	Balance at 31 August 2021 £
Designated funds	-	6,470	-	6,470
General funds	4,855,745	4,712,566	(4,501,980)	5,066,331
Restricted funds	24,500	-	(2,938)	21,562
	4,880,245	4,719,036	(4,504,918)	5,094,363

21. Summary of funds (continued)

Summary of funds - prior year

	Balance at 1 April 2019 £	As restated Income £	As restated Expenditure £	Balance at 31 August 2020 £
General funds	4,819,953	4,613,769	(4,577,977)	4,855,745
Restricted funds	-	24,500	-	24,500
	4,819,953	4,638,269	(4,577,977)	4,880,245

22. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	4,382,599	-	4,382,599
Current assets	1,269,680	21,562	1,291,242
Creditors due within one year	(565,980)	-	(565,980)
Provisions for liabilities and charges	(13,498)	-	(13,498)
Total	5,072,801	21,562	5,094,363

Analysis of net assets between funds - prior year - as restated

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	4,295,219	-	4,295,219
Current assets	1,181,467	24,500	1,205,967
Creditors due within one year	(586,566)	-	(586,566)
Creditors due in more than one year	(34,375)	-	(34,375)
Total	4,855,745	24,500	4,880,245

23. Reconciliation of net movement in funds to net cash flow from operating activities

	2021 £	As restated 2020 £
Net income for the year (as per Statement of Financial Activities)	214,118	60,292
Adjustments for:		
Depreciation charges	187,847	192,318
Adjustments to fixed assets restatement	-	(57,402)
Investment income	(927)	(4,197)
Loss on the sale of fixed assets	1,530	-
Decrease/(increase) in stocks	146	(1,662)
Decrease/(increase) in debtors	97,943	(44,258)
Increase/(decrease) in creditors	17,337	(113,164)
Financing costs	7,313	10,371
Net cash provided by operating activities	525,307	42,298

24. Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand	1,234,426	1,051,062
Total cash and cash equivalents	1,234,426	1,051,062

25. Analysis of changes in net debt

	At 1 September 2020 £	Cash flows £	At 31 August 2021 £
Cash at bank and in hand	1,051,062	183,364	1,234,426
Debt due within 1 year	(55,921)	24,425	(31,496)
Debt due after 1 year	(34,375)	34,375	-
	960,766	242,164	1,202,930

26. Pension commitments

Until the 31 August 2020 the School was enrolled into two pension schemes. The Teachers' Pension Scheme as detailed below, for teaching staff and a Standard Life scheme for support staff. The School withdrew from the Teachers' Pension Scheme with effect from 1 September 2020.

Teachers' Pension Scheme

The School participated in the Teachers' Pension Scheme ("the TPS") in the prior year for its teaching staff. The pension charge for the prior year included contributions payable to the TPS of £404,270 and at the year end £48,073 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.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to specify the level of future contributions. Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education on 5 March 2019. The key elements of the valuation and subsequent consultation are:

- employer contribution rates set at 23.68% of pensionable pay (including a 0.08% administration levy)
- total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218,100 million and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £196,100 million, giving a notional past service deficit of £22,000 million
- the SCAPE rate, set by HMT, is used to determine the notional investment return. The current SCAPE rate is 2.4% above the rate of CPI. assumed real rate of return is 2.4% in excess of prices and 2% in excess of earnings. The rate of real earnings growth is assumed to be 2.2%. The assumed nominal rate of return including earnings growth is 4.45%.

The next valuation result is due to be implemented from 1 April 2023.

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The School has accounted for its contributions to the scheme as if it were a defined contribution scheme. The School has set out above the information available on the scheme.

Other Pension Schemes

The School contibutes to two defined contribution schemes administered by Standard Life and Aviva for the benefit of eligible support staff employees and teachers respectively. The pension cost charged in the accounts is the amount payable by the School during the year which amounted to £400,609 (2020: £84,293). Contributions totalling £8,884 (2020: £9,625) were payable to the funds at the Balance Sheet date and are included in creditors.

27. Operating lease commitments

At 31 August 2021 the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021 £	2020 £
Not later than 1 year	64,227	57,819
Later than 1 year and not later than 5 years	91,313	41,762
	155,540	99,581

28. Related party transactions

There were no related party transactions noted in the year. There were no trustee expenses that ocurred in the year (2020: none). Two (2020: two) of the Governors have children or grandchildren at the School.

29. Controlling party

The School, having no share capital, is under the control of the Board of Governors, who are also the Trustees and the Directors of the School.

30. Prior year adjustment

Fixed assets opening cost and depreciation have been restated to agree to the records the client has.

The impact of this has been an increase to the surplus last year of £57,402 and an increase to the fixed asset net book value of £57,402. The full impact was to unrestricted reserves.