THE GRANGE SCHOOL HARTFORD LIMITED

England & Wales · Charity number 525918

Details

Status	Registered
Legal form	Charitable company
Company number	00607992
Registered	1962-11-22
Register	View on the Charity Commission register

Contact

Address	Grange School Bradburns Lane Hartford Northwich CW8 1LU
Phone	01606 539039
Email	dtorjussen@grange.org.uk
Website	www.grange.org.uk

Activities

Objects: A)TO ADVANCE THE EDUCATION OF CHILDREN AND YOUNG PERSONS BY THE PROVISION OF A SCHOOL OR SCHOOLS AND BY ANCILLARY OR INCIDENTAL EDUCATIONAL ACTIVITIES AND OTHER ASSOCIATED ACTIVITIES FOR THE BENEFIT OF THE COMMUNITYB) TO ACQUIRE AND CARRY ON IN THE UNITED KINGDOM ANY OTHER SCHOOL OR SCHOOLS FOR THE EDUCATION OF CHILDREN ("THE OBJECTS").

Activities: The education of children and young people.

Classification

- **How:** Provides Services
- **What:** Education/training
- **Who:** Children/young People

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Geography

- Cheshire East
- Cheshire West & Chester

Finances

Period end	Income	Expenditure	Assets	Employees
2024-08-31	£16,545,597	£15,914,756	£28,414,945	213
2023-08-31	£15,187,513	£14,372,162	£27,952,280	274
2022-08-31	£14,172,416	£12,882,063	£27,136,929	263
2021-08-31	£13,035,475	£11,671,567	£25,494,556	252
2020-08-31	£12,561,656	£11,673,767	£24,130,648	259

Trustees

Name	Role	Appointed
Angela Wood		2026-05-20
Athalia Dangerfield		2024-06-17
DIANA STEPHENSON		2026-05-20
Dr Naomi Anne Jayatilake		2019-06-25
Dr Roland Partridge		2024-06-17
Julian Llewellyn Mr		2020-08-03
Mark Webster		2024-02-13
Oliver James Matthews		2022-06-08
Sarah Elizabeth Eglin		2022-06-08
Thomas Sherry Mr		2020-12-01
Tracy Pollard		2021-09-01
Trevor Brocklebank Mr		2020-12-01

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THE GRANGE SCHOOL HARTFORD LIMITED

England & Wales - Charity number 525918

Accounts

REGISTERED COMPANY NUMBER: 00607992 (England and Wales)
REGISTERED CHARITY NUMBER: 525918

REPORT OF THE GOVERNORS AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024 FOR THE GRANGE SCHOOL HARTFORD LIMITED

THE GRANGE SCHOOL HARTFORD LIMITED

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FOR THE YEAR ENDED 31 AUGUST 2024

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LETTER FROM THE CHAIR OF GOVERNORS FOR THE YEAR ENDED 31 AUGUST 2024

From the Chair of Governors
Trevor Brocklebank

Dear Parents and Members,

I am pleased to present the School's Annual Report and Accounts for 2023-2024.

I'm also pleased to report that applications for Reception and Year 7 in 2025 are extremely healthy, particularly in light of the introduction of VAT on fees. This remarkable demand reflects our exceptional academic achievements, which include a fifth of GCSE entries attaining the highest grade (9) and one in four A-Level entries earning the top grade (A*). It also reflects the positive reputation that the school has for delivering excellent pastoral care and wider opportunities which continue to make The Grange a strong candidate for families choosing schools.

Beyond the classroom, we continue to invest in a rich array of enrichment opportunities. Our students have excelled in sporting competitions, and their talents have been in the spotlight again recently in an innovative production of *EVITA*. After a rigorous examination season, more than a quarter of our students embarked on Silver Duke of Edinburgh expeditions to the Peak District and Lake District, earning high praise from staff for their dedication and teamwork.

On the financial front, the school remains in a robust position. Despite an unpredictable economic landscape, we have managed resources prudently, freezing fee levels for 2025 and maintaining a secure level of reserves.

Looking ahead, Dr Earps and the executive team are finalising a comprehensive long-term strategic development plan. This ambitious roadmap will reinforce our mission to deliver an unparalleled educational experience in the UK.

In summary, the school continues to thrive, achieving outstanding academic results and further enhancing value-added scores at the top 1% in England at GCSE and A level. With a clear and inspiring vision, we are excited to build on this success as we look forward to the future.

Trevor Brocklebank
Chair of Governors

The Governors, who are also Directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the Charity for the year ended 31 August 2024. The Governors have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) – effective 1 January 2019.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
00607992 (England and Wales)

Registered Charity number
525918

Registered office
Bradburns Lane
Hartford
Northwich
Cheshire
CW8 1LU

Governors

J W Simpson	Chartered Surveyor
M Newsholme	Chartered Accountant
N A Jayatilake	Community Paediatrician
T Brocklebank	Consultant
J Llewellyn	Chief Financial Officer
T Sherry	TV Executive
V Fleetwood	Lawyer
S Begg	Architect
T Pollard	Headteacher – retired
O Matthews	Finance Professional
P Tabb	Managing Director
S Eglin	HR Professional

The following Governors were appointed during the year.

S Amesu	Former Criminal Barrister (Appointed 13 February 2024 & Resigned 29 July 2024)
M Webster	International Vice President – retired (appointed 13 February 2024)
A Dangerfield	Academic Lecturer (appointed 13 June 2024)
R Partridge	Paediatric Surgeon (appointed 17 June 2024)

The following Governors served during the financial year and have subsequently resigned

H Gopsill	HR Professional (Resigned 7 December 2023)
S Amesu	Former Criminal Barrister (Resigned 13 February 2024)
V Fleetwood	Lawyer (Resigned 31 May 2024)
J W Simpson	Chartered Surveyor (Resigned 31 May 2024)
M Newsholme	Chartered Accountant (Resigned 1 September 2024)

Membership of the Trust as at 31 August 2024 was 1,589 compared to 1,506 at 31 August 2023.

Company Secretary
Stephen Gauller

REFERENCE AND ADMINISTRATIVE DETAILS

Bankers

National Westminster Bank Plc
P.O Box No. 6
The Bull Ring
Northwich
Cheshire
CW9 5BN

Handelsbanken
Warrington Branch
760 Mandarin Court
Centre Park
Warrington
WA1 1GG

Auditors

Crowe U.K. LLP
3rd floor
St George's House
56 Peter Street
Manchester
M2 3NQ

Trevor Brocklebank
Chair of Governors

Trevor joined the Board of Governors in December 2020 and became Chair in June 2022. Trevor currently holds a portfolio of Non-Executive roles. These include Chairing Marketing Cheshire and being a member of the Cheshire and Warrington Business Advisory Board. Trevor is also a Non-Executive Director at Workbuzz, an employee satisfaction survey provider and co-founder of Rise, who provide adapted seated sports across the UK.

Trevor still has a child in the sixth form, with two children currently at University having recently completed their education at the school. Trevor and his children are all dyslexic and he has a particular interest in this area. He can often be seen walking his three dogs and spends as much time as possible on the sea, on boats and paddle boards!

Jeremy Simpson
Chair of the Property Committee

Jeremy joined the Board of Governors in 2015 and chairs the Property Committee and serves on the Compliance Committee. He is a Chartered Surveyor and is a Director of Simpsons Commercial Property, a specialist property firm. He was previously a partner in Tushingham Moore. Jeremy was a graduate in Urban Land Economics from Sheffield Polytechnic and has an MBA from the Manchester Business School and is a Fellow of the Royal Institute of Chartered Surveyors.

Jeremy's three children all attended The Grange Senior School. He enjoys most sports and regularly plays golf and tennis and enjoys outdoor activities including fell walking, cycling and skiing.

Martin Newsholme
Chair of the Finance Committee

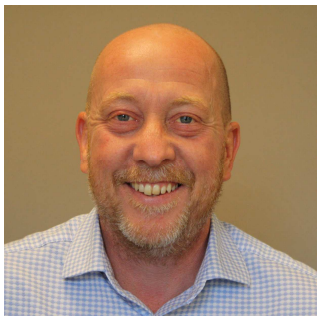
Martin became a Governor in September 2018 and chairs the Finance Committee and serves on the Property and Remuneration Committees. Martin is a non-executive director of businesses in the healthcare and housing sectors having previously been a partner in the accountancy firm KPMG. He has vast experience of advising boards of public and private companies and of operational management in private business and professional practice.

Martin has twin sons who were pupils at the Grange School prior to moving on to university and work. Martin has a keen interest in most sports and is a qualified junior rugby coach and an enthusiastic golfer.

Naomi Jayatilake

Naomi joined the Board of Governors in June 2019 and serves on the Nominations and Compliance Committees with specific responsibilities for safeguarding. She graduated with an honours medical degree from The University of Liverpool and worked in various hospitals across the North West. She is currently a Speciality Doctor in Community Paediatrics at Leighton Hospital. Safeguarding children and young people is a large part of her role as Community Paediatrician. She serves on the Executive Council for The British Association of Community Child Heath and is a BACCH representative for The Royal College of Paediatrics and Child Health.

She has one child in the Senior school and 2 now at University who both attended The Grange from Reception through to sixth form.



Julian Llewellyn

Julian joined the Board of Governors in August 2020 and serves on the Finance and Property Committees. He is the Chief Financial Officer of a Manchester based IT business, BCN Group, and holds a Non-Executive in a Cheshire tech start up.

Outside of work Julian coaches at Lymm Rugby Club, plays cricket and has a keen interest in sport generally. His son currently attends the Grange School.

Thomas Sherry

Tom joined the Board of Governors in January 2021 and serves on the Education Committee. Tom first joined the Grange School as a student in 1979. His wife also attended The Grange and they now have two children at the School.

He has been a Drama Producer and Executive Producer for more than 20 years and his current role is Managing Director for Headline Pictures.

Vicky Fleetwood
Chair of the Compliance Committee

Vicky joined the Board of Governors in May 2021 and is chair of the Compliance Committee and serves on the Nominations Committee.

Her 3 children attended the School during the period 1999 to 2020 and Vicky has a keen interest in the wider benefits of education and enrichment activities to help develop resilience in young people.

Vicky has been a practising solicitor for 30 years advising primarily on commercial transactions and compliance within large global companies and has played a key role in encouraging sustainability standards.

Vicky has a keen interest in sport, particularly rugby (at any level) and cricket. She enjoys walking, reading and loves travel.

Stuart Begg

Stuart brings over 40 years of experience as a qualified architect and project manager, specialising in a comprehensive range of projects across the education, residential, transportation and commercial sectors. He joined the Board of Governors in May 2021 and actively participates in the Resources and Finance Committees, with specific responsibilities for health & safety and involvement in the future maintenance and development of the school campus.

Stuart's two sons attended the Grange from Junior School, with his youngest graduating in 2020. Outside his career, Stuart enjoys playing sports, sailing, and travelling

Tracy Pollard
Chair of the Education Committee

Tracy joined the Board of Governors in September 2021 and serves on the Education Committee. She is an experienced Headteacher who has taught and led in the education sector for over 30 years. Tracy has recently completed a year's Interim Headship at a leading Independent School in London. She is a committed Governor at another Independent School in North Yorkshire and mentors educational leaders.
Tracy is passionate about all things outdoors and living in the Lake District, loves nothing more than walking and cycling. She is a passionate reader and enjoys watching live theatre and dance productions

Oliver Matthews

Oliver joined the Board of Governors in June 2022. As a former pupil of the Grange attending both the Junior and Senior schools, Oliver is the proud dad of two daughters who currently attend the Senior School. His time at the Grange found him life time friends including his wife, Tara.

In his career to date Oliver has spent time in both professional practice and the commercial sector where he has held a number of senior finance roles in a variety of industries. In the companies he has been part of, he has relished understanding the core operational mechanics of the business, getting to know the key individuals and their skill sets that make them and the businesses they're a part of a success, as well as shining a light on what the performance drivers for those businesses are or need to be. Oliver intends to adopt this inquisitive approach as a governor and his goal is to be part of the growth and future success of the school.

Oliver's indulgences are formula1, biking, hiking, golf and enjoying a beer and a game of pool with friends.

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Sarah Eglin

Sarah joined the Board of Governors in June 2022 and serves on the Risk & Audit, Resources and Remuneration Committees. With a passion for putting people at the heart of any Organisation, Sarah is currently the Director of People & Culture at Barnardo's, and prior to this headed up the People Team for Co-op Operations: Stores, Retail Support, Logistics and Funeralcare.

Sarah's 3 children have all commenced education in Reception at the Junior School, and her eldest son is now in year 13 at the Senior School.

With a passion and belief that we are able through empowering our children's growth and development, to create the next generation of leaders who could truly change the world for good in the UK and beyond. She uses her people & culture experience to support the Grange as it seeks to build, deliver and embed its people strategy.

Phil Tabb

Phil joined the Board of Governors in June 2022 and serves on the Risk & Audit Committee. Phil graduated from the University of Warwick with a First-Class Honours degree in Economics. Phil has built a career as a Finance Director and, more recently, Managing Director, working with large UK PLCs across multiple sectors including Transport, Technology, and Business Process Outsourcing.

Phil is currently the Managing Director of Capita's Transport business unit, providing outsourced business process services to organisations such as Network Rail and Transport for London

Phil lives in Hartford with his wife, Jenny, and their daughter who attends the Grange Senior School. He is an enthusiastic musician, has a passion for cricket (both playing and watching), and enjoys outdoor pursuits such as hill walking and paddle boarding. On most weekends, Phil can be found on a riverbank supporting his daughter's rowing exploits on behalf of the school.

Sharon Amesu

Sharon joined the Board of Governors in February 2024. Sharon currently holds a portfolio of Non-Executive roles, including Trustee of the Hallé Orchestra, Board Member of the Greater Manchester Good Employment Charter and Regent for Liverpool Hope University. Sharon is a former Criminal Barrister and is a Director of SA Consulting an organisation that supports businesses with Leadership Development and Diversity and Inclusion solutions

Sharon has three children, her youngest child currently attends the Grange. Sharon has a particular interest in ensuring that the school environment is welcoming and inclusive for all children, staff and parents.

Mark Webster

Mark joined the Board of Governors in February 2024 and chairs the Resources Committee. He and his wife, Gill, were Grange parents for 17 years, with all three of their children having attended the school.

Mark recently retired after a 35-year career in the medical devices industry, most recently as International Vice President of a US resuscitation equipment manufacturer.

Since retiring, he has become a board member of the Resuscitation Council UK and trustee of a charity supporting people with a learning disability, as well as being a university guest speaker and MBA mentor. Additionally, Mark is a GoodSAM cardiac responder and runs the Alpha Course. When not doing these things, he is usually to be found spending time with his family, out on the golf course or playing the guitar.

Athalia Dangerfield

Athalia joined the Board of Governors in June 2024 and serves on the Education and Safeguarding Committee. She is a Lecturer in Management at the University of Chester Business School, specialising in social entrepreneurship, innovation, and leadership. In 2018 she co-founded a social enterprise dedicated to providing mental health support for young people, workplaces, and education. She has also been a Board member of various charitable organisations, including Ludus Dance based in Lancaster and one of the UK's leading enterprise education charities, Young Enterprise. She completed her postgraduate certificate in Teaching and Learning in Higher Education and achieved Fellowship status with Advance HE. She is currently pursuing her PhD at the University of Chester and her doctoral research is focused on gaining an understanding on the impact of entrepreneurship education and how effectively this prepares entrepreneurs to form and grow sustainable businesses driven by a social mission.

As an educator she promotes authentic assessment and learning experiences, which enhances students' readiness for the real world by fostering essential skills and empowering students to be self-directed learners. Outside of the classroom, Athalia is a supporter of the arts, with a particular interest in film, dance, and theatre. She also enjoys spending time outdoors with her husband and border collie, Daisy.

Roland Partridge

Roland joined the board of governors in June 2024 and serves on the Education & Safeguarding Committee and brings with him both public and private sector experience. He is an NHS Consultant Paediatric and Neonatal Surgeon in Alder Hey, with a specialist interest in complex neonatal and gastro-intestinal surgical conditions. He holds a PhD in developmental biology. In parallel to his surgical career he developed a simulator to facilitate training in laparoscopic (key-hole) surgery. The company eoSurgical he established to produce these is now part of Limbs and Things Ltd, and he retains an advisory role with them to help further develop tools to train minimally invasive surgical skills.

He has two sons who currently attend the Junior School, and enjoys a range of outdoor activities including cycling, walking and skiing.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Charity is controlled by its governing document, and constituted as a limited company, limited by guarantee, as defined by the Companies Act 2006.

Principal Activity

The principal activity is the operation of an independent co-educational day school.

Recruitment and appointment of new Governors

Governors are subject to the retirement by rotation provisions in the Articles of Association (normally requiring Governors to retire at the Annual General Meeting on the third anniversary of their election or re-election).

Induction and training of new Governors

A process for the induction of new Governors has been approved by the Governors so that at, (or about), the time of appointment, new Governors are given details of the workings of the School and Board policies and procedures. In addition, Governors are offered training on issues and subjects relevant to their work through training courses and seminars.

Organisational structure

The School is constituted under its Articles and Memorandum of Association, last amended in 2009. Members of the Governing Body are detailed on page 3 of this report.

The Governors make the key decisions for, and determine the general policies of, the School and meet at least three times a year as a full Board. There are four sub committees that support the Board; Finance, Property, Compliance and Education all of which meet before each main Board Meeting and at other times as required. In addition, there are two sub-committees that meet as and when required; Nominations and Remuneration. The day-to-day management of the School is delegated to the Head. The Head is supported by the Executive Leadership Team comprising the Chief Operating Officer, the Head of the Junior School, and the Head of the Senior School. These are the key management personnel. The Heads and the Chief Operating Officer attend all meetings of the Governing Body's committees.

Remuneration is set by the Remuneration Committee with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding fairly and responsibly individual contributions to the School's success.

The remuneration policy is reviewed on an annual basis with reference to other independent schools.

Employment policy

The School is an equal opportunity organisation and is committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. The School makes reasonable adjustments to meet the needs of staff or students who are or become disabled.

Governor engagement with employees

The Chair of Governors writes to employees at least annually, and more frequently if required, to update them on the strategic direction of the School and on key decisions of the Governing Board that may affect the employees. Updates form part of the content of regular Inset days which often include the opportunity for employees to comment on and add to the strategic vision of the School. A Staff Forum with a clear Terms of Reference and role description for Forum members is established. The Forum meet at least termly and have a focus on wellbeing and some organisational matters that impact staff. The Head and Senior Leadership team responsible for day-to-day communications escalate matters for Governor attention where appropriate.

Governor engagement with parents

The Chair of Governors writes to parents at least annually before the start of the academic year to update them with respect to progress towards strategic aims and the finances of the School. Parental surveys are undertaken on a periodic basis to identify whether the School is meeting pupils' and parents' needs as expected. Results are presented by the Head to Governors and actions agreed. Most communication with parents is undertaken by the Senior Leadership Team and other staff of the School and matters are escalated to Governors where required. The Marketing and Admissions team and Heads of both schools frequently liaise with prospective customers and gather intelligence to ensure the Grange School meets changing requirements of parents.

Central purpose

The Grange School's central purpose is to provide the highest standards of education to the pupils who attend the School. At the end of the academic year 2023-2024, 1223 students between the ages of 4 and 18 attended the School: 430 at the Junior School, 639 at the Senior School and 154 in the Sixth Form.

In a very competitive market for independent education, The Grange School seeks to meet its overriding commitment to success and financial viability of the charity. The School has continued to make significant improvements to facilities, staffing and resources in order to deliver an outstanding quality of educational provision. As a relatively young independent school (the Senior School was founded in 1978), The Grange has no significant source of income other than fees. In spite of this, the governors place the highest possible value on providing public benefit and are constantly looking for ways to expand and diversify the offering.

Ethos

Our school welcomes students from all backgrounds. At the heart of our admissions policy is ensuring that we can develop students to the best of their potential, in line with the general standards achieved by their peers. Entrance assessments ensure that we and parents are satisfied that potential students can cope with the pace of learning and benefit from the education we provide. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of our assessment processes. Through our 'Access to Excellence' bursary scheme, we actively promote wider social access to our school and do our best to ensure that local primary schools receive up to date information about this scheme.

We are an equal opportunity organisation and are committed to an environment that is free from any form of discrimination (on the grounds of colours, race, ethnicity, religion, gender, sexual orientation or disability). We will make reasonable adjustments to meet the needs of staff or students who are or become disabled.

Achievements

Public examinations demonstrated that the quality of the education provided by the charity continues to be excellent by every measurable standard. We were delighted to celebrate another sterling set of results as both cohorts achieved superb outcomes, in line with their predecessors. At GCSE level, 21% of all entries were at the highest possible grade (9) and 42% of all entries were at the top grades of 8 or 9. At A Level, 26% of all entries were at the top grade (A*), outperforming those achieved pre-pandemic. These statistics placed The Grange School in the top five independent schools in the north west in The Sunday Times Parent Power Schools Guide 2024. The Grange School was also awarded Diamond and Platinum Awards by Alps at GCSE and A Level respectively. The GCSE Award recognises that The Grange School's value-added performance was in the top 1% of centres nationally. The A Level Award places The Grange School in the top 10% of centres in terms of value-added.

Academic

More Able and Talented (MAT) students are well catered for as part of a Grange education. In the classroom, students have various extension and challenge activities and an 'academic inspiration' portal on our VLE, Firefly to further their curiosity. Twenty seven pupils from Years 7 to 10 undertook a Head's Award where they took the opportunity to study something that they are interested in in more depth. An intellectually fascinating evening saw all students presenting their findings with the audience enjoying topics as diverse as 'Why we are addicted to ultra-processed foods' and 'The future of Artificial Intelligence'. Mirroring this opportunity, significant numbers of A Level students undertake an optional Extended Project Qualification alongside their A Level subjects, relishing the opportunity to undertake independent research in a topic of their choice.

Students also have a variety of opportunities to extend their thinking by engaging with real world debates. The School has a vibrant Model United Nations presence, with a dedicated group of students who regularly rehearse as part of the School's enrichment programme but also participate in various debates against other schools. Other opportunities for subject specific debates exist within the enrichment programme, including Prime Ministers Questions Forum, Geography Discussion Group and Lit Soc (a discussion of literature). Equally, all students had the chance to debate those issues directly affecting them as part of our review of our school values and rules, feeding into the wider work of the school council.

As well as supporting potential Oxbridge candidates, we support any of our students looking to apply to competitive courses requiring an interview or other selection process. Alongside the traditional attendance at the Oxbridge Student Conference, all students interested in such courses were guided through this process on a one-to-one basis and given subject mentors to support their progress. June 2024 saw the third 'Enhanced Admissions Conference', providing chance to network with former students undertaking these courses and giving students the mentoring opportunities to start their journey.

Pastoral

Underpinning a Grange education is the commitment to creating an atmosphere in which all children can thrive. Central to this is a dedicated staff body that invests great energy in celebrating students' successes while providing unwavering support during more challenging times. An integral part of this support is the enhanced expert pastoral team, ensuring that students receive timely and effective care. This team works alongside form tutors to address the diverse needs of every child, ensuring no concern goes unattended.
On a day-to-day basis, all students are supported by their form tutor, and in the Senior School, this is further enhanced by twice-yearly one-to-one mentor sessions. These provide invaluable insights into each child's well-being and offer an opportunity for reflection on their school experience with the person directly responsible for their pastoral care.
The Personal, Social, and Health Education (PSHE) programme complements this support. Form teachers continue to teach one period of PSHE to their form once a fortnight, fostering stronger teacher-student bonds and addressing issues relevant to their tutees. Regular pastoral meetings at both Junior and Senior levels, guided by the expert pastoral team, ensure every child benefits from both individual attention and the community spirit that defines a Grange education.

Learning Support

At The Grange, we are deeply committed to supporting young people with Special Educational Needs (SEND) through our robust pastoral care framework. Each of our schools is equipped with a dedicated SENCO and counsellor, ensuring tailored guidance and support for students while providing valuable advice to teaching teams.
At the Senior School, our newly expanded pastoral support team further enhances our ability to provide individualised care. This team includes additional specialists who are dedicated to supporting students' well-being, fostering resilience, and addressing specific challenges as they arise. By building trust and understanding, the team ensures that all students feel valued and supported in their journey through school life.
This comprehensive approach is further strengthened by our school nurses, enabling us to provide exceptional support for students with additional needs—whether educational, physical, or emotional. The strong, respectful relationships between teachers, students, and parents and carers foster a thoughtful and cooperative environment, ensuring that every child's unique requirements are met with care and consideration.

Enrichment

Performing Arts

The 2023-24 academic year was another vibrant and dynamic period for our performing arts, showcasing the incredible opportunities available to our students. Highlights included our spectacular Senior Musical, *We Will Rock You!*, and the Junior Musical, *Joseph and His Technicolour Dreamcoat*, both of which captivated audiences.
Our students also shone in a variety of other performances, including the Winter and Summer concerts, the heart-warming Christmas Carol concert, and three memorable soloist evenings held in our theatre. Additionally, we were proud to host *Play For A Day*, a charity fundraiser that brought together instrumentalists from across the North-West and raised funds for Music in Hospitals & Care.
A major milestone this year was our first Music Tour in many years, a concert tour to Belgium involving 40 students from Years 7-13, which was both an exciting and enriching experience for all involved. On the academic front, over 250 students participated in ABRSM Music exams, demonstrating the outstanding commitment and talent of our young musicians.
This year truly underscored the diverse and rewarding opportunities we offer, nurturing creativity, collaboration, and excellence among our students.

Exceptional Sporting Achievements and Opportunities at Grange School

Grange School continues to offer outstanding sporting opportunities, attracting large numbers of enthusiastic participants and consistently achieving remarkable performance at the highest levels of competition.

Rugby

Grange School's rugby program shone brightly this year, with teams entered into the prestigious Rosslyn Park National 7s competition across four age groups: U18, U16, U14, and U13. Alongside this, a competitive 15s season saw all age groups engage in challenging Saturday fixtures, producing excellent results across the board. The U15 team excelled in the National Vase competition, while the U18s reached the second round in the Vase and the third round of the Cheshire Cup. The U14 team also performed admirably in the *School Sports Magazine* tournament.

Football

Football remains one of the school's most popular sports, with high participation rates across all age groups. Girls' football has expanded significantly, with increased entries in competitions this year. A standout moment was the U15 team's achievement of reaching the ISFA Trophy National Final against Trinity School, London. The current season is off to an impressive start, with U12, U13, U14, and U18 teams still in various cup competitions.

Netball
The netball program continues to flourish, offering extensive opportunities for all students and achieving significant success. Highlights include the U13 team reaching three national finals and being crowned champions in the Sisters N Sport Cup. The U15A team secured second place in the county tournament, narrowly missing out by one goal in extra time. Teams across U12, U13, and U14 have reached the quarter-finals of the Sisters N Sport competition, with U12 and U13 teams still vying for *School Sports Magazine* finals spots.

Hockey

Grange School's hockey teams delivered exceptional performances this year. The U13 boys finished second in the Bowl at the MGS Tournament, with Hector Neary earning Defender of the Tournament honours. They also triumphed in the Tier 2 Outdoor Hockey tournament. The U14 girls' team excelled, winning both Indoor and Outdoor Cheshire competitions, overcoming King's Macclesfield on strokes in the outdoor final. The program has seen increased participation, with many students competing at County and Tensworth levels and volunteering to mentor younger players.

Cricket

The cricket program has grown considerably, with regular matches for boys and girls. The U12 boys reached the third round of the County Cup, while the U13 boys also performed well. Girls' cricket has seen a significant surge in participation, with success in both soft and hardball formats. The U13 and U15 teams showcased their skills in the 6s competition, adding to the sport's expanding footprint at Grange School.

Tennis

The U13 girls' tennis team achieved a spectacular season, culminating in being crowned LTA Schools Tennis Division 2 Champions. Victories over strong teams like Wilmslow High and King's Macclesfield led to their triumph in the finals against Wirral Grammar. Congratulations to Tabitha Coppock, Amy Innes, Annabel Mann, Jemima Richmond, and Emmie Gore for their superb performance.

Rowing

Rowing at Grange School continues its impressive growth, now engaging nearly 150 students. This year saw the school's first quad compete at Henley Women's Regatta and a GB representative at U18 level. Students competed in both local and national competitions, with participants ranging from Year 7 to Year 13 representing Grange at the British Indoor Rowing Championships.

Football Academy

The Grange Football Academy has achieved significant milestones. In 2024, the academy coached 12 girls from junior and senior schools, with expectations for this number to grow in 2025. The boys' program remains strong, with approximately 50 participants attending weekly training sessions and competing in over 10 fixtures against professional and amateur teams. Notably, seven boys earned professional club trials, and former academy players have gone on to represent Cheshire and ESFA teams.
Grange School's sporting achievements demonstrate the dedication, skill, and passion of its students and staff, creating an exceptional environment for athletic excellence and personal growth.

Unforgettable Experiences Beyond the Classroom

At The Grange, we pride ourselves on offering students a breadth of high-quality opportunities that inspire curiosity, foster resilience, and nurture a love for learning beyond the classroom. Throughout the 2023-2024 academic year, our students enthusiastically engaged in an impressive array of enriching experiences.

Academic challenges and creative inspiration took centre stage, with students excelling in prestigious competitions and Olympiads across the sciences, while others broadened their horizons through theatre trips, geography fieldwork, and a dynamic Rocket Day in physics. A series of specialist subject events further enhanced their learning: from “Maths Inspiration” and Mapping at Delamere, to an art-focused visit to Blackpool, and an insightful trip to a Buddhist Centre in Birmingham.
The Grange’s commitment to global education shone through our international expeditions. Students embarked on an awe-inspiring journey to Costa Rica, explored Iceland’s dramatic landscapes, toured Belgium on a musical adventure, and delved into ancient history with a visit to Rome. Closer to home, end-of-year Activity Days offered Years 7 to 10 and Lower Sixth students diverse experiences, including trips to Chester Zoo, London, Delamere Forest, and Cheshire Oaks.

Our Outdoor Education Programme, a cornerstone of The Grange experience, continued to thrive. Year 3 students embraced their first residential adventure at Delamere, setting the stage for a lifelong appreciation of the outdoors. Year 4 explored Coniston, and Year 6 embarked on a memorable programme at Plas Menai. Year 7 returned to Bewerley Park, forging friendships and building resilience.
The prestigious Duke of Edinburgh’s Award Scheme remained a flagship activity, with over 130 students working towards Bronze, Silver, and Gold Awards. Seven expeditions ran during a vibrant summer season, underscoring our dedication to developing independence, teamwork, and leadership skills.

At The Grange, every experience is designed to ensure students leave with not only exceptional academic credentials but also a wealth of personal achievements and lifelong memories

Public Benefit

Opening Doors to Opportunity: Bursaries at The Grange School

Bursaries are a cornerstone of The Grange School’s commitment to accessibility, ensuring that its exceptional education is not confined to those with the financial means to afford it. Through the transformative **Access to Excellence** scheme, the school provides a range of bursaries annually, covering between 10% and 100% of fees. In the 2023–24 academic year alone, 34 Senior School students benefited from this vital program.
This commitment extends beyond new applicants, offering crucial support to families experiencing changing financial circumstances, ensuring continuity in their children’s education at The Grange. With a dedicated bursary expenditure of **£367,900** in 2023–24, the school underscores its steadfast dedication to financial inclusivity and fostering a diverse, talented student body.
The Grange’s financial strategy reflects a delicate balance: investing in cutting-edge educational resources while prioritising bursary provision. This approach aligns with the school’s ethos of broadening access and opening its doors to exceptional students from all walks of life, creating a community enriched by diverse perspectives and talents.
Equally essential is ensuring that awareness of bursary opportunities reaches all who might benefit. The school actively shares information with prospective families through **local primary school partnerships**, tailored communications, and open events. Collaborative initiatives, such as workshops with other schools and shared use of The Grange’s outstanding facilities, further expand its educational impact and raise aspirations among young people in the broader community.
At its core, The Grange believes in creating pathways that inspire and empower students from varied backgrounds to envision themselves as part of its thriving community. By providing financial support and fostering ambition, the school ensures its education remains a beacon of excellence and opportunity—accessible to all who are ready to seize it.

Celebrating Partnerships and Opportunities

At The Grange School, we are deeply committed to fostering enriching opportunities and collaborative partnerships that extend beyond our own community. Our efforts to support curriculum development in other educational settings reflect our dedication to sharing best practices and inspiring innovation in teaching and learning.

Many departments, including Art, Maths, Languages, and Physical Education, actively collaborate with colleagues from other schools to design high-quality teaching resources and initiatives. In addition, several staff members serve as governors at primary and high schools, further contributing to the wider educational landscape. Many of our teachers also play vital roles in public examinations nationally, working as examiners and moderators for various boards.

STEM and Science Initiatives

The Grange School takes pride in its leadership in STEM education. Following the success of internal STEM Days, our staff and Sixth Form students in Sciences, Design, and Computing created and hosted a STEM Day Competition. This event brought together students from schools across the UK, including the Isle of Man, for our STEM Olympics. Students participated in exciting practical challenges, such as designing and racing solar-powered boats, solving a "Sweet Shop CSI," and launching air rockets.
In addition to STEM Days, our Year 12 scientists promoted sustainable practices at the Rochdale Science Extravaganza, highlighting the importance of recycling plastics and utilizing solar panels.

Model United Nations (MUN) Conference

As part of our global engagement, The Grange School hosted 23 schools worldwide for the Model United Nations Good COP Bad COP conference. This event centred on climate change and tackled key issues like fast fashion, plastics, and energy solutions, inspiring students to explore collaborative approaches to global challenges.

Transition and Engagement Activities

Our Senior School students actively support the Junior School through initiatives like Stay and Play mornings and Explore Days, offering Year 6 pupils the opportunity to experience secondary school life. Similarly, Discover Sessions for Year 5 students introduced a range of senior school subjects, helping to ease their transition. Digital Leaders further contributed by promoting online safety through lessons they designed and delivered to Junior School students.

Community and Charity Support

The Grange School plays an integral role in its local community by sharing its facilities and expertise. Our facilities are regularly used by local hockey, football, rugby, and netball clubs, and we have established partnerships with organisations such as Northwich Sapphires, Cheshire Netball, and Winnington Park. In performing arts, we host drama programs like The Elders Company and The Younger Company.
Our students also contribute through sports leadership programs, working with schools like Cloughwood Academy and Birchwood CofE to deliver PE sessions and inspire younger learners.
Charity work remains a cornerstone of life at The Grange. Each year group dedicates efforts to a specific charity, including Cheshire Search and Rescue, Alder Hey, Joshua Tree, and the Gambia Project. Fundraising activities such as a 24-hour Rowathon, Christmas Jumper Day, and cake sales have made a meaningful impact.

Global Outreach and Sustainability

Our commitment to global citizenship is exemplified by our ongoing support for the Darul Arkam School in The Gambia, where our fundraising efforts have helped provide a vital water supply. Additionally, The Grange partnered with Edukid, a charity supporting education in impoverished areas, with students embarking on a transformative two-week trip to Peru to witness and contribute to their projects first hand.

A Legacy of Collaboration

The Grange School is proud of its role as a hub for educational excellence, community support, and global outreach. Through our partnerships, events, and initiatives, we continue to create extraordinary opportunities for our students and the wider community, fostering a legacy of collaboration, inspiration, and positive impact our school charities is so important. If you would like to see more of what we got up to you can visit the Grange *Trips*

Our fees

The fees for the 2024 calendar year were set at £3,520 per term for Reception and Year 1, £3,820 per term for Years 2 to 6, and £4,715 per term for the Senior School. These rates reflect The Grange School's commitment to offering an exceptional education at a competitive price point, making it accessible to a significant proportion of families without requiring additional assistance.

The Governors are dedicated to maintaining fees that provide outstanding value for the exceptional educational experience offered at The Grange. This approach aligns with the school's mission to ensure that as many families as possible can access its resources, facilities, and enriching environment.
In recognition of this commitment, *The Telegraph* named The Grange School the best value co-educational independent school in England in both June 2023 and June 2024. This accolade underscores the school's ability to deliver excellence while remaining mindful of affordability.

The Grange remains steadfast in its goal of providing a top-tier education that represents not only excellence in learning but also remarkable value for money.

Looking Forward

We are thrilled to announce that 2024-2025 will bring an even greater focus on pupil progress across every aspect of school life! As part of our mission to nurture empowered learners and future leaders, we are committed to ensuring that both students and parents are fully informed, inspired, and ready to take the next steps in their journey—whether in enrichment, academics, or pastoral growth.

This year promises exciting opportunities to diversify and enhance our educational experiences. We'll be welcoming an array of dynamic outside speakers to enrich and broaden our perspectives, and we are expanding the variety of educational activities on offer to spark curiosity and innovation.

Section 172 Statement

Section 172 of the Companies Act 2006 requires the governors of the School to act in the way that they consider, in good faith would likely promote the success of the School for the benefit of the members as a whole. In doing this Section 172 requires a governor to have regard, amongst other matters to the:

- Likely consequences of any decision in the long-term
- Interests of the School's employees
- The need to foster the School's relationships with parents, suppliers and others
- The impact of the School's operations on the community and environment
- The desirability of the School maintaining a reputation for high standards in its dealings with others.
- The need to act fairly.

In discharging our Section 172 duties we have regard to the matters set out above. We also have regard to other factors, for example, the interests of the pupils, our relationship with the Department for Education and other Government departments, the ISI inspectorate. By considering the School's values, strategic priorities and charitable objects we aim to ensure that our decisions are consistent and fair. We delegate the authority for day-to-day management to the Head and the Board receives regular reports on Health and Safety, compliance, education and financial performance. The views of and impact of the School's activities on pupils, parents, employees, suppliers and the community are considered by Governors when making relevant decisions. During the period, information was received in a range of formats; presentations, surveys and reports.

Financial Review

The School is pleased to announce that it achieved its financial targets for the year, placing us in a strong position to continue meeting our educational and operational aims while planning for an exciting future. The surplus generated during the 2023-24 academic year will, as always, be fully reinvested into the School's resources, facilities, and opportunities for our students.

Thanks to this solid financial foundation, we are delighted to confirm that fees will be frozen for the 2025 academic year. This decision reflects our commitment to supporting our families, particularly in light of the introduction of VAT on school fees.

The School remains financially robust, enabling us to meet key commitments, including the loans drawn to facilitate the construction of the Sports Centre. At the same time, we continue to navigate emerging challenges such as rising costs in energy, fuel, and food, as well as changes to the national living wage.

We are proud to balance careful financial stewardship with our dedication to providing an outstanding education and ensuring that our community feels supported during these times of change.

Policy on Level of Reserves and Borrowing

An aim of the Governors is to achieve the phased implementation of the School's Estates development plan and the finances of the School are regularly reviewed to ensure that the continued programme of development and refurbishment is affordable and that the School is able to invest in excellent teaching facilities. Gross surpluses and investments are managed to ensure free reserves are at a level where the average annual net borrowings do not exceed one term's fees.

Total accumulated reserves of the group at 31 August 2024 were £28,414,944 whilst the value of tangible assets, property and equipment was £24,535,970. Hence, Free Reserves are £3,878,974 (2023: £3,569,422). The Governors consider that given the current strength of the charity's balance sheet, the stable cash flow from current student rolls and the banking facility that can be arranged if required, this level of free reserves will be used to facilitate the Strategic Development Plan as well as to provide resilience in the face of challenges the independent school sector may face in the coming years.
The Governors take steps to ensure that the annual income and expenditure budget is set at a level which will provide an appropriate surplus on the capital employed for reinvestment.

A loan of £4.75m was arranged with Handelsbanken to facilitate the completion of the Sports Centre build in 2019 and the balance outstanding on the loan at the August 2024 year end was £2.49m.

Going Concern

The Governors regularly review budget, forecast, and cash flow projections to ensure that the School continues to meet its day-to-day working capital requirements. Net Current Assets are positive at the year-end date, and current assets are well managed. Long-term financial forecasts are reviewed on a termly basis, taking into account changing external and internal factors.
With ongoing cost-of-living pressures and recent political changes creating some uncertainty, the Governors have considered various scenarios for the coming months and years. They have modelled the resulting net surpluses and impacts on cash flow within long-term financial forecasts. The balance sheet position at the year-end is strong, and various measures are available to mitigate potential adverse factors.
In light of this information, the Governors believe that the School will continue to operate for the foreseeable future. They are confident that there are no material uncertainties regarding the School's financial viability and are satisfied that it is appropriate to continue preparing the accounts on a going concern basis.

Investment policy

The School's premises development plan requires a level of borrowing to support the completion of building projects. The natural cycle of termly fee receipts results in the School having surplus funds for investment for short periods. In these circumstances, these funds are placed on short term deposit at the best return available.

Fundraising

The charity had no fundraising activities requiring disclosure under S162A of the Charities Act 2011.

Plans for future periods

The School continues to build on its reputation nationally, as it gains increasing recognition for its outstanding academic provision and results.

Whilst the key priorities that underpin the School remain, the Strategic Development Plan is being reviewed and redrafted to refine our focus within the main areas of Academic, Pastoral, Extra-curricular, Business and External Stakeholders.

Principal risks and uncertainties

Overview of risk management: The Governors have identified and assessed the major risks to which the School is exposed, in particular those relating to the specific teaching, provision of facilities and other operational areas of the School and its finances. The Governors have implemented a number of systems to assess risks that the School faces in relation to teaching and learning, health & safety, student welfare, external factors and pressures, school trips and in relation to the control of finance. The Governors have introduced systems, including operational procedures and internal financial controls in order to minimise risk. A risk register is maintained, reviewed and updated on a regular basis.

The principal risks are:-

Reputational Risk: Currently, almost all of the income is generated from parents of pupils through fee and related income. The School is reliant on continuing to attract applicants in sufficient numbers by maintaining its reputation for the highest educational standards and an ethos that parents wish to invest in for their children. The Governors continue to review to ensure that student success and achievement are closely monitored and review parental satisfaction surveys to ensure that the School's values and ethos continue to be attractive to parents.

Failures in governance or management: the risk of failure to effectively manage the School's internal controls, finances, compliance with regulations and legislation, statutory returns etc. is mitigated by Governor review to ensure that appropriate measures are in place to satisfy these requirements.

Safeguarding and child protection: the Governors continue to ensure that the highest standards are maintained in the areas of selecting, training and monitoring staff, the operation of child protection policies and procedures, health & safety measures and discipline.

Staffing: the success of the School is heavily reliant on the quality of its staff. The Governors monitor and review policies and procedures to ensure continued development and training of staff as well as ensuring there is clear succession planning.

Fraud and mismanagement of funds: the Governors have implemented a financial governance policy under the guidance of the Governors and staff with appropriate recognised qualifications to clearly allocate responsibilities and ensure that robust internal controls are in place.

Financial risks: the key financial risks to which The Grange School is exposed relate primarily to the status of the general UK economy, reduction in student numbers and changes in government policy and legislation affecting costs for example, increases in contributions to the Teachers' Pension Scheme, loss of business rates relief and VAT becoming chargeable on school fees.

Risk management

The Governors continue to keep the School's activities under review, particularly with regard to any major risks that may arise from time to time, and to monitor the effectiveness of the system of internal controls and other viable means, including insurance cover where appropriate, by which those risks already identified by the Governors can best be mitigated.

General Data Protection Regulations (GDPR)

The General Data Protection Regulations (GDPR) came into effect from 25th May 2018. The School implemented the requirements of the new Data Protection Act in line with the regulations. Training has been provided to staff in relation to the new requirements, and a school-specific reference guide has been created for staff, which is updated termly. The School continues to have a watching brief on the information reported by the Information Commissioners Office and shares up to date information with staff and key holders of information as applicable on an ongoing basis.

Energy and emissions report

The Governors have identified a focus on sustainability as a strategic objective for the School. Consultants have been engaged to advise on the strategy for improving the School's carbon credentials over the longer term. During the year, Building Management systems improved to reduce energy consumption and a number of older inefficient boilers have been replaced. For this period both the Junior and Senior School sites benefited from new solar arrays installed during the summer of 2023 leading to continued reduction in energy consumption.

The School also falls under the Energy Savings Opportunity Scheme (ESOS) which has provided a series of further potential actions to reduce energy use and costs further.

	2023-24	2022-23	2021-22
UK energy use kWh	1,882,734	1,922,709	2,431,269
Associated greenhouse gas emissions (Tonnes CO2 equivalent)	365.5	398	503
Intensity ratio Emissions per m² (all buildings)	23.40	25.48	32.2

UK energy use covers electricity and gas for heating, teaching and catering over all sites plus petrol and diesel for School vehicles and staff mileage claims.

Methodology: we have reported all the emissions sources and calculated emissions using emission factors from 'UK Government GHG Conversion Factors for Company Reporting 2019'.

CONCLUSION

The School has had another successful year and the Governors would like to express their thanks and congratulations to the Leadership Team, Staff and Students.

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors are responsible for preparing the Governors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Governors to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law.

Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of the surplus or deficit of the Charity for that period. In preparing these financial statements, the Governors are required to:

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

The Governors are responsible for ensuring that adequate accounting records are maintained that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and ensuring their proper application in accordance with charity law, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

PROVISION OF INFORMATION TO THE AUDITOR

Each Governor in office at the time when this Governors' report is approved has confirmed that:

- so far as that Governor is aware, there is no relevant audit information of which the company's auditor is unaware, and
- that Governor has taken all the reasonable steps that ought to have been taken as a Governor in order to be aware of any relevant audit information needed by the Company's auditor in connection with preparing its report and to establish that the Company's auditor is aware of that information.

AUDITORS

Crowe U.K. LLP has acted as the School's auditor and will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report, which incorporates the strategic report, was approved by the Governors on 1st April 2025
And signed on their behalf by

.....
Trevor Brocklebank

Opinion

We have audited the financial statements of The Grange School Hartford Limited ('the charitable company') and its subsidiary ('the group') for the year ended 31 August 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated and School Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 August 2024 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 matter prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

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

Responsibilities of Governors

As explained more fully in the governors' responsibilities statement set out on page 18, 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, taxation legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were The Education (Independent School Standards) Regulations 2014, Employment legislation and Health and Safety legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of other income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate, sample testing of other income and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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

Vicky Szulist

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

3rd floor

St George's House

56 Peter Street

Manchester

M2 3NQ

Date:

STATEMENT OF CONSOLIDATED FINANCIAL ACTIVITIES
(Incorporating the Income and Expenditure Account)
FOR THE YEAR ENDED 31 AUGUST 2024

	Note	2024 Total Unrestricted funds £	2023 Total Unrestricted funds £
INCOME FROM:			
Charitable activities			
School fees	**4**	14,549,654	13,406,471
Ancillary trading income	**5**	1,418,399	1,299,487
Other trading activities			
Non-Ancillary trading income	**2**	222,671	182,704
Investment income	**3**	354,874	261,693
Total incoming resources		16,545,597	15,150,355
EXPENDITURE ON:			
Raising funds			
Cost of activities for generating funds		140,327	96,046
Charitable activities			
Education	**7**	15,774,429	14,276,116
Total expenditure		15,914,756	14,372,162
NET INCOMING RESOURCES		630,841	778,193
Other recognised gains			
(Loss)/gain on interest rate swap		(168,177)	37,158
		462.664	815,351
RECONCILIATION OF FUNDS			
Total funds brought forward		27,952,280	27,136,929
TOTAL FUNDS CARRIED FORWARD		28,414,945	27,952,280

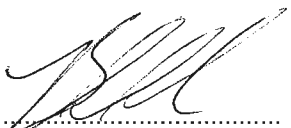
The notes on pages 31 to 44 form part of these financial statements

THE GRANGE SCHOOL HARTFORD LIMITED
BALANCE SHEETS
Registered Number: 00607992
AT 31 AUGUST 2024

	Notes	Consolidated		School	
		2024	2023	**2024**	2023
		£	£	**£**	£
FIXED ASSETS					
Tangible assets	12	24,535,970	24,382,858	24,535,970	24,382,858
Fixed asset investments	13	-	-	1	1
		24,535,970	24,382,858	24,535,971	24,382,859
CURRENT ASSETS					
Stocks	14	9,599	8,648	9,599	8,648
Debtors: amounts falling due within one year	15	740,370	825,058	853,482	850,756
Cash at bank and in hand		10,154,510	12,664,420	9,984,634	12,574,575
		10,904,480	13,498,126	10,847,715	13,433,979
CREDITORS: due within one year	16	(4,873,169)	(7,274,976)	(4,867,123)	(7,270,191)
NET CURRENT ASSETS		6,031,311	6,223,150	5,980,592	6,163,788
TOTAL ASSETS LESS CURRENT LIABILITIES		30,567,281	30,606,008	30,516,563	30,546,647
CREDITORS: due after more than one year	17	(2,152,336)	(2,653,728)	(2,152,336)	(2,653,728)
NET ASSETS		28,414,945	27,952,280	28,364,228	27,892,919
TOTAL UNRESTRICTED FUNDS	23	28,414,945	27,952,280	38,364,228	27,892,919

The net result for the financial year dealt with in the financial statements of the parent charity was a surplus of £639,486 (2023: £787,132).

The financial statements were approved and authorised for issue by the Board of Governors on 1st April 2025 and were signed on its behalf by:



T Brocklebank - Governor

The notes on pages 31 to 44 form part of these financial statements

THE GRANGE SCHOOL HARTFORD LIMITED

CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2024

	Note	2024		2023	
		£	£	£	£
Net cash inflow from operations					
Net cash provided by operating activities	1		(681,329)		6,828,379
Cash flows from investing activities					
Interest received		354,874		261,693	
Interest paid		(201,296)		(185,645)	
Sale of tangible fixed assets				2,500	
Purchase of tangible fixed assets		(1,507,159)		(918,073)	
		-		-	
			(1,353,582)		(839,525)
Cash flows from financing activities					
Loan repayments in the year			(475,000)		(475,000)
			(475,000)		(475,000)
Change in cash and cash equivalents in the reporting period			(2,509,910)		5,513,854
Cash and cash equivalents at the beginning of the period			12,664,420		7,150,566
Cash and cash equivalents at the end of the period	2		10,154,510		12,664,420

The notes on pages 31 to 44 form part of these financial statements

NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 AUGUST 2024

1. RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2024	2023
	£	£
Net incoming resources	629,504	778,193
Depreciation charges	1,354,046	1,012,865
Loss on sale of assets	-	265,689
Interest received	(354,874)	(261,693)
Interest paid	201,295	185,645
(Increase)/decrease in stocks	(951)	8,058
Increase in debtors	(142,672)	(218,897)
Increase/(decrease) in creditors	(2,369,014)	5,058,519
Net cash inflow from operating activities	(681,329)	6,828,379

2. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2024	2023
	£	£
Cash at bank	10,154,510	12,664,420

3. RECONCILIATION OF NET DEBT

	At 1 September 2023	**Cash flow**	**At 31 August 2024**
	£	**£**	**£**
Cash at bank	12,664,420	(2,509,910)	10,154,510
Bank loan due in less than one year	(475,000)	-	(475,000)
Bank loan due in greater than one year	(2,493,750)	475,000	(2,018,750)
	9,695,670	(2,034,910)	7,660,760

1. ACCOUNTING POLICIES

Basis of preparation
The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the 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 functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The School is a public benefit entity registered as a charity in England and Wales and a company limited by guarantee. It was incorporated on 15 July 1958 (company number 00607992) and registered as a charity on 22 November 1962 (charity number 525918).

The Governors regularly review budget, forecast and cash flow projections to ensure that the School will continue to meet its day to day working capital requirements. Net Current Assets are positive at the year-end date and current assets are well managed. Long term financial forecasts are reviewed on a termly basis taking changing external and internal factors into consideration. Whilst the impacts of the coronavirus pandemic are now receding, continuing cost-of-living matters and potential political change result in uncertainty and the Governors have considered various scenarios over the coming months and years, and have modelled the resulting net surpluses and impact on cashflow of each scenario within long term financial forecasts. The balance sheet position at the year-end is strong and various measures could be taken to mitigate potential adverse factors. In light of this information, the Governors believe that the School will be able to continue to operate for the foreseeable future. The Governors consider that there are no material uncertainties over the School's financial viability and are satisfied that it is appropriate to continue to prepare the accounts on a going concern basis.

Incoming resources
All incoming resources are included on the Statement of Financial Activities when the School is legally entitled to the income and the amount can be quantified with reasonable accuracy. Where income is received but conditional upon the provision of a service in a future accounting period, the income is deferred to that period.

Expenditure
Expenditure is accrued as soon as a liability is considered probable, discounted to present value for longer term liabilities. The irrecoverable element of VAT is included with the item of expense to which it relates. Governance costs include those costs incurred in the governance of the School and its assets are primarily associated with constitutional and statutory requirements.

Basis of consolidation
The group financial statements consolidate the financial statements of the School and its subsidiary undertaking The Grange Trading Development Limited (company number: 11511334). All inter group transactions and profits are eliminated fully on consolidation. As permitted by section 408 of the Companies Act 2006, the parent Charity's income and expenditure account has not been included in these financial statements.

The School has taken advantage of the exemption available to qualifying entity in FRS 102 from the requirement to present a charity only cash flow statement with the consolidated financial statements.

Tangible fixed assets
Tangible fixed assets are stated at cost or valuation less depreciation

1. ACCOUNTING POLICIES

Depreciation is provided for on all fixed assets, other than freehold land, on a straight line basis calculated to write off the asset cost or revaluation over its estimated useful economic life at the following rates:-

Freehold buildings	- completed before 31 August 1995	5%
	- completed after 31 August 1995	2%
Fixtures & fittings		7% - 15%
Mobile/IT equipment		33%
Motor vehicles		30%

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

Operating Leases
Operating lease rentals are charged to School operating costs on a straight line basis over the term of the lease.

Taxation
The Charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Governors. All the charity's funds are unrestricted funds.

Pension costs and other post-retirement benefits

Retirement benefits to employees of the School are provided through two pension schemes, one defined benefit and one defined contribution. The pension costs charged in the Statement of Financial Activities are determined as follows:

The Teachers' Pension Scheme - This scheme is a multi-employer pension scheme. It is not possible to identify the School's share of the underlying assets and liabilities of the Teachers' Pension Scheme on a consistent and reasonable basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. The School's contributions, which are in accordance with the recommendations of the Government Actuary, are charged in the period in which the salaries to which they relate are payable. The School also operates a defined contribution pension scheme for non-teaching staff. The regular pension contributions are charged to the statement of financial activities as they are incurred.

Financial instruments
Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access or deposit bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions.

1. ACCOUNTING POLICIES

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit or loss in finance costs or income as appropriate.
The company does not currently apply hedge accounting for interest rate derivatives.

Advance fee scheme creditor
Amounts received under the School's Advance Fee Scheme contracts for education not yet utilised to settle school fees are recorded as deferred income and allocated as current liabilities where the education will be provided within 12 months from the reporting date and as long-term liabilities where the education will be provided in subsequent years.

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affected current and future periods.

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

2. OTHER TRADING ACTIVITIES

	2024	2023
	£	£
Commission on school photographs	1,133	1,494
Lettings	167,097	147,532
Theatre income	54,441	33,678
	222,671	182,704

3. INVESTMENT INCOME

	2024	2023
	£	£
Deposit account interest	354,874	261,693
	354,874	261,693

4. CHARITABLE ACTIVITIES – FEES RECEIVABLE

Fees receivable consist of:

	2024	2023
	£	£
Gross Fees	15,673,743	14,479,393
Less: fee assistance, discounts and scholarships	(1,124,089)	(1,072,922)
Total School fees	14,549,654	13,406,471

The number of pupils benefitting from fee assistance, sibling and staff discounts and scholarships totals 460 (2023: 459). Within this means-tested bursaries totalling £367,901 were awarded to 32 pupils (2023: £338,154 to 33 pupils).

5. ANCILLARY TRADING INCOME

	2024	2023
	£	£
Catering income	671,210	646,890
Bus income	361,628	331,587
Fees Refund Scheme	4,120	3,424
Sundowners	156,678	185,040
Speech and drama	81,083	76,738
Registration fees	14,500	16,050
Other income	129,181	39,758
	1,418,399	1,299,487

6. INCOME FROM SUBSIDIARY TRADING ACTIVITIES

The School has a 100% interest in its trading subsidiary The Grange Trading Development Limited.

The Grange Trading Development Limited's principal activity continues to be that of promoting commercial activities which use the School's assets to generate income from lettings and other activities. Its trading results for the year, as extracted from the audited financial statements, are summarised below:

	2024	2023
	£	£
Turnover	221,309	181,398
Cost of sales	(170,593)	(122,037)
Retained profit for the year	50,716	59,361
Shareholders' Funds	50,717	59,362

THE GRANGE SCHOOL HARTFORD LIMITED

7. ANALYSIS OF EXPENDITURE

	Staff Costs	Depreciation	Other costs	Total 2024	Total 2023
Charitable expenditure	**£**	**£**	**£**	**£**	£
Education					
Teaching	8,753,163	-	1,022,534	9,775,697	8,819,719
Premises	546,498	598,897	1,320,357	2,465,752	2,506,810
Support and governance costs	926,597	753,482	550,362	2,230,441	1,816,485
Welfare	394,705	-	907,833	1,302,538	1,133,102
Grants, awards & prizes					-
	10,620,963	1,352,380	3,801,086	15,774,429	14,276,116
2023	9,680,101	1,098,982	3,497,033	14,276,116	12,794,282

8. GOVERNANCE COSTS INCLUDED IN SUPPORT COSTS

	2024	2023
	£	£
Staff costs	-	22,375
Legal and professional fees	84,672	66,287
Auditors Remuneration – Audit	16,050	15,300
Auditors Remuneration – Non-Audit	2,650	2,525
Other governance costs	5,124	-
	108,496	84,112

9. NET INCOMING RESOURCES

Net incoming resources are stated after charging:

	2024	2023
	£	£
Operating lease costs – land and buildings	-	-
Operating lease costs - equipment	15,579	12,967
Depreciation - owned assets	1,354,046	1,012,865

10. GOVERNORS' REMUNERATION AND BENEFITS

There were no Governors receiving remuneration or other benefits for the year ended 31 August 2024 nor for the year ended 31 August 2023.

Governors' Expenses

During the year ended 31 August 2024 no Governors received travel and subsistence expenses. (2023: None).

11. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	8,345,174	7,714,747
Social security costs	812,788	738,115
Other pension costs	1,536,299	1,277,239
	10,694,261	9,730,101
Aggregate employee benefits of key management personnel	558,918	636,791

The average monthly number of employees during the year was as follows:

	2024	2023
Teaching	175	172
Administration	29	28
Catering, cleaning and maintenance	65	65
Trading subsidiary	8	9
	277	274

The average monthly number of employees on a full time equivalent basis during the year was:

	2024	2023
Teaching	138	134
Administration	28	26
Catering, cleaning and maintenance	44	42
Trading subsidiary	3	3
	213	206

The number of higher paid employees in bands of: -

	2024	2023
£60,000 to £69,999	7	4
£70,000 to £79,999	2	1
£80,000 to £89,999	1	1
£90,000 to £99,999	1	1
£140,000 to £149,999	-	1
£190,000 to £199,999	1	-

The Head of the Grange School total remuneration reflects the full package available for the role, following their decision during 23/24 to opt out of the pension scheme. This arrangement complies with organisational policy and relevant regulations.
Nine of the higher paid employees are accruing benefits under a defined benefits scheme with contributions amounting to £154,986 in the current year (2023: seven out of eight £135,391).
Contributions amounting to £14,828 (2023: £7,379) were paid to defined contribution schemes in respect of two of the higher paid employees (2023 one).
During the year there were no (2023: 3) terminations and termination payments of £Nil (2023: £23,885).

12. TANGIBLE FIXED ASSETS – CONSOLIDATED AND SCHOOL

	Freehold Property £	Assets in course of construction £	Fixtures and Fittings £	Motor Vehicles £	Totals £
COST					
At 1 September 2023	32,293,392	216,568	7,649,183	160,357	40,319,500
Disposals	-	-	-	-	-
Additions	-	-	1,396,090	111,067	1,507,157
At 31 August 2024	32,293,392	216,568	9,045,273	271,424	41,826,657
DEPRECIATION					
At 1 September 2023	10,177,577	-	5,598,708	160,357	15,936,642
Charge for the year	543,983	-	787,045	23,017	1,354,045
Disposals	-	-	-	-	-
At 31 August 2024	10,721,560	-	6,385,753	183,374	17,290,687
NET BOOK VALUE					
At 31 August 2024	21,571,832	216,568	2,659,520	88,050	24,535,970
At 31 August 2023	22,115,815	216,568	2,050,475	-	24,382,858

13. FIXED ASSET INVESTMENTS

	Investment in subsidiary company
	£
COST OR VALUATION	
At 31 August 2023	1
At 31 August 2024	1
NET BOOK VALUE	
At 31 August 2024	1
At 31 August 2023	1

The Grange Trading Development Limited is incorporated in the UK. The Grange School Hartford Limited is the sole shareholder. The Grange School Hartford Limited invested £1 into the company.

14. STOCKS

	Consolidated		School	
	2024	2023	**2024**	2023
	£	£	**£**	£
Stocks	9,599	8,648	9,599	8,648

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Consolidated		School	
	2024	2023	**2024**	2023
	£	£	**£**	£
Fees outstanding	15,365	57,792	6,131	52,366
Amounts owed by group undertakings	-	-	131,528	34,534
Other debtors	123,741	107,072	114,560	103,662
Interest rate swap	221,001	389,178	221,001	389,178
Prepayments and accrued income	380,264	271,016	380,263	271,016
	740,370	825,058	853,483	850,756

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Consolidated		School	
	2024	2023	**2024**	2023
	£	£	**£**	£
Bank loans and overdrafts (see note 18 & 19)	475,000	475,000	475,000	475,000
Trade creditors	946,661	859,425	946,661	859,425
Social security and other taxes	193,129	184,692	190,335	183,160
Other creditors	244,427	234,860	241,174	231,607
Deferred income – fees in advance	2,349,791	4,878,994	2,349,791	4,878,994
Accrued expenses	664,162	642,005	664,162	642,005
	4,873,170	7,274,976	4,867,123	7,270,191

Deferred income in the prior year arose due to the fact that the billing date for the 2023 Autumn term fell on the 31 August when income of £4.7 million was billed.

17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Consolidated		School	
	2024	2023	**2024**	2023
	£	£	**£**	£
Bank loans (see notes 18 & 19)	2,018,750	2,493,750	2,018,750	2,493,750
Deferred income – fees in advance	133,586	159,978	133,586	159,978
	2,152,336	2,653,728	2,152,336	2,653,728

18. SECURED DEBTS

The following secured debts are included within creditors:

	Consolidated		School	
	2024	2023	**2024**	2023
	£	£	**£**	£
Bank loans	2,493,750	2,968,750	2,493,750	2,968,750

The bank loan is repayable over 11 years from the date it was first drawn down with an interest rate of 1.9% over LIBOR. This changed to 1.9% over Bank of England Base rate from the first quarter of 2022. In February 2021, a quarterly rate swap arrangement was agreed with Handelsbanken to effectively fix the total interest rate at 2.39% for the duration of the loan period. There was no cost to the school for entering in to the swap arrangement. At the year end the fair value of the swap was £221,001 (2023: £389,178). The asset has been recognised in the accounts. The bank loan is secured by a first legal charge over the School buildings, the car park and the sports fields.

19. LOANS

An analysis of the maturity of loans is given below:

	2024	2023
	£	£
Amounts falling due within one year or on demand:		
Bank loans	**475,000**	475,000
Amounts falling between one and two years:		
Bank loans - 1-2 years	**475,000**	475,000
Amounts falling due between two and five years:		
Bank loans - 2-5 years	1,425,000	1,425,000
Amounts falling due after more than 5 years:		
Bank loans more than 5 years	118,750	593,750

20. OPERATING LEASE COMMITMENTS

The future minimum lease payments under non-cancellable operating leases are as follows:

	Other operating leases	
	2024	2023
	£	£
Less than one year	13,942	12,967
Between two and five years	13,942	-
After five years	13,942	-
	41,826	12,967

21. FEES IN ADVANCE SCHEME

Parents may enter into a contract to pay the School in advance for fixed contributions towards future tuition fees. The money may be returned subject to specific conditions on the receipt of notice. Assuming pupils will remain in the School, fees in advance will be applied as follows:

	2024	2023
	£	£
After 5 years	133,856	-
Within two to five years	569,968	87,016
Within one to two years	682,048	72,962
	1,385,872	159,978
Within one year	963,919	82,505
	2,349,791	242,483

Summary of movements in liability	£
Balance at 1 September 2023	242,483
New contracts	2,193,567
Contracts refunded	-
Amounts used to pay fees	(86,259)
Balance at 31 August 2024	2,349,791

22. PENSION COMMITMENTS

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,325,761 (*2023:* £1,155,657) and at the year-end £Nil (*2023* - £ Nil) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2020 and the Valuation Report was published in October 2023.

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

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

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website (https://www.teacherspensions.co.uk/news/employers/2019/04/teachers-pensions-valuation-report.aspx).

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 contributions

For non-teaching staff, the School makes contributions into employees' personal pension funds.

The pension charge for the year includes contributions payable to the schemes of £206,505 (2023: £109,887). At the year-end £Nil (2023: £ Nil) was accrued in respect of contributions to these schemes.

23. MOVEMENT IN FUNDS

Group	At 1 September 2023 £	Incoming resources £	Resources expended £	Transfers between funds £	**At 31 August 2024 £**
Unrestricted funds					
General fund	27,952,280	16,545,597	(16,082,933)	-	28,414,944
Total funds	27,952,280	16,545,597	(16,082,933)	-	28,414,944

School	At 1 September 2023 £	Incoming resources £	Resources expended £	Transfers between funds £	**At 31 August 2024 £**
Unrestricted funds					
General fund	27,892,919	16,413,915	(15,942,606)	-	28,364,228
Total funds	27,892,919	16,413,915	(15,942,606)	-	28,364,228

24. ALLOCATION OF ASSETS - GROUP

	Tangible fixed assets £	Net current assets £	Long term liabilities £	**Total 2024 £**	Total 2023 £
Unrestricted funds	**24,535,970**	**6,031,310**	**(2,152,336)**	**28,414,944**	27,952,280

25. CAPITAL COMMITMENTS

There were no capital commitments at 31 August 2024 or 31 August 2023

26. RELATED PARTY TRANSACTIONS

A number of the governors at the School who held office for at least part of the year had children enrolled at the School during the year. The children attend the School on the same terms as the other pupils.

27. FINANCIAL INSTRUMENTS

	2024	2023
	£	£
Financial assets measured at amortised cost (a)	10,293,615	12,829,284
Financial assets measured at fair value (b)	221,001	389,178
Financial liabilities measured at amortised cost (c)	4,166,867	4,420,293

(a) Financial assets include cash, fee debtors and other debtors (see note 15)

(b) Financial assets measured at fair value is the interest rate swap (see note 15)

(c) Financial liabilities include deposits, trade creditors, other creditors and loans (see notes 16 and 17)

Impairment losses charged to financial assets measured at amortised cost in the year amounted to £nil.

THE GRANGE SCHOOL HARTFORD LIMITED

England & Wales - Charity number 525918

Accounts

REGISTERED COMPANY NUMBER: 00607992 (England and Wales)
REGISTERED CHARITY NUMBER: 525918

REPORT OF THE GOVERNORS AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023 FOR THE GRANGE SCHOOL HARTFORD LIMITED

THE GRANGE SCHOOL HARTFORD LIMITED

CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

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LETTER FROM THE CHAIR OF GOVERNORS
FOR THE YEAR ENDED 31 AUGUST 2023

From the Chair of Governors
Trevor Brocklebank

Dear Parents and Members,

I am pleased to present the School's Annual Report and Accounts for 2022-2023.

The school is enjoying significant levels of interest from new and existing parents with applications for places at a record level. Undoubtably, this has been driven by GCSE results that saw nearly a third of all entries at the highest possible grade (9) and one in five A Level entries at the top grade (A*), outperforming those achieved pre-pandemic. This success is further underpinned by substantial growth in enrichment opportunities for our students including sporting competitions and delighting audiences in musical performances including the critically acclaimed 'Ghost' musical. After a busy examination season, well over a quarter of the year group headed to the Peak District and the Lake District to complete their Silver Duke of Edinburgh expeditions to much praise from all members of staff.

Financially, the School remains in a healthy position. With an uncertain economic environment, the School is run prudently, maintaining an appropriate level of reserves. Whilst expenditure this year has focused on improving further the quality of our education and extra-curricular activities we provide, we have also made significant changes this summer at the senior school with a new dining provision and enhancements to the front of the site. Whilst these changes have brought immediate benefits, Dr Earps and the executive team are now finalising the long-term strategic development plan for the school that will underpin our mission to deliver an educational experience which is second to none in the North of England. This will be communicated to parents in due course.

In summary, the school continues to go from strength to strength, having achieved excellent academic results and increased value-added scores this year. We have a clear and exciting vision for the school and are looking forward to our future.

Trevor Brocklebank
Chair of Governors

The Governors, who are also Directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the Charity for the year ended 31 August 2023. The Governors have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) – effective 1 January 2019.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
00607992 (England and Wales)

Registered Charity number
525918

Registered office
Bradburns Lane
Hartford
Northwich
Cheshire
CW8 1LU

Governors

J W Simpson	Chartered Surveyor
M Newsholme	Chartered Accountant
N A Jayatilake	Community Paediatrician
T Brocklebank	Consultant
J Llewellyn	Chief Financial Officer
T Sherry	TV Executive
V Fleetwood	Lawyer
S Begg	Architect
T Pollard	Headteacher – retired
O Matthews	Finance Professional
P Tabb	Managing Director
S Eglin	HR Professional

The following Governors were appointed subsequent to the year end.

S Amesu	Former Criminal Barrister (Appointed 13 February 2024)
M Webster	International Vice President – retired (appointed 13 February 2024)

The following Governors served during the financial year and have subsequently resigned

A Rae	Independent Advisor (end of term 31 August 2023)
H Gopsill	HR Professional (Resigned 7 December 2023)
N Brougham	Consulting Actuary (Resigned 1 May 2023)

Membership of the Trust as at 31 August 2023 was 1,506 compared to 1,330 at 31 August 2022.

Company Secretary
Stephen Gauller

REFERENCE AND ADMINISTRATIVE DETAILS

Bankers

National Westminster Bank Plc
P.O Box No. 6
The Bull Ring
Northwich
Cheshire
CW9 5BN

Handelsbanken
Warrington Branch
760 Mandarin Court
Centre Park
Warrington
WA1 1GG

Auditors

Crowe U.K. LLP
The Lexicon
Mount Street
Manchester
M2 5NT

Trevor Brocklebank
Chair of Governors

Trevor joined the Board of Governors in December 2020 and became Chair in June 2022. Trevor currently holds a portfolio of Non-Executive roles, including Chair of Marketing Cheshire and Vice-Chair of the Cheshire and Warrington Local Enterprise Partnership. He is a Non-Executive Director and founding investor at Workbuzz, an employee satisfaction survey provider and also co-founder of Rise, who provide adapted seated sports across the UK.

Trevor has two children who currently attend the Grange. Trevor and his children are all dyslexic and he has a particular interest in this area.

Jeremy Simpson
Chair of the Property Committee

Jeremy joined the Board of Governors in 2015 and chairs the Property Committee and serves on the Compliance Committee. He is a Chartered Surveyor and is a Director of Simpsons Commercial Property, a specialist property firm. He was previously a partner in Tushingham Moore. Jeremy was a graduate in Urban Land Economics from Sheffield Polytechnic and has an MBA from the Manchester Business School and is a Fellow of the Royal Institute of Chartered Surveyors.

Jeremy's three children all attended The Grange Senior School. He enjoys most sports and regularly plays golf and tennis and enjoys outdoor activities including fell walking, cycling and skiing.

Martin Newsholme
Chair of the Finance Committee

Martin became a Governor in September 2018 and chairs the Finance Committee and serves on the Property and Remuneration Committees. Martin is a non-executive director of businesses in the healthcare and housing sectors having previously been a partner in the accountancy firm KPMG. He has vast experience of advising boards of public and private companies and of operational management in private business and professional practice.

Martin has twin sons who were pupils at the Grange School prior to moving on to university and work. Martin has a keen interest in most sports and is a qualified junior rugby coach and an enthusiastic golfer.

Naomi Jayatilake

Naomi joined the Board of Governors in June 2019 and serves on the Nominations and Compliance Committees with specific responsibilities for safeguarding. She graduated with an honours medical degree from The University of Liverpool and worked in various hospitals across the North West. She is currently a Speciality Doctor in Community Paediatrics at Leighton Hospital. Safeguarding children and young people is a large part of her role as Community Paediatrician. She serves on the Executive Council for The British Association of Community Child Heath and is a BACCH representative for The Royal College of Paediatrics and Child Health.

She has one child in the Senior school and 2 now at University who both attended The Grange from Reception through to sixth form.

Julian Llewellyn

Julian joined the Board of Governors in August 2020 and serves on the Finance and Property Committees. He is the Chief Financial Officer of a Manchester based IT business, BCN Group, and holds a Non-Executive in a Cheshire tech start up.

Outside of work Julian coaches at Lymm Rugby Club, plays cricket and has a keen interest in sport generally. His son currently attends the Grange School.

Thomas Sherry

Tom joined the Board of Governors in January 2021 and serves on the Education Committee. Tom first joined the Grange School as a student in 1979. His wife also attended The Grange and they now have two children at the School.

He has been a Drama Producer and Executive Producer for more than 20 years and his current role is Managing Director for Headline Pictures.

Vicky Fleetwood
Chair of the Compliance Committee

Vicky joined the Board of Governors in May 2021 and is chair of the Compliance Committee and serves on the Nominations Committee.

Her 3 children attended the School during the period 1999 to 2020 and Vicky has a keen interest in the wider benefits of education and enrichment activities to help develop resilience in young people.

Vicky has been a practising solicitor for 30 years advising primarily on commercial transactions and compliance within large global companies and has played a key role in encouraging sustainability standards.

Vicky has a keen interest in sport, particularly rugby (at any level) and cricket. She enjoys walking, reading and loves travel.

Stuart Begg

Stuart joined the Board of Governors in May 2021 and serves on the Property Committee. He has over 30 years' experience in Architecture and Project Management in the design and delivery of a comprehensive range of project types and has a broad understanding of all aspects of construction and procurement methods including partnering strategies essential to deliver successful projects.

Stuart's two sons attended the Grange from Junior School through to sixth form, the youngest leaving in 2020. Outside his career Stuart enjoys playing golf and, cricket, is a keen skier and swimmer with recovery through Pilates. Stuart also enjoys sketching, gardening and wine tasting and is actively involved in the village community where he lives.

Tracy Pollard
Chair of the Education Committee

Tracy joined the Board of Governors in September 2021 and serves on the Education Committee. She is a retired Headteacher who has taught and led in the education sector for 33 years. Tracy Chairs the Education Committee of another independent school and mentors educational leaders.

Tracy is passionate about all things outdoors and spends as much time as possible in the Lake District, walking and cycling. She is a passionate reader and enjoys watching live theatre and dance productions

Oliver Matthews

Oliver joined the Board of Governors in June 2022. As a former pupil of the Grange attending both the Junior and Senior schools, Oliver is the proud dad of two daughters who currently attend the Senior School. His time at the Grange found him life time friends including his wife, Tara.

In his career to date Oliver has spent time in both professional practice and the commercial sector where he has held a number of senior finance roles in a variety of industries. In the companies he has been part of, he has relished understanding the core operational mechanics of the business, getting to know the key individuals and their skill sets that make them and the businesses they're a part of a success, as well as shining a light on what the performance drivers for those businesses are or need to be. Oliver intends to adopt this inquisitive approach as a governor and his goal is to be part of the growth and future success of the school.

Oliver's indulgences are formula1, biking, hiking, golf and enjoying a beer and a game of pool with friends.

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Sarah Eglin

Sarah joined the Board of Governors in June 2022. With a passion for putting people at the heart of any Organisation, Sarah is an advocate for the People Function to be a force for positive change. Heading up the People Team for Co-op Operations: Stores, Retail Support, Logistics and Funeralcare. Her role focuses on the delivery of the Co-op's ambitious Culture & Transformation agenda.

Sarah's 3 children have all commenced education in Reception at the Junior School, and her eldest son is now in year 10 at the Senior School.

With a passion and belief that we are able through empowering our children's growth and development, to create the next generation of leaders who could truly change the world for good in the UK and beyond. She would like to now use her transformation and cultural experience to support the Grange on the next stage of its journey – a journey where staff, parents and children are all part of co-creating its future.

Phil Tabb

Phil joined the Board of Governors in June 2022. Phil graduated from the University of Warwick with a First-Class Honours degree in Economics. Phil has built a career as a Finance Director and, more recently, Managing Director, working with large UK PLCs across multiple sectors including Transport, Technology, and Business Process Outsourcing.

Phil is currently the Managing Director of two technology businesses providing outsourced services to the Public Sector, delivering a Network Managed Service on behalf of London Underground and an automated grant management solution on behalf of the Department of International Trade, which provides funding for UK small and medium sized enterprises to expand internationally.

Phil lives in Hartford with his wife, Jenny, and their daughter who attends the Grange Senior School. He is an enthusiastic musician, has a passion for cricket (both playing and watching), and enjoys outdoor pursuits such as hill walking and paddle boarding. On most weekends, Phil can be found on a riverbank supporting his daughter's rowing exploits on behalf of the school.

Sharon Amesu

Sharon joined the Board of Governors in February 2024. Sharon currently holds a portfolio of Non-Executive roles, including Trustee of the Hallé Orchestra, Board Member of the Greater Manchester Good Employment Charter and Regent for Liverpool Hope University. Sharon is a former Criminal Barrister and is a Director of SA Consulting an organisation that supports businesses with Leadership Development and Diversity and Inclusion solutions

Sharon has three children, her youngest child currently attends the Grange. Sharon has a particular interest in ensuring that the school environment is welcoming and inclusive for all children, staff and parents.

Mark Webster

Mark joined the Board of Governors in February 2024. He and his wife, Gill, have been Grange parents for 17 years, with all three of their children having attended the school.

Mark recently retired after a 35-year career in the medical devices industry, most recently as International Vice President of a US resuscitation equipment manufacturer. Since retiring, he has become trustee of a charity supporting people with a learning disability, is a university guest speaker and MBA mentor. Additionally, Mark is a GoodSAM cardiac responder and runs the Alpha Course. When not doing these things, he is usually to be found spending time with the family, out on the golf course or playing guitar.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Charity is controlled by its governing document, and constituted as a limited company, limited by guarantee, as defined by the Companies Act 2006.

Principal Activity

The principal activity is the operation of an independent co-educational day school.

Recruitment and appointment of new Governors

Governors are subject to the retirement by rotation provisions in the Articles of Association (normally requiring Governors to retire at the Annual General Meeting on the third anniversary of their election or re-election).

Induction and training of new Governors

A process for the induction of new Governors has been approved by the Governors so that at, (or about), the time of appointment, new Governors are given details of the workings of the School and Board policies and procedures. In addition, Governors are offered training on issues and subjects relevant to their work through training courses and seminars.

Organisational structure

The School is constituted under its Articles and Memorandum of Association, last amended in 2009. Members of the Governing Body are detailed on page 3 of this report.

The Governors make the key decisions for, and determine the general policies of, the School and meet at least three times a year as a full Board. There are four sub committees that support the Board; Finance, Property, Compliance and Education all of which meet before each main Board Meeting and at other times as required. In addition, there are two sub-committees that meet as and when required; Nominations and Remuneration. The day-to-day management of the School is delegated to the Head. The Head is supported by the Executive Leadership Team comprising the Head of the Junior School, the Chief Operating Officer and the Head of the Senior School. These are the key management personnel. The Heads and the Chief Operating Officer attend all meetings of the Governing Body's committees.

Remuneration is set by the Remuneration Committee with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding fairly and responsibly individual contributions to the School's success.

The remuneration policy is reviewed on an annual basis with reference to other independent schools.

Employment policy

The School is an equal opportunity organisation and is committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. The School makes reasonable adjustments to meet the needs of staff or students who are or become disabled.

Governor engagement with employees

The Chair of Governors writes to employees at least annually, and more frequently if required, to update them on the strategic direction of the School and on key decisions of the Governing Board that may affect the employees. Updates form part of the content of regular Inset days which often include the opportunity for employees to comment on and add to the strategic vision of the School. A Staff Forum with a clear Terms of Reference and role description for Forum members is established. The Forum meet at least termly and have a focus on wellbeing and some organisational matters that impact staff. The Head and Senior Leadership team responsible for day to day communications escalate matters for Governors attention where appropriate.

Governor engagement with parents

The Chair of Governors writes to parents at least annually before the start of the academic year to update them with respect to progress towards strategic aims and the finances of the School. Parental surveys are undertaken on a periodic basis to identify whether the School is meeting pupils' and parents' needs as expected. Results are presented by the Head to Governors and actions agreed. Most communication with parents is undertaken by the Senior Leadership Team and other staff of the School and matters are escalated to Governors where required. The Marketing and Admissions team and Heads of both schools frequently liaise with prospective customers and gather intelligence to ensure the Grange School meets changing requirements of parents.

Central purpose

The Grange School's central purpose is to provide the highest standards of education to the pupils who attend the School. At the end of the academic year 2022-2023, 1218 students between the ages of 4 and 18 attended the School: 431 at the Junior School, 630 at the Senior School and 157 in the Sixth Form.

In a very competitive and successful market for independent education, The Grange School seeks to meet its overriding commitment to success and financial viability of the charity. The School has continued to make significant improvements to facilities, staffing and resources in order to deliver an outstanding quality of educational provision. As a relatively young independent school (the Senior School was founded in 1978), The Grange has no significant source of income other than fees. In spite of this, the governors place the highest possible value on providing public benefit and are constantly looking for ways to expand and diversify the offering.

Ethos

Our school welcomes students from all backgrounds. At the heart of our admissions policy is ensuring that we can develop students to the best of their potential, in line with the general standards achieved by their peers. Entrance assessments ensure that we and parents are satisfied that potential students can cope with the pace of learning and benefit from the education we provide. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of our assessment processes. Through our 'Access to Excellence' bursary scheme, we actively promote wider social access to our school and do our best to ensure that local primary schools receive up to date information about this scheme.

We are an equal opportunity organisation and are committed to an environment that is free from any form of discrimination (on the grounds of colours, race, ethnicity, religion, gender, sexual orientation or disability). We will make reasonable adjustments to meet the needs of staff or students who are or become disabled.

Achievements

Public examinations demonstrated that the quality of the education provided by the charity continues to be excellent by every measurable standard. We were delighted to celebrate another sterling set of results as both cohorts achieved superb outcomes, in line with their predecessors. At GCSE level almost a third of all entries were at the highest possible grade (9) over half of all entries were at the top grades of 8 or 9. At A Level one in five entries were at the top grade (A*), outperforming those achieved pre-pandemic. These statistics placed The Grange School in the top five independent schools in the north west in The Sunday Times Parent Power Schools Guide 2024 and provided further evidence of The Grange's position as one of the best performing schools in the North West.

Academic

More Able and Talented (MAT) students are well catered for as part of a Grange education. In the classroom, students have various extension and challenge activities and an 'academic inspiration' portal on our VLE, Firefly to further their curiosity. Eleven Year 8 & 9 pupils undertook a Head's Award where they took the opportunity to study something that they are interested in in more depth. An intellectually fascinating evening saw all students presenting their findings with the audience enjoying topics as diverse as on 'Lepidopterology - The Study of Butterflies and Moths' and 'Diversity in Parliament'. Mirroring this opportunity, significant numbers of A Level students undertake an optional Extended Project Qualification alongside their A Level subjects, relishing the opportunity to undertake independent research in a topic of their choice.

Students also have a variety of opportunities to extend their thinking by engaging with real world debates. The School has a vibrant Model United Nations presence, with a dedicated group of students who regularly rehearse as part of the School's enrichment programme but also participate in various debates against other schools. Other opportunities for subject specific debates exist within the enrichment programme, including Prime Ministers Questions Forum, Geography Discussion Group and Lit Soc (a discussion of literature). Equally, all students had the chance to debate those issues directly affecting them as part of our review of our school values and rules, feeding into the wider work of the school council.

As well as supporting potential Oxbridge candidates, we broadened our emphasis to support any of our students looking to apply to competitive courses requiring an interview or other selection process. Alongside the traditional attendance at the Oxbridge Student Conference, all students interested in such courses were guided through this process on a one-to-one basis and given subject mentors to support their progress. June 2023 saw the second 'Enhanced Admissions Conference', providing chance to network with former students undertaking these courses and giving students the mentoring opportunities to start their journey.

Pastoral

Underpinning a Grange education is providing an atmosphere in which all children can thrive. Central to this is a staff body who devote great energy to celebrating the successes achieved whilst supporting each individual through more difficult times. On a day-to-day basis all students are supported by their form tutor and in the Senior School this is supplemented with twice yearly one-to-one mentor sessions. These offer an invaluable insight in to the well-being of every child and a time to reflect upon their time at school with the person responsible for their pastoral care. In addition to the curriculum Personal, Social and Health Education (PSHE) programme, form teachers continue to teach one period of PSHE to their form once a fortnight, again reinforcing the bond between teacher and form, whilst enabling tutors to tackle issues that are pressing for their tutees. Regular pastoral meetings at both Junior and Senior level maintain the individual support but also community spirit that typifies a Grange education.

Learning Support

Alongside our strong pastoral care approach, The Grange continues to do its utmost to ensure that the benefits of attending are achieved by those young people with Special Educational Needs (SEND). Both schools have a dedicated SENCO and counsellor to support students and advise the teaching teams. The Pupil Support team liaise effectively with students, teachers and parents to provide the specific help that children need to thrive at the School. They are well supported by our school nurses, allowing us to offer an exceptional level of support for students who have additional needs – be they educational, physical or emotional. Excellent relationships between teachers, students and parents ensure that children have their individual needs met in a thoughtful and cooperative way.

Enrichment

Performing Arts

The obvious academic benefits are supported by the equally important work that the School does with regard to the pastoral care and enrichment opportunities it offers to its students. In the performing arts, the Junior School continued to inspire a love of performing through their Pop-Up Performance Week during the autumn term – where hundreds of pupils performed to their classmates in music lessons, on the playgrounds and during lunchtimes. Year 5 undertook the technically difficult 'The Lion, The Witch and The Wardrobe' whilst both Year 4 and Year 6 impressed audiences in The Grange Theatre with their versions of 'Aladdin'.

In the Senior School, there were opportunities aplenty for students to display their performing talents. October saw the return of House Drama with over 200 students working together to put together a set of stunning performances in another close competition. Three evening recitals and fortnightly lunchtime concerts meant individuals had the chance to take to the stage for the very first time whilst more practised performers had the scope to demonstrate their skills. Three end of term concerts featured the multitude of musical ensembles at the School, alongside performances from our Drama and Speech students and Drama Club. The Drama and Music departments put on two school shows in 2022-2023. Older students rose to the challenge of performing 'Ghost, the Musical' bringing the challenges of singing, acting and using a potter's wheel into focus! In the summer term, younger students performed 'The Adams Family' to great acclaim. This was the first Senior School production directed by our new Artistic Director and has given us a taste of what to expect in future productions. Further to this, all GCSE and A Level Drama students worked with Frantic Assembly to refine their skills at the start of the year before undertaking both devised and scripted practical performances throughout the year.

Sport

Grange School sport continues to appeal to large numbers of students and offers many highlights.

Rugby: The School once again entered Rosslyn Park national 7's competition, this time entering 3 age groups (U18, U16 & U13). All teams performed extremely well; each age group finished 2nd in their group. In particular the U18's and U13's were unfortunate to not win their group and progress on to the next round.

Football continues to go from strength to strength with strong numbers across all age groups and a series of successful cup runs. It has been fantastic to see the increase in the number of girls football competitions that they have entered as well as the increase in the number of girls attending training sessions. Whilst there are many highlights to pick from, amongst the most notable was the fantastic team effort to be 1st XI County plate winners.

The numbers at hockey training have improved significantly with students regularly attending training both before school, at lunchtime and after school. The U12s Indoor squad won the inaugural Grange Invitational Hockey Tournament. The U14's qualified for the Final weekend of the U14 County Championships.
The cricket program is continuing to grow, with a rise in a number of girls cricket matches. They have had matches on a Saturday morning as well as entering in to several soft ball competitions.

The school continued to have mid-week and Saturday fixtures for Tennis. The boys and girls were entered in to the LTA AEGON competitions and performed well with the U13's winning their section.

The equestrian team continues to grow, competing at regional and national NSEA events. The program had success individually and at team events with a range of top 3 finishes in different disciplines. Students are using senior games lessons to train for the team which is making it an integral part of the school program.

Our cross country competitors attended the mid-Cheshire competition (Yr 7-10) with top 20 finishes in all sections. These students were then selected to represent Cheshire. The school entered the ESAA cross country event at Walton Gardens. Year groups ran in teams and were extremely competitive.
Basketball introduced fixtures to their program against Kings Chester and Cloughwood. Fixtures included U13/U14/U16 and Friday night training continued to be popular.

Netball saw great success as the U12's became Cheshire Champions, the U13's became Cheshire runners up and the U19's became Cheshire runners up in the plate. The U15's and U12's were both narrowly beaten by 1 goal and 5 goals respectfully in the semi-finals of the SnS Cup. Whilst the U19's and U16's finished the season being crowned Stonyhurst Invitational Tournament Champions.

The Athletics 2023 summer season saw a full fixture list for athletics with a large number of students getting the opportunity to participate in a series of competitive fixtures against local schools such as Hartford and Weaverham. As well as District and Regional meets. The Junior Girls team placed in the top 12 Schools in the NW at the ESSA Regional Finals and both the Minor boys and girls were crowned 1st and 2nd in the district round of the Minor championships. 17 students individually qualified to represent Mid-Cheshire after placing 1st or 2nd in their event with a further 3 athletes qualifying to represent Cheshire. One student was selected for the English Schools National Track and Field Championships placing 9th overall.

Rowing grew massively in numbers with a substantial intake at Year 9. Throughout the year 285 medals were won at regattas at Warrington, Runcorn, Agecroft, Ironbridge, Chester, Northwich, Shrewsbury, Sculling head and National Schools. At the Chester head, the squad won the Junior Victor Ludorum and the J16 won gold at the Junior British Rowing Championships. Individual congratulations to Ab Farag on his selection for U16 GB Rowing.

We have also had a series of individual successes including national representation in cycling, golf, rowing and swimming and associations with a series of professional clubs.

Outside of the Classroom
Grange students embraced a range of 'outside the classroom experiences' in 2022-2023 including the RSC Schools Analyst Competition, theatre trips, Geography field trips and a Rocket Day in Physics. Students also attended as a series of subject specialist conferences, including Maths Inspiration and A Level Psychology and Economics Conferences. Grange students also enjoyed a range of end of the school year Activity Days in which Years 7 to 10 and the Lower Sixth undertook a variety of visits including Manley Mere, Chester Zoo, London and Delamere.
The Grange has a strong pedigree of Outdoor Education, built on the foundation of a love of the outdoors. Year 3 students sampled their first residential in Delamere whilst both Year 4 and Year 6 students enjoyed a range of outdoor education activities in Coniston and Plas Menai respectively. Similarly, Year 7 enjoyed a return to Bewerly Park in September. Not to be outdone, the Duke of Edinburgh team continued to manage large numbers of participants. Over a busy summer season seven expeditions ran to support the development of Bronze, Silver and Gold Awards for over 130 students. This was also recognised by a visit to Buckingham Palace to join our Gold Award recipients. Again, this exemplifies how The Grange is fulfilling its major aim as a charity: to provide the highest standards of education to the pupils who attend the School.

Public Benefit

Bursaries

Bursaries continue to play a central role in ensuring there is as wide as possible access to the education offered by The Grange, and that it is not exclusively for those with the income to pay for it. The 'Access to Excellence' scheme offers several bursaries per year from 10% to 100% of fees. In 2022-23, 33 students were in receipt of a bursary from this scheme at the Senior School, which enables families, whose financial circumstances change, to continue to send their children to the School. The total Bursary expenditure for 2022-23 was £338,533. The School has a sound financial plan that balances the need for continuing to develop the resource that it offers to those it educates and providing financial support for those who would not otherwise be able to afford full fees.

As well as the provision of bursaries, The Grange also recognises the importance of the distribution of information surrounding them, so that this is not a significant factor restricting access. Excellent relationships with local primary schools, as well as effective distribution of information to them and to everyone coming to an open event form the bedrock of this strategy. The School prides itself on developing opportunities for collaboration with other schools, such as workshops, and offering the use of its facilities. It is the strongly held principle of the School to extend access to it, not only through a financial investment in bursaries but also through extending the educational opportunities it offers so that aspirations are raised, and young people from all backgrounds believe that they can enjoy a Grange education to its fullest potential.

Contribution to Education Locally and Abroad

An essential part of our work as an educational charity is the development of strong working relationships with local maintained primary and secondary schools.

The Grange School supports curriculum development in other educational settings. Several departments (including Art, History and Politics) work alongside colleagues in other schools to develop high quality teaching and learning resources and initiatives, sharing best practice. Three of our members of staff are governors at primary schools with a fourth a Trustee at a High School. Further to this, many staff members support the delivery of public examinations nationally by examining and/or moderating for different papers.

The Grange School works with partner schools to enhance their existing curriculum. Having offered internal STEM Days, members of staff and Grange Sixth Form Students from the Sciences, Design and Computing designed and hosted a STEM Day competition for 24 schools from around the North West. This comprised of a range of individual practical events designed to assess teamwork and the application of key scientific principles. Similarly, the Music department offered a series of community concerts, including a performance of Handel's Messiah with Hartford Choral Society and Vale Royal Strings, which was followed by a Masterclass strings workshop. We also hosted an oversubscribed AJIS Concert. The PE department also continued its valuable partnership work with Cloughwood Academy as part of our Sports Leaders programme.

On eight separate occasions, the Junior School opened its doors for 'Stay and Play' and Activity mornings' for pre-school and 3 to 4 years olds to give students from the local area an experience of primary school life. Similarly in January 2023 the Senior School hosted three Explore! Sessions giving Year 6s from across the area the chance to get an insight into secondary school life by experiencing lessons, time with a form tutor and to chance to engage with secondary school activities. We were delighted to offer four in person Discover! Sessions for pupils in Year 5 in June 2023, giving students from the local area the chance to experience a senior school setting and a multitude of different secondary school subjects, aiding the primary to secondary transition.

The Grange School has also supported the local community making use of its facilities. The Senior School hosts ABRSM practical and theory examinations for external candidates, enabling young people from the local community to progress their music education. In sport local hockey and football clubs use our facilities, and the School has strong club links with Northwich Sapphires (Netball) and Winnington Park (Rugby and Hockey). In the performing arts, The Grange Theatre is hired out by a range of local community groups allowing them to host their events in a bigger but local venue, with technical support from The Grange team.

In the first whole school events of the year, the Junior School and Senior School provided much needed food and other donations for Mid-Cheshire Food Bank, the Trussell Trust and Care UK Charity. Both schools support the Royal British Legion as part of their remembrance services. Further to this, fundraising activities at the Junior School raised money for AlderHey, the Marine Conversation Society, Cheshire Dogs Home, Comic Relief and Mind (Heads Together). During the course of 2022-2023, the Senior School raised money for seven charities – Macmillan Cancer Support, Cheshire Search and Rescue, The Brain tumour charity, Great Ormond Street hospital, Essex & Herts Air Ambulance and, Liverpool Chest and Heart – in addition to supporting the School's own Project Gambia. Over the course of 2022-2023, over £46,000 was raised across both schools.

In addition to this regular fundraising, the senior school raised funds in for the Turkey-Syrian earthquake appeal. Similarly inspired by international events Grange students opted to change their uniform to support initiatives such as #Wearit Green for mental health and the Downs Syndrome Awareness campaign and raising money in the process. Repeating 2021-2022's fantastic efforts, the Sixth Form team led a 24 hour ergo marathon with 25 members of the School community rowing in excess of one million metres for charity and raising over £3,500 for Liverpool Heart and Chest Hospital Charity.

2022-2023 also saw a resumption of our activities with community groups, both far and wide. For Christmas, our Sixth Form participated in a Toy Drive held by Northwich Community Support Hub who were aiming to ensure no child in our local area goes without a Christmas present this year. In a similarly festive spirit, the Communities team hosted residents from Oak Grange for a Festive Tea and live music from the Music department. The same group ran a 'communities week', with each year taking on a variety of local challenges including litter picking, visiting the Nursery or writing postcards to care home residents.

Our fees

Fees for the Junior School were charged at £3,255 (Reception and Year 1) £3,530 (Years 2 to 6) and at £4,355 per term at the Senior School for the 2023 calendar year. We believe that this represents excellent value for money and thus within reach, without assistance, of a relatively large proportion of the population. It is the Governors' policy to set competitive fees to enable families to offer their children access to the quality of education offered by The Grange School. In June 2023, The Telegraph declared the Grange School as the best value co-ed independent School in England.

Looking Forward

2023-2024 will see greater emphasis on pupil progress in all areas of school life. As part of our drive to develop empowered learners and leaders of the future, we are keen to ensure that both parents and students are well-informed and can reflect on the next steps in their journey – whether that be in enrichment, academically or pastorally.

We also look forward further diversifying our educational experiences with outside speakers to supplement our work but also will be offering a broader range of educational experiences. In particular the School is looking forward to being able to visit its sister school, the Darul Arkam School, as part of The Grange's longstanding Project Gambia work.

Section 172 Statement

Section 172 of the Companies Act 2006 requires the governors of the School to act in the way that they consider, in good faith would likely promote the success of the School for the benefit of the members as a whole. In doing this Section 172 requires a governor to have regard, amongst other matters to the:

- Likely consequences of any decision in the long-term
- Interests of the School's employees
- The need to foster the School's relationships with parents, suppliers and others
- The impact of the School's operations on the community and environment
- The desirability of the School maintaining a reputation for high standards in its dealings with others.
- The need to act fairly.

In discharging our Section 172 duties we have regard to the matters set out above. We also have regard to other factors, for example, the interests of the pupils, our relationship with the Department for Education and other Government departments, the ISI inspectorate. By considering the School's values, strategic priorities and charitable objects we aim to ensure that our decisions are consistent and fair. We delegate the authority for day to day management to the Head and the Board receives regular reports on Health and Safety, compliance, education and financial performance. The views of and impact of the School's activities on pupils, parents, employees, suppliers and the community are considered by Governors when making relevant decisions. During the period, information was received in a range of formats; presentations, customer surveys and reports.

Financial Review

The School achieved its financial targets for the year. As a result the School continues to be in a good position to meet its educational and operational aims and plans for the future. The surplus generated in the 2022-23 academic year will, as always, be fully invested in the School's resources and facilities. The School is financially able to meet its commitments to loans drawn to facilitate the building of the Sports Centre. The School continues to manage its finances whilst having regard to the new and emerging challenges such as increases to energy, fuel and food costs and changes to the national living wage.

Policy on Level of Reserves and Borrowing

An aim of the Governors is to achieve the phased implementation of the School's Estates development plan and the finances of the School are regularly reviewed to ensure that the continued programme of development and refurbishment is affordable and that the School is able to invest in excellent teaching facilities. Gross surpluses and investments are managed to ensure free reserves are at a level where the average annual net borrowings do not exceed one term's fees.

Total accumulated reserves of the group at 31 August 2023 were £27,952,280 whilst the value of tangible assets, property and equipment was £24,382,858. Hence, Free Reserves are £3,569,422 (2022: £5,834,840). Cash balances as at 31st Aug 2023 are high due to the timing of the collection of Autumn 2023/2024 fees, which occurred in August 2023. The Governors consider that given the current strength of the charity's balance sheet, the stable cash flow from current student rolls and the banking facility that can be arranged if required, this level of free reserves will be used to facilitate the Strategic Development Plan as well as to provide resilience in the face of challenges the independent school sector may face in the coming years.
The Governors take steps to ensure that the annual income and expenditure budget is set at a level which will provide an appropriate surplus on the capital employed for reinvestment.

A loan of £4.75m was arranged with Handelsbanken to facilitate the completion of the Sports Centre build in 2019 and the balance outstanding on the loan at the August 2023 year end was £2.97m.

Going Concern

The Governors regularly review budget, forecast and cash flow projections to ensure that the School will continue to meet its day to day working capital requirements. Net Current Assets are positive at the year-end date and current assets are well managed. Long term financial forecasts are reviewed on a termly basis taking changing external and internal factors into consideration. Whilst the impacts of the coronavirus pandemic are now receding, continuing cost-of-living matters and potential political change result in uncertainty and the Governors have considered various scenarios over the coming months and years, and have modelled the resulting net surpluses and impact on cashflow of each scenario within long term financial forecasts. The balance sheet position at the year-end is strong and various measures could be taken to mitigate potential adverse factors. In light of this information, the Governors believe that the School will be able to continue to operate for the foreseeable future. The Governors consider that there were no material uncertainties over the School's financial viability and are satisfied that it is appropriate to continue to prepare the accounts on a going concern basis.

Investment policy

The School's premises development plan requires a level of borrowing to support the completion of building projects. The natural cycle of termly fee receipts results in the School having surplus funds for investment for short periods. In these circumstances, these funds are placed on short term deposit at the best return available.

Fundraising

The charity had no fundraising activities requiring disclosure under S162A of the Charities Act 2011.

Plans for future periods

The School continues to build on its reputation nationally, as it gains increasing recognition for its outstanding academic provision and results.

Whilst the key priorities that underpin the School remain, the Strategic Development Plan is being reviewed and redrafted to refine our focus within the main areas of Academic, Pastoral, Extra-curricular, Business and External Stakeholders.

Principal risks and uncertainties

Overview of risk management: The Governors have identified and assessed the major risks to which the School is exposed, in particular those relating to the specific teaching, provision of facilities and other operational areas of the School and its finances. The Governors have implemented a number of systems to assess risks that the School faces in relation to teaching and learning, health & safety, student welfare, external factors and pressures, school trips and in relation to the control of finance. The Governors have introduced systems, including operational procedures and internal financial controls in order to minimise risk. A risk register is maintained, reviewed and updated on a regular basis.

The principal risks are:-

Reputational Risk: Currently, almost all of the income is generated from parents of pupils through fee and related income. The School is reliant on continuing to attract applicants in sufficient numbers by maintaining its reputation for the highest educational standards and an ethos that parents wish to invest in for their children. The Governors continue to review to ensure that student success and achievement are closely monitored and review parental satisfaction surveys to ensure that the School's values and ethos continue to be attractive to parents.

Failures in governance or management: the risk of failure to effectively manage the School's internal controls, finances, compliance with regulations and legislation, statutory returns etc. is mitigated by Governor review to ensure that appropriate measures are in place to satisfy these requirements.

Safeguarding and child protection: the Governors continue to ensure that the highest standards are maintained in the areas of selecting, training and monitoring staff, the operation of child protection policies and procedures, health & safety measures and discipline.

Staffing: the success of the School is heavily reliant on the quality of its staff. The Governors monitor and review policies and procedures to ensure continued development and training of staff as well as ensuring there is clear succession planning.

Fraud and mismanagement of funds: the Governors have implemented a financial governance policy under the guidance of the Governors and staff with appropriate recognised qualifications to clearly allocate responsibilities and ensure that robust internal controls are in place.

Financial risks: the key financial risks to which The Grange School is exposed relate primarily to the status of the general UK economy, reduction in student numbers and changes in government policy and legislation affecting costs for example, increases in contributions to the Teachers' Pension Scheme or loss of business rates relief or VAT becoming chargeable on school fees.

Risk management

The Governors continue to keep the School's activities under review, particularly with regard to any major risks that may arise from time to time, and to monitor the effectiveness of the system of internal controls and other viable means, including insurance cover where appropriate, by which those risks already identified by the Governors can best be mitigated.

General Data Protection Regulations (GDPR)

The General Data Protection Regulations (GDPR) came into effect from 25th May 2018. The School implemented the requirements of the new Data Protection Act in line with the regulations. Training has been provided to staff in relation to the new requirements, and a school-specific reference guide has been created for staff, which is updated termly. The School continues to have a watching brief on the information reported by the Information Commissioners Office and shares up to date information with staff and key holders of information as applicable on an ongoing basis.

Energy and emissions report

The Governors have identified a focus on sustainability as a strategic objective for the School. Consultants have been engaged to advise on the strategy for improving the School's carbon credentials over the longer term. During the year, Building Management systems improved to reduce energy consumption and a number of older inefficient boilers have been replaced. Measures to improve sustainability continue.

	2022-23	2021-22
UK energy use kWh	1,922,709	2,431,269
Associated greenhouse gas emissions (Tonnes CO2 equivalent)	398	503
Intensity ratio Emissions per m² (all buildings)	25.48	32.2

UK energy use covers electricity and gas for heating, teaching and catering over all sites plus petrol and diesel for School vehicles and staff mileage claims.

Methodology: we have reported all the emissions sources and calculated emissions using emission factors from 'UK Government GHG Conversion Factors for Company Reporting 2019'.

CONCLUSION

The School has had another successful year and the Governors would like to express their thanks and congratulations to the Leadership Team, Staff and Students.

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors are responsible for preparing the Governors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Governors to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law.

Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of the surplus or deficit of the Charity for that period. In preparing these financial statements, the Governors are required to:

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

The Governors are responsible for ensuring that adequate accounting records are maintained that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and ensuring their proper application in accordance with charity law, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

PROVISION OF INFORMATION TO THE AUDITOR

Each Governor in office at the time when this Governors' report is approved has confirmed that:

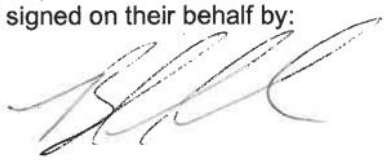
- so far as that Governor is aware, there is no relevant audit information of which the company's auditor is unaware, and

- that Governor has taken all the reasonable steps that ought to have been taken as a Governor in order to be aware of any relevant audit information needed by the Company's auditor in connection with preparing its report and to establish that the Company's auditor is aware of that information.

AUDITORS

Crowe U.K. LLP has acted as the School's auditor and will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report, which incorporates the strategic report, was approved by the Governors on 27th March 2024 and signed on their behalf by:



.....
Trevor Brocklebank

Opinion

We have audited the financial statements of The Grange School Hartford Limited ('the charitable company') and its subsidiary ('the group') for the year ended 31 August 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Company Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 August 2023 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 matter prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

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

Responsibilities of Governors

As explained more fully in the governors' responsibilities statement set out on page 18, 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, taxation legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were The Education (Independent School Standards) Regulations 2014, Employment legislation and Health and Safety legislation.

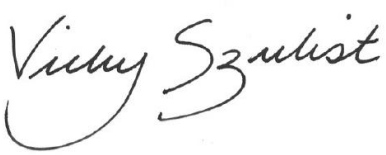
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of other income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate, sample testing of other income and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Vicky Szulist

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

The Lexicon

Mount Street

Manchester

M2 5NT

Date: 16th April 2024

STATEMENT OF CONSOLIDATED FINANCIAL ACTIVITIES
(Incorporating the Income and Expenditure Account)
FOR THE YEAR ENDED 31 AUGUST 2023

	Note	2023 Total Unrestricted funds £	2022 Total Unrestricted funds £
INCOME FROM:			
Charitable activities			
School fees	**4**	13,406,471	12,683,034
Ancillary trading income	**5**	1,299,487	1,293,043
Other trading activities			
Non-Ancillary trading income	**2**	182,704	178,419
Investment income	**3**	261,693	17,920
Total incoming resources		15,150,355	14,172,416
EXPENDITURE ON:			
Raising funds			
Cost of activities for generating funds		96,046	87,781
Charitable activities			
Education	**7**	14,276,116	12,794,282
Total expenditure		14,372,162	12,882,063
NET INCOMING RESOURCES		778,193	1,290,353
Other recognised gains			
Gain on interest rate swap		37,158	352,020
		815,351	1,642,373
RECONCILIATION OF FUNDS			
Total funds brought forward		27,136,929	25,494,556
TOTAL FUNDS CARRIED FORWARD		27,952,280	27,136,929

The notes on pages 31 to 44 form part of these financial statements

THE GRANGE SCHOOL HARTFORD LIMITED
BALANCE SHEETS
Registered Number: 00607992
AT 31 AUGUST 2023

	Notes	Consolidated		School	
		2023	2022	**2023**	2022
		£	£	**£**	£
FIXED ASSETS					
Tangible assets	12	24,382,858	24,745,839	24,382,858	24,745,839
Fixed asset investments	13	-	-	1	1
		24,382,858	24,745,839	24,382,859	24,745,840
CURRENT ASSETS					
Stocks	14	8,648	16,706	8,648	16,706
Debtors: amounts falling due within one year	15	825,058	569,003	850,756	606,083
Cash at bank and in hand		12,664,420	7,150,566	12,574,575	7,043,209
		13,498,126	7,736,275	13,433,979	7,665,998
CREDITORS: due within one year	16	(7,274,976)	(2,193,778)	(7,270,191)	(2,188,372)
NET CURRENT ASSETS		6,223,150	5,542,497	6,163,788	5,477,626
TOTAL ASSETS LESS CURRENT LIABILITIES		30,606,008	30,288,336	30,546,647	30,223,466
CREDITORS: due after more than one year	17	(2,653,728)	(3,151,407)	(2,653,728)	(3,151,407)
NET ASSETS		27,952,280	27,136,929	27,892,919	27,072,059
TOTAL UNRESTRICTED FUNDS	23	27,952,280	27,136,929	27,892,919	27,072,059

The net result for the financial year dealt with in the financial statements of the parent charity was a surplus of £787,132 (2022: £1,247,911).

The financial statements were approved and authorised for issue by the Board of Governors on 27th March 2024 and were signed on its behalf by:

.....
T Brocklebank– Chair of Governors

.....
M Newsholme - Governor

The notes on pages 31 to 44 form part of these financial statements

THE GRANGE SCHOOL HARTFORD LIMITED

CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2023

	Note	2023		2022	
		£	£	£	£
Net cash inflow from operations					
Net cash provided by operating activities	1		6,828,379		2,311,116
Cash flows from investing activities					
Interest received		261,693		17,920	
Interest paid		(185,645)		(100,719)	
Sale of tangible fixed assets		2,500		-	
Purchase of tangible fixed assets		(918,073)		(799,624)	
			(839,525)		(882,423)
Cash flows from financing activities					
New loan in the year			-		-
Loan repayments in the year			(475,000)		(475,000)
			(475,000)		(475,000)
Change in cash and cash equivalents in the reporting period			5,513,854		953,693
Cash and cash equivalents at the beginning of the period			7,150,566		6,196,873
Cash and cash equivalents at the end of the period	2		12,664,420		7,150,566

The notes on pages 31 to 44 form part of these financial statements

NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 AUGUST 2023

1. RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2023	2022
	£	£
Net incoming resources	778,193	1,290,353
Depreciation charges	1,012,865	962,372
(Profit)/loss on sale of assets	265,689	790
Interest received	(261,693)	(17,920)
Interest paid	185,645	100,719
(Increase)/decrease in stocks	8,058	(5,754)
Decrease/(increase) in debtors	(218,897)	(31,382)
Increase/(decrease) in creditors	5,058,519	11,938
Net cash inflow from operating activities	6,828,379	2,311,116

2. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2023	2022
	£	£
Cash at bank	12,664,420	7,150,566

3. RECONCILIATION OF NET DEBT

	At 1 September 2022	**Cash flow**	**At 31 August 2023**
	£	**£**	**£**
Cash at bank	7,150,566	5,513,854	12,664,420
Bank loan due in less than one year	(475,000)	-	(475,000)
Bank loan due in greater than one year	(2,968,750)	475,000	(2,493,750)
	3,706,816	5,988,854	9,695,670

1. ACCOUNTING POLICIES

Basis of preparation
The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the 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 functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The School is a public benefit entity registered as a charity in England and Wales and a company limited by guarantee. It was incorporated on 15 July 1958 (company number 00607992) and registered as a charity on 22 November 1962 (charity number 525918).

The Governors regularly review budget, forecast and cash flow projections to ensure that the School will continue to meet its day to day working capital requirements. Net Current Assets are positive at the year-end date and current assets are well managed. Long term financial forecasts are reviewed on a termly basis taking changing external and internal factors into consideration. Whilst the impacts of the coronavirus pandemic are now receding, continuing cost-of-living matters and potential political change result in uncertainty and the Governors have considered various scenarios over the coming months and years, and have modelled the resulting net surpluses and impact on cashflow of each scenario within long term financial forecasts. The balance sheet position at the year-end is strong and various measures could be taken to mitigate potential adverse factors. In light of this information, the Governors believe that the School will be able to continue to operate for the foreseeable future. The Governors consider that there are no material uncertainties over the School's financial viability and are satisfied that it is appropriate to continue to prepare the accounts on a going concern basis.

Incoming resources
All incoming resources are included on the Statement of Financial Activities when the School is legally entitled to the income and the amount can be quantified with reasonable accuracy. Where income is received but conditional upon the provision of a service in a future accounting period, the income is deferred to that period.

Expenditure
Expenditure is accrued as soon as a liability is considered probable, discounted to present value for longer term liabilities. The irrecoverable element of VAT is included with the item of expense to which it relates. Governance costs include those costs incurred in the governance of the School and its assets are primarily associated with constitutional and statutory requirements.

Basis of consolidation
The group financial statements consolidate the financial statements of the School and its subsidiary undertaking The Grange Trading Development Limited (company number: 11511334). All inter group transactions and profits are eliminated fully on consolidation. As permitted by section 408 of the Companies Act 2006, the parent Charity's income and expenditure account has not been included in these financial statements.

The School has taken advantage of the exemption available to qualifying entity in FRS 102 from the requirement to present a charity only cash flow statement with the consolidated financial statements.

Tangible fixed assets
Tangible fixed assets are stated at cost or valuation less depreciation

1. ACCOUNTING POLICIES

Depreciation is provided for on all fixed assets, other than freehold land, on a straight line basis calculated to write off the asset cost or revaluation over its estimated useful economic life at the following rates:-

Freehold buildings	- completed before 31 August 1995	5%
	- completed after 31 August 1995	2%
Fixtures & fittings		7% - 15%
Mobile/IT equipment		33%
Motor vehicles		30%

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

Operating Leases
Operating lease rentals are charged to School operating costs on a straight line basis over the term of the lease.

Taxation
The Charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Governors. All the charity's funds are unrestricted funds.

Pension costs and other post-retirement benefits

Retirement benefits to employees of the School are provided through two pension schemes, one defined benefit and one defined contribution. The pension costs charged in the Statement of Financial Activities are determined as follows:

The Teachers' Pension Scheme - This scheme is a multi-employer pension scheme. It is not possible to identify the School's share of the underlying assets and liabilities of the Teachers' Pension Scheme on a consistent and reasonable basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. The School's contributions, which are in accordance with the recommendations of the Government Actuary, are charged in the period in which the salaries to which they relate are payable. The School also operates a defined contribution pension scheme for non-teaching staff. The regular pension contributions are charged to the statement of financial activities as they are incurred.

Financial instruments
Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access or deposit bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions.

1. ACCOUNTING POLICIES

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit or loss in finance costs or income as appropriate.
The company does not currently apply hedge accounting for interest rate derivatives.

Advance fee scheme creditor
Amounts received under the School's Advance Fee Scheme contracts for education not yet utilised to settle school fees are recorded as deferred income and allocated as current liabilities where the education will be provided within 12 months from the reporting date and as long-term liabilities where the education will be provided in subsequent years.

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affected current and future periods.

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

2. OTHER TRADING ACTIVITIES

	2023	2022
	£	£
Commission on school photographs	1,494	1,653
Lettings	147,532	131,855
Theatre income	33,678	44,911
	182,704	178,419

3. INVESTMENT INCOME

	2023	2022
	£	£
Deposit account interest	261,693	17,920
	261,693	17,920

4. CHARITABLE ACTIVITIES – FEES RECEIVABLE

Fees receivable consist of:

	2023	2022
	£	£
Gross Fees	14,479,393	13,681,684
Less: fee assistance, discounts and scholarships	(1,072,922)	(998,650)
Total School fees	13,406,471	12,683,034

The number of pupils benefitting from fee assistance, sibling and staff discounts and scholarships totals 459 (2022: 454). Within this means-tested bursaries totalling £338,154 were awarded to 33 pupils (2022: £319,991 to 33 pupils).

5. ANCILLARY TRADING INCOME

	2023	2022
	£	£
Catering income	646,890	552,736
Bus income	331,587	315,586
Fees Refund Scheme	3,424	33,813
Sundowners	185,040	202,028
Speech and drama	76,738	62,800
Registration fees	16,050	14,549
Other income	39,758	111,531
	1,299,487	1,293,043

6. INCOME FROM SUBSIDIARY TRADING ACTIVITIES

The School has a 100% interest in its trading subsidiary The Grange Trading Development Limited.

The Grange Trading Development Limited's principal activity continues to be that of promoting commercial activities which use the School's assets to generate income from lettings and other activities. Its trading results for the year, as extracted from the audited financial statements, are summarised below:

	2023	2022
	£	£
Turnover	181,398	177,976
Other income	-	-
Taxation	-	-
Cost of sales	(122,037)	(113,105)
Retained profit for the year	59,361	64,871
Shareholders' Funds	59,362	64,871

THE GRANGE SCHOOL HARTFORD LIMITED

7. ANALYSIS OF EXPENDITURE

	Staff Costs	Depreciation	Other costs	Total 2023	Total 2022
Charitable expenditure	**£**	**£**	**£**	**£**	£
Education					
Teaching	8,017,776	-	801,943	8,819,719	8,150,797
Premises	458,616	670,003	1,378,191	2,506,810	2,078,617
Support and governance costs	817,060	428,979	570,446	1,816,485	1,599,942
Welfare	386,649	-	746,453	1,133,102	962,594
Grants, awards & prizes	-	-	-	-	2,332
	9,680,101	1,098,982	3,497,033	14,276,116	12,794,282
2022	8,927,465	962,372	2,904,445		12,794,282

8. GOVERNANCE COSTS INCLUDED IN SUPPORT COSTS

	2023	2022
	£	£
Staff costs	22,375	20,380
Legal and professional fees	66,287	91,345
Auditors Remuneration – Audit	15,300	12,960
Auditors Remuneration – Non-Audit	2,525	1,074
Other governance costs	-	3,107
	84,112	128,866

9. NET INCOMING RESOURCES

Net incoming resources are stated after charging:

	2023	2022
	£	£
Operating lease costs – land and buildings	-	-
Operating lease costs - equipment	12,967	14,606
Depreciation - owned assets	1,012,865	962,372

10. GOVERNORS' REMUNERATION AND BENEFITS

There were no Governors receiving remuneration or other benefits for the year ended 31 August 2023 nor for the year ended 31 August 2022.

Governors' Expenses

During the year ended 31 August 2023 no Governors received travel and subsistence expenses. (2022: None).

11. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	7,714,747	7,027,141
Social security costs	738,115	681,298
Other pension costs	1,277,239	1,171,802
	9,730,101	8,880,241
Aggregate employee benefits of key management personnel	636,791	526,193

The average monthly number of employees during the year was as follows:

	2023	2022
Teaching	172	167
Administration	28	22
Catering, cleaning and maintenance	65	69
Trading subsidiary	9	5
	274	263

The average monthly number of employees on a full time equivalent basis during the year was:

	2023	2022
Teaching	134	135
Administration	26	22
Catering, cleaning and maintenance	42	43
Trading subsidiary	3	1
	206	201

The number of higher paid employees in bands of: -

	2023	2022
£60,000 to £69,999	4	1
£70,000 to £79,999	1	2
£80,000 to £89,999	1	-
£90,000 to £99,999	1	2
£130,000 to £139,999	-	1
£140,000 to £149,999	1	-

Seven of the higher paid employees are accruing benefits under a defined benefits scheme with contributions amounting to £135,391 in the current year (2022: £86,683).
Contributions amounting to £7,379 (2022: £14,863) were paid to defined contribution schemes in respect of one of the higher paid employees (2022: two).
During the year there were 3 (2022: None) terminations and termination payments of £23,885 (2022: None).

12. TANGIBLE FIXED ASSETS – CONSOLIDATED AND SCHOOL

	Freehold Property £	Assets in course of construction £	Fixtures and Fittings £	Motor Vehicles £	Totals £
COST					
At 1 September 2022	32,468,769	315,958	6,901,427	160,357	39,846,511
Disposals	(175,377)	(179,573)	(90,134)	-	(445,084)
Additions	-	80,183	837,890	-	918,073
At 31 August 2023	32,293,392	216,568	7,649,183	160,357	40,319,500
DEPRECIATION					
At 1 September 2022	9,736,184	-	5,209,545	154,943	15,100,672
Charge for the year	544,894	-	462,557	5,414	1,012,865
Disposals	(103,501)	-	(73,394)	-	(176,895)
At 31 August 2023	10,177,577	-	5,598,708	160,357	15,936,642
NET BOOK VALUE					
At 31 August 2023	22,115,815	216,568	2,050,475	-	24,382,858
At 31 August 2022	22,732,585	315,958	1,691,882	5,414	24,745,839

13. FIXED ASSET INVESTMENTS

	Investment in subsidiary company
	£
COST OR VALUATION	
At 31 August 2022	1
At 31 August 2023	1
NET BOOK VALUE	
At 31 August 2023	1
At 31 August 2022	1

The Grange Trading Development Limited is incorporated in the UK. The Grange School Hartford Limited is the sole shareholder. The Grange School Hartford Limited invested £1 into the company.

14. STOCKS

	Consolidated		School	
	2023	2022	**2023**	2022
	£	£	**£**	£
Stocks	8,648	16,706	8,648	16,706

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Consolidated		School	
	2023	2022	**2023**	2022
	£	£	**£**	£
Fees outstanding	57,792	15,590	52,366	15,290
Amounts owed by group undertakings	-	-	34,534	42,223
Other debtors	107,072	70,601	103,662	65,758
Financial instrument value	389,178	352,020	389,178	352,020
Prepayments and accrued income	271,016	130,792	271,016	130,792
	825,058	569,003	850,756	606,083

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Consolidated		School	
	2023	2022	**2023**	2022
	£	£	**£**	£
Bank loans and overdrafts (see note 18 & 19)	475,000	475,000	475,000	475,000
Trade creditors	859,425	359,409	859,425	359,409
Social security and other taxes	184,692	171,332	183,160	169,437
Other creditors	234,860	149,496	231,607	145,985
Deferred income – fees in advance	4,878,994	238,650	4,878,994	238,650
Accrued expenses	642,005	799,891	642,005	799,891
	7,274,976	2,193,778	7,270,191	2,188,372

Deferred income in the current year arose due to the fact that the billing date for the 2023 Autumn term fell on the 31 August when income of £4.7 million was billed.

17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Consolidated		School	
	2023	2022	**2023**	2022
	£	£	**£**	£
Bank loans (see notes 18 & 19)	2,493,750	2,968,750	2,493,750	2,968,750
Deferred income – fees in advance	159,978	182,657	159,978	182,657
	2,653,728	3,151,407	2,653,728	3,151,407

18. SECURED DEBTS

The following secured debts are included within creditors:

	Consolidated		School	
	2023	2022	**2023**	2022
	£	£	**£**	£
Bank loans	2,968,750	3,443,750	2,968,750	3,443,750

The bank loan is repayable over 11 years from the date it was first drawn down with an interest rate of 1.9% over LIBOR. This changed to 1.9% over Bank of England Base rate from the first quarter of 2022. In February 2021, a quarterly rate swap arrangement was agreed with Handelsbanken to effectively fix the total interest rate at 2.39% for the duration of the loan period. There was no cost to the school for entering in to the swap arrangement. At the year end the fair value of the swap was £389,178. The asset has been recognised in the accounts. The bank loan is secured by a first legal charge over the School buildings, the car park and the sports fields.

19. LOANS

An analysis of the maturity of loans is given below:

	2023	2022
	£	£
Amounts falling due within one year or on demand:		
Bank loans	**475,000**	475,000
Amounts falling between one and two years:		
Bank loans - 1-2 years	**475,000**	475,000
Amounts falling due between two and five years:		
Bank loans - 2-5 years	1,425,000	1,425,000
Amounts falling due after more than 5 years:		
Bank loans more than 5 years	593,750	1,068,750

20. OPERATING LEASE COMMITMENTS

The future minimum lease payments under non-cancellable operating leases are as follows:

	Other operating leases	
	2023	2022
	£	£
Less than one year	12,967	15,502
Between two and five years	-	10,686
After five years	-	-
	12,967	26,188

21. FEES IN ADVANCE SCHEME

Parents may enter into a contract to pay the School in advance for fixed contributions towards future tuition fees. The money may be returned subject to specific conditions on the receipt of notice. Assuming pupils will remain in the School, fees in advance will be applied as follows:

	2023	2022
	£	£
After 5 years		-
Within two to five years	87,016	102,629
Within one to two years	72,962	80,028
	159,978	182,657
Within one year	82,505	101,456
	242,483	284,113

Summary of movements in liability	£
Balance at 1 September 2022	284,113
New contracts	48,157
Contracts refunded	-
Amounts used to pay fees	(89,788)
Balance at 31 August 2023	242,483

22. PENSION COMMITMENTS

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,155,657 (*2022:* £1,068,783) and at the year-end £Nil (*2022 - £* Nil) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

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

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

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020, and a consultation was launched on 24 June on proposed changes to the cost control mechanism following a review by the Government Actuary. Following the public consultation, the Government have accepted three key proposals recommended by the Government Actuary, and are aiming to implement these changes in time for the 2020 valuations.

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

The DoE has now announced the outcome of the 2020 valuation and the cost for employers to remain in the scheme will increase from April 2024 to 28.6% from 23.6%.

Other pension contributions

For non-teaching staff, the School makes contributions into employees' personal pension funds.

The pension charge for the year includes contributions payable to the schemes of £109,887 (2022: £103,019). At the year-end £Nil (2022: £13,050) was accrued in respect of contributions to these schemes.

23. MOVEMENT IN FUNDS

Group	At 1 September 2022 £	Incoming resources £	Resources expended £	Transfers between funds £	**At 31 August 2023 £**
Unrestricted funds					
General fund	27,136,929	15,193,464	(14,378,113)	-	27,952,280
Total funds	27,136,929	15,193,464	(14,378,113)	-	27,952,280

School	At 1 September 2022 £	Incoming resources £	Resources expended £	Transfers between funds £	**At 31 August 2023 £**
Unrestricted funds					
General fund	27,072,059	15,062,128	(14,241,268)	-	27,892,919
Total funds	27,072,059	15,062,128	(14,241,268)	-	27,892,919

24. ALLOCATION OF ASSETS - GROUP

	Tangible fixed assets £	Net current assets £	Long term liabilities £	**Total 2023 £**	Total 2022 £
Unrestricted funds	**24,382,858**	**6,223,150**	**(2,653,728)**	**27,952,280**	27,136,929

25. CAPITAL COMMITMENTS

At the balance sheet date, the company had capital commitments as follows:

	2023 £	2022 £
Contracted for WIFI hardware	**-**	-
School Hall redevelopment	**-**	37,249
Contracted for minibus purchase	**-**	39,258

There were no capital commitments at 31/08/2023.

26. RELATED PARTY TRANSACTIONS

A number of the governors at the School who held office for at least part of the year had children enrolled at the School during the year. The children attend the School on the same terms as the other pupils.

27. FINANCIAL INSTRUMENTS

	2023	2022
	£	£
Financial assets measured at amortised cost (a)	12,829,284	7,236,757
Financial assets measured at fair value (b)	389,178	352,020
Financial liabilities measured at amortised cost (c)	4,420,293	4,752,546

(a) Financial assets include cash, fee debtors and other debtors (see note 15)

(b) Financial assets measured at fair value is the interest rate swap (see note 15)

(c) Financial liabilities include deposits, trade creditors, other creditors and loans (see notes 16 and 17)

Impairment losses charged to financial assets measured at amortised cost in the year amounted to £nil.

THE GRANGE SCHOOL HARTFORD LIMITED

England & Wales - Charity number 525918

Accounts

REGISTERED COMPANY NUMBER: 00607992 (England and Wales)
REGISTERED CHARITY NUMBER: 525918

REPORT OF THE GOVERNORS AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2022 FOR THE GRANGE SCHOOL HARTFORD LIMITED

THE GRANGE SCHOOL HARTFORD LIMITED

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LETTER FROM THE CHAIR OF GOVERNORS FOR THE YEAR ENDED 31 AUGUST 2022

From the Chair of Governors
Trevor Brocklebank

Dear Parents and Members,

I am pleased to present the School's Annual Report and Accounts for 2021-2022.

It has been fantastic to see the normality returning to the school after the impact of the COVID pandemic.

Dr Lorraine Earps completed her first year as our new Head, which culminated in our return to Bridgewater Hall for our first Prizegiving event there for three years. Our A level and GCSE results were outstanding, and we finished in the top 10% of schools nationwide for our value-added scores. We also saw numerous drama, music and sporting events return to the calendar, and again there were outstanding performances at all levels. Four of our outgoing Upper Sixth had played sports at international level and our Little Shop of Horrors show was a phenomenal success.

Financially, the School remains in a healthy position. With an uncertain economic environment, the School is run prudently, maintaining an appropriate level of reserves. Expenditure this year has focused on improving further the quality of our education and extra-curricular activities we provide, particularly as we re-establish a number of these post the pandemic.

Nigel Parkinson stood down from his role as a Governor and latterly Chair of Governors, after many years of service to the School we thank him for his contribution and wish him a very enjoyable retirement!

The contribution from our staff has been amazing. I would particularly like to thank all our members of staff for their contribution and hard work. This above all else is what I believe makes ours such an amazing school.

Dr Earps has been working on the development plan for the school, which includes a particularly exciting development of the old sports hall into a large modern catering facility, extended graphics department and other classroom facilities.

In summary, the school has emerged strongly from the pandemic, having maintained excellent academic results throughout this period and we are particularly proud of the value-added scores that we achieved this year. We have a clear and exciting vision for the school and are looking forward to our future.

Trevor Brocklebank
Chair of Governors

REPORT OF THE GOVERNORS AND STRATEGIC REPORT FOR THE YEAR ENDED 31 AUGUST 2022

The Governors, who are also Directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the Charity for the year ended 31 August 2022. The Governors have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) – effective 1 January 2019.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
00607992 (England and Wales)

Registered Charity number
525918

Registered office
Bradburns Lane
Hartford
Northwich
Cheshire
CW8 1LU

Governors

N Brougham	Consulting Actuary
J W Simpson	Chartered Surveyor
M Newsholme	Chartered Accountant
N A Jayatilake	Community Paediatrician
T Brocklebank	Consultant
J Llewellyn	Chief Financial Officer
A Rae	Independent Advisor
T Sherry	TV Executive
V Fleetwood	Lawyer
S Begg	Architect
T Pollard	Headteacher – retired
Oliver Matthews	Finance Professional (Appointed 8th June 2022)
Philip Tabb	Managing Director (Appointed 8th June 2022)
Helen Gopsill	HR Professional (Appointed 8th June 2022)
Sarah Eglin	HR Professional (Appointed 8th June 2022)

The following Governors served during the financial year and have subsequently resigned

D Akka	Company Director (Resigned 8th April 2022)
E Arnot	HR Consultant / Director (Resigned 8th June 2022)
N Parkinson	IT Programme/Project Manager (Resigned 8th June 2022)

Membership of the Trust as at 31 August 2022 was 1,330 compared to 1,333 at 31 August 2021.

Company Secretary
Linda Foxley

REFERENCE AND ADMINISTRATIVE DETAILS

Bankers

National Westminster Bank Plc
P.O Box No. 6
The Bull Ring
Northwich
Cheshire
CW9 5BN

Handelsbanken
Warrington Branch
760 Mandarin Court
Centre Park
Warrington
WA1 1GG

Auditors

Crowe U.K. LLP
The Lexicon
Mount Street
Manchester
M2 5NT

Trevor Brocklebank
Chair of Governors

Trevor joined the Board of Governors in December 2020 and became Chair in June 2022. Trevor currently holds a portfolio of Non-Executive roles, including Chair of Marketing Cheshire and Vice-Chair of the Cheshire and Warrington Local Enterprise Partnership. He is a Non-Executive Director and founding investor at Workbuzz, an employee satisfaction survey provider and also co-founder of Rise, who provide adapted seated sports across the UK.

Trevor has two children who currently attend the Grange. Trevor and his children are all dyslexic and he has a particular interest in this area.

Neil Brougham
Deputy Chair of Governors

Neil joined the Board of Governors in November 2013 and serves on the Property Finance and Remuneration Committees. He is a Senior Partner at Mercer in Manchester, a firm of actuaries and HR consultants, and acts as the appointed actuary to several large pension funds.

He has three children who were all pupils at the Grange prior to moving on to university and employment. His interests include singing, wine and cycling.

Jeremy Simpson
Chair of the Property Committee

Jeremy joined the Board of Governors in 2015 and chairs the Property Committee and serves on the Compliance Committee. He is a Chartered Surveyor and is a Director of Simpsons Commercial Property, a specialist property firm. He was previously a partner in Tushingham Moore. Jeremy was a graduate in Urban Land Economics from Sheffield Polytechnic and has an MBA from the Manchester Business School and is a Fellow of the Royal Institute of Chartered Surveyors.

Jeremy's three children all attended The Grange Senior School. He enjoys most sports and regularly plays golf and tennis and enjoys outdoor activities including fell walking, cycling and skiing.

Martin Newsholme
Chair of the Finance Committee

Martin became a Governor in September 2018 and chairs the Finance Committee and serves on the Property and Remuneration Committees. Martin is a non-executive director of businesses in the healthcare and housing sectors having previously been a partner in the accountancy firm KPMG. He has vast experience of advising boards of public and private companies and of operational management in private business and professional practice.

Martin has twin sons who were pupils at the Grange School prior to moving on to university and work. Martin has a keen interest in most sports and is a qualified junior rugby coach and an enthusiastic golfer.

Naomi Jayatilake

Naomi joined the Board of Governors in June 2019 and serves on the Nominations and Compliance Committees with specific responsibilities for safeguarding. She graduated with an honours medical degree from The University of Liverpool and worked in various hospitals across the North West. She is currently a Speciality Doctor in Community Paediatrics at Leighton Hospital. Safeguarding children and young people is a large part of her role as Community Paediatrician. She serves on the Executive Council for The British Association of Community Child Heath and is a BACCH representative for The Royal College of Paediatrics and Child Health.

She has one child in the Senior school and 2 now at University who both attended The Grange from Reception through to sixth form.

Julian Llewellyn

Julian joined the Board of Governors in August 2020 and serves on the Finance and Property Committees. He is the Chief Financial Officer of a Manchester based IT business, BCN Group, and holds a Non-Executive in a Cheshire tech start up.

Outside of work Julian coaches at Lymm Rugby Club, plays cricket and has a keen interest in sport generally. His son currently attends the Grange School.

Andrew Rae

Andy joined the Board of Governors in August 2020 and serves on the Finance and Compliance Committees with specific responsibilities for health & safety. Andy spent his career working for Shell, retiring at the end of 2018 after 32 years' service spending his final 5 years in the executive leadership team of Shell Chemicals.

Since his retirement, Andy has spent time reconnecting with hobbies – particularly hiking and woodworking as well as undertaking a small amount of consultancy work. His 3 sons are former pupils of the Grange School.

Thomas Sherry

Tom joined the Board of Governors in January 2021 and serves on the Education Committee. Tom first joined the Grange School as a student in 1979. His wife also attended The Grange and they now have two children at the School.

He has been a Drama Producer and Executive Producer for more than 20 years and his current role is Managing Director for Headline Pictures.

Vicky Fleetwood
Chair of the Compliance Committee

Vicky joined the Board of Governors in May 2021 and is chair of the Compliance Committee and serves on the Nominations Committee.

Her 3 children attended the School during the period 1999 to 2020 and Vicky has a keen interest in the wider benefits of education and enrichment activities to help develop resilience in young people.

Vicky has been a practising solicitor for 30 years advising primarily on commercial transactions and compliance within large global companies and has played a key role in encouraging sustainability standards.

Vicky has a keen interest in sport, particularly rugby (at any level) and cricket. She enjoys walking, reading and loves travel.

Stuart Begg

Stuart joined the Board of Governors in May 2021 and serves on the Property Committee. He has over 30 years' experience in Architecture and Project Management in the design and delivery of a comprehensive range of project types and has a broad understanding of all aspects of construction and procurement methods including partnering strategies essential to deliver successful projects.

Stuart's two sons attended the Grange from Junior School through to sixth form, the youngest leaving in 2020. Outside his career Stuart enjoys playing golf and, cricket, is a keen skier and swimmer with recovery through Pilates. Stuart also enjoys sketching, gardening and wine tasting and is actively involved in the village community where he lives.

Tracy Pollard
Chair of the Education Committee

Tracy joined the Board of Governors in September 2021 and serves on the Education Committee. She is a retired Headteacher who has taught and led in the education sector for 33 years. Tracy Chairs the Education Committee of another independent school and mentors educational leaders.

Tracy is passionate about all things outdoors and spends as much time as possible in the Lake District, walking and cycling. She is a passionate reader and enjoys watching live theatre and dance productions

Oliver Matthews Appointed 8th June 2022

Oliver joined the Board of Governors in June 2022. As a former pupil of the Grange attending both the Junior and Senior schools, Oliver is the proud dad of two daughters who currently attend the Senior School. His time at the Grange found him life time friends including his wife, Tara.

In his career to date Oliver has spent time in both professional practice and the commercial sector where he has held a number of senior finance roles in a variety of industries. In the companies he has been part of, he has relished understanding the core operational mechanics of the business, getting to know the key individuals and their skill sets that make them and the businesses they're a part of a success, as well as shining a light on what the performance drivers for those businesses are or need to be. Oliver intends to adopt this inquisitive approach as a governor and his goal is to be part of the growth and future success of the school.

Oliver's indulgences are formula1, biking, hiking, golf and enjoying a beer and a game of pool with friends.

Helen Gopsill – Appointed 8th June 2022
Chair of the Nominations Committee

Helen joined the Board of Governors in June 2022. Helen is an experienced business leader, having worked for over 25 years in the complex fields of people and culture/HR, employee relations, organisational development and business transformation.

A Chartered Fellow of the Chartered Institute of Personnel and Development (CIPD) since 2015, Helen's professional career has led her to work with many well-respected, global brands. In addition, she is also a full member of the professional body for Non-Executive Directors (NEDs) in UK, namely NEDonBoard. Helen holds two further NED/Board roles – with Borough Care Limited and Cheshire & Warrington Local Enterprise Partnership.

Helen's strong sense of social impact and purpose means she is building her portfolio career centred around "making a difference" – she has a keen desire to make a positive contribution to individuals, communities and society.

In her personal life, Helen enjoys travel, golf, gardening, eating out, and spending family-time with her three young grandsons.

Sarah Eglin – Appointed 8th June 2022

Sarah joined the Board of Governors in June 2022. With a passion for putting people at the heart of any Organisation, Sarah is an advocate for the People Function to be a force for positive change. Heading up the People Team for Co-op Operations: Stores, Retail Support, Logistics and Funeralcare. Her role focuses on the delivery of the Co-op's ambitious Culture & Transformation agenda.

Sarah's 3 children have all commenced education in Reception at the Junior School, and her eldest son is now in year 10 at the Senior School.

With a passion and belief that we are able through empowering our children's growth and development, to create the next generation of leaders who could truly change the world for good in the UK and beyond. She would like to now use her transformation and cultural experience to support the Grange on the next stage of its journey – a journey where staff, parents and children are all part of co-creating its future.

Phil Tabb – Appointed 8th June 2022

Phil joined the Board of Governors in June 2022. Phil graduated from the University of Warwick with a First-Class Honours degree in Economics. Phil has built a career as a Finance Director and, more recently, Managing Director, working with large UK PLCs across multiple sectors including Transport, Technology, and Business Process Outsourcing.

Phil is currently the Managing Director of two technology businesses providing outsourced services to the Public Sector, delivering a Network Managed Service on behalf of London Underground and an automated grant management solution on behalf of the Department of International Trade, which provides funding for UK small and medium sized enterprises to expand internationally.

Phil lives in Hartford with his wife, Jenny, and their daughter who attends the Grange Senior School. He is an enthusiastic musician, has a passion for cricket (both playing and watching), and enjoys outdoor pursuits such as hill walking and paddle boarding. On most weekends, Phil can be found on a riverbank supporting his daughter's rowing exploits on behalf of the school.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Charity is controlled by its governing document, and constituted as a limited company, limited by guarantee, as defined by the Companies Act 2006.

Principal Activity

The principal activity is the operation of an independent co-educational day school.

Recruitment and appointment of new Governors

Governors are subject to the retirement by rotation provisions in the Articles of Association (normally requiring Governors to retire at the Annual General Meeting on the third anniversary of their election or re-election).

Induction and training of new Governors

A process for the induction of new Governors has been approved by the Governors so that at, (or about), the time of appointment, new Governors are given details of the workings of the School and Board policies and procedures. In addition, Governors are offered training on issues and subjects relevant to their work through training courses and seminars.

Organisational structure

The School is constituted under its Articles and Memorandum of Association, last amended in 2021. Members of the Governing Body are detailed on page 3 of this report.

The Governors make the key decisions for, and determine the general policies of, the School and meet at least three times a year as a full Board. There are four sub committees that support the Board; Finance, Property, Compliance and Education all of which meet before each main Board Meeting and at other times as required. In addition, there are two sub-committees that meet as and when required; Nominations and Remuneration. The day-to-day management of the School is delegated to the Head. The Head is supported by the Executive Leadership Team comprising the Head of the Junior School, the Director of Finance and Operations and the Senior Deputy Head of the Senior School. These are the key management personnel. The Heads and the Director of Finance and Operations attend all meetings of the Governing Body's committees.

Remuneration is set by the Remuneration Committee with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding fairly and responsibly individual contributions to the School's success.

The remuneration policy is reviewed on an annual basis.

Employment policy

The School is an equal opportunity organisation and is committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. The School makes reasonable adjustments to meet the needs of staff or students who are or become disabled.

Governor engagement with employees

The Chair of Governors writes to employees at least annually, and more frequently if required, to update them on the strategic direction of the School and on key decisions of the Governing Board that may affect the employees. Updates form part of the content of regular Inset days which often include the opportunity for employees to comment on and add to the strategic vision of the School. A Staff Forum with a clear Terms of Reference and role description for Forum members meet at least termly and have a focus on wellbeing and some organisational matters that impact staff. The Head and Senior Leadership team responsible for day to day communications escalate matters for Governors attention where appropriate.

Governor engagement with parents

The Chair of Governors writes to parents at least annually before the start of the academic year to update them with respect to progress towards strategic aims and the finances of the School. Parental surveys are undertaken on a periodic basis to identify whether the School is meeting pupils' and parents' needs as expected. Results are presented by the Head to Governors and actions agreed. Most communication with parents is undertaken by the Senior Leadership Team and other staff of the School and matters are escalated to Governors where required. Governors communicate directly with parents when the need arises, as they did during the Covid-19 pandemic, to ensure all stakeholders were appropriately updated. The Marketing and Admissions team and Heads of both schools frequently liaise with prospective customers and gather intelligence to ensure the Grange School meets changing requirements of parents.

Central purpose

The Grange School's central purpose is to provide the highest standards of education to the pupils who attend the School. At the end of the academic year 2021-2022, 1221 students between the ages of 4 and 18 attended the School: 441 at the Junior School, 614 at the Senior School and 166 in the Sixth Form.

In a very competitive and successful market for independent education, The Grange School seeks to meet its overriding commitment to success and financial viability of the charity. The School has continued to make significant improvements to facilities, staffing and resources in order to deliver an outstanding quality of educational provision. As a relatively young independent school (the Senior School was founded in 1978), The Grange has no significant source of income other than fees. In spite of this, the governors place the highest possible value on providing public benefit and are constantly looking for ways to expand and diversify the offering.

Ethos

Our school welcomes students from all backgrounds. At the heart of our admissions policy is ensuring that we can develop students to the best of their potential, in line with the general standards achieved by their peers. Entrance assessments ensure that we and parents are satisfied that potential students can cope with the pace of learning and benefit from the education we provide. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of our assessment processes. Through our 'Access to Excellence' bursary scheme, we actively promote wider social access to our school and do our best to ensure that local primary schools receive up to date information about this scheme.

We are an equal opportunity organisation and are committed to an environment that is free from any form of discrimination (on the grounds of colours, race, ethnicity, religion, gender, sexual orientation or disability). We will make reasonable adjustments to meet the needs of staff or students who are or become disabled.

Achievements

The return of public examinations demonstrated that the quality of the education provided by the charity continues to be excellent by every measurable standard. We were delighted to celebrate another sterling set of results as both cohorts achieved superb outcomes, in line with their predecessors. At GCSE level over half of all entries were at the top grades of 8 or 9. At A Level 39% of entries were at A*, almost three times the national average, and over 80% of all A Level students went on to study at their first-choice university. These statistics placed The Grange in the top five independent schools in the north west in The Sunday Times Parent Power Schools Guide and provided further evidence of The Grange's position as one of the best performing schools in the North West.

Academic

As well as the academically enriching experiences in the classroom, we were delighted to see the return of out of the classroom experiences. All year groups benefitted from this, exemplified by Year 9 getting the chance to reflect on how to learn as part of our annual Study Skills Day and Year 10 Business Studies getting the chance to visit Cadburys World. Many visits aimed to enhance the transferrable skills developed in the classroom, most notably the Sixth Form Victoria Baths project where Textiles students developed a range of designs for sale. Throughout the year, The Grange also welcomed outside speakers, including breakfast talks to give our students a glimpse into the world of work.

More Able and Talented (MAT) students are well catered for as part of a Grange education. In the classroom, students have various extension and challenge activities and an 'academic inspiration' portal on our VLE, Firefly to further their curiosity. Eleven Year 8 & 9 pupils undertook a Head's Award where they took the opportunity to select to study something that they are interested in in more depth. An intellectually fascinating evening saw all students presenting their findings with the audience enjoying topics as diverse as on 'Lepidopterology - The Study of Butterflies and Moths' and 'Diversity in Parliament'. Mirroring this opportunity, significant numbers of A Level students undertake an optional Extended Project Qualification alongside their A Level subjects, relishing the opportunity to undertake independent research in a topic of their choice.

Students also have variety of opportunities to extend their thinking by engaging with real world debates. The School has a vibrant Model United Nations presence, with a dedicated group of students who regularly rehearse as part of the School's enrichment programme but also participate in various debates against other schools. Other opportunities for subject specific debates exist within the enrichment programme, including Politics Forum, Geography Discussion Group and Lit Soc (a discussion of literature). Equally, all students had the chance to debate those issues directly affecting them as part of our review of our school values and rules, feeding into the wider work of the school council.

After the disruptions of Covid, 2021-2022 saw a greater emphasis on 'Enhanced Admissions'. As well as supporting potential Oxbridge candidates, we broadened our emphasis to support any of our students looking to apply to competitive courses requiring an interview or other selection process. Alongside the traditional attendance at the Oxbridge Student Conference, all students interested in such courses were guided through this process on a one-to-one basis and given subject mentors to support their progress. June 2022 saw the first 'Enhanced Admissions Conference', providing chance to network with former students undertaking these courses and giving students the mentoring opportunities to start their journey.

Pastoral

Underpinning a Grange education is providing an atmosphere in which all children can thrive. Central to this is a staff body who devote great energy to celebrating the successes achieved whilst supporting each individual through more difficult times. On a day-to-day basis all students are supported by their form tutor and in the Senior School this is supplemented with twice yearly one-to-one mentor sessions. These offer an invaluable insight in to the well-being of every child and a time to reflect upon their time at school with the person responsible for their pastoral care. In addition to the curriculum Personal, Social and Health Education (PSHE) programme, form teachers continue to teach one period of PSHE to their form once a fortnight, again reinforcing the bond between teacher and form, whilst enabling tutors to tackle issues that are pressing for their tutees. Regular pastoral meetings at both Junior and Senior level maintain individual support and also community spirit that typifies a Grange education.

Learning Support

Alongside our strong pastoral care approach, The Grange continues to do its utmost to ensure that the benefits of attending are achieved by those young people with Special Educational Needs (SEND). Both schools have a dedicated SENCO and counsellor to support students and advise the teaching teams. The Pupil Support team liaise effectively with students, teachers and parents to provide the specific help that children need to thrive at the School. They are well supported by our school nurses, allowing us to offer an exceptional level of support for students who have additional needs – be they educational, physical or emotional. Excellent relationships between teachers, students and parents ensure that children have their individual needs met in a thoughtful and cooperative way.

Enrichment

Performing Arts

The obvious academic benefits are supported by the equally important work that the School does with regard to the pastoral care and enrichment opportunities it offers to its students. In the performing arts, the Junior School continued to inspire a love of Performing through their Pop-Up Performance Week during the autumn term – where hundreds of pupils performed to their classmates in music lessons, on the playgrounds and during lunchtimes. Year 5 undertook the technically difficult 'The Lion, The Witch and The Wardrobe' whilst both Year 4 and Year 6 impressed audiences in The Grange Theatre with their versions of 'Aladdin'. In the Senior School, there were opportunities aplenty for students to display their performing talents. October saw the return of House Music with over 200 students working together to sculpt and perform a set of stunning performances in our closest ever competition. Three evening recitals and fortnightly lunchtime concerts meant individuals had the chance to take to the stage for the very first time whilst more practised performance had the scope to demonstrate their skills. Three end of term concerts featured all the multitude of musical ensembles at the School, alongside performances from our Drama and Speech students and Drama Club. The Drama and Music departments were pleased to see a 'return to usual' as two school shows ran in 2021-2022. Older students rose to the challenge of performing 'Little Shop of Horrors', mastering the ability to act, sing, dance and wrestle with the technicalities of a giant mechanical plant to critical acclaim! In the summer term, younger students performed 'The Railway Children' delivering a nostalgic piece with great heart and care. Further to this, all GCSE and A Level Drama students worked with Frantic Assembly to refine their skills at the start of the year before undertaking both devised and scripted practical performances throughout the year.

Sport

Grange School sport continues appeal to large numbers of students and offers many highlights. The continued evolution of the already vibrant programme has seen other sports, such as volleyball and basketball, thrive and more regular fixtures for Boys Hockey (with more emphasis on Mixed Hockey) and Girls Football. 2020-21 saw great success for netball as the U14, U15 and U19 teams became Cheshire Champions whilst the U15 were only narrowly beaten in the final whilst also being U15 National Finalists in the School Sports Magazine Cup. Excellent numbers in Rugby across all age groups has started to yield dividends with some strong tournament performances and the first trip to Rosslyn Park for the Senior players, giving the squad experience of playing against the very best. The development of Hockey continues to go from strength to strength with growing numbers and signs of success as the 1st XI finished 2nd in their Cheshire championship and the U13 Boys team finished as Tier 2 Cheshire & Wirral Hockey Tournament winners. Our credentials as a particularly accomplished Indoor Hockey team were re-established as the U18 became the North West Indoor Hockey Champions and finished 3rd in the country in the National Finals. Football continues to go from thrive with strong numbers across all age groups and a series of successful cup runs. Whilst there are many highlights to pick from, amongst the most notable was the fantastic team effort to be 1st XI plate winners in the ISFA 8's competition. In cross country, all of the Grange runners finished in the top 38 in the Mid-Cheshire Cross Country meet. The Grange's Equestrian team continued to impress with their performances, with a particularly great performance at NSEA Northcote as 9 individuals and 4 teams qualified for the National Championships. In 2021-2022, The Grange Rowing Club travelled far and wide to make the most of the varying regattas on offer. At York, the J15 crews won all of the sculling events that they competed in, whilst the club returned 7 wins from Shrewsbury Head. At National Schools, The Grange students saw the benefits of such a varied programme as the J14 girls placed 11th, the J15 Boys 9th and the J15 Girls 19th on a national level. With membership buoyant, the rowing club is looking forward to more to come next year. 2022 summer season saw a full fixture list for cricket, tennis and athletics with great numbers of students getting the opportunity to participate in a series of competitive fixtures against local schools. As well as team success, we have individuals representing their region in all sports and our high performance programme means that all students (including students competing at internationally) are supported to achieve the best from all aspects of their education.

Outside of the Classroom

Grange students embraced a range of 'outside the classroom experiences' in 2021-2022 including the RSC Schools Analyst Competition, theatre trips, Geography field trips and a Rocket Day in Physics. As well as a series of subject specialist conferences, including Maths Inspiration and an A Level Psychology Conference, Grange students visited the multitude of educationally linked destinations, including the National Videogame Museum and the Big Bang Science Fair. The end of the school year brought the return of our annual Activity Days in which Years 7 to 10 and the Lower Sixth undertook a variety of onsite challenges including teambuilding, enterprise and leadership activities. When venturing offsites destinations included Manley Mere, Chester Zoo, Liverpool and Castleton.

The Grange has a strong pedigree of Outdoor Education, built on the foundation of a love of the outdoors. Year 3 students sampled their first residential in Delamere whilst both Year 4 and Year 6 students enjoyed a range of outdoor education activities in Coniston and Plas Menai respectively. Similarly Year 7 enjoyed an Induction trip to Alderford Lake and alongside Year 8 sampled a range of different activities, including canoeing, as part of an end of year Outdoor Education Day. Not to be outdone, the Duke of Edinburgh team continued to manage large numbers of participants. Over a busy summer season seven expeditions ran to support the development of Bronze, Silver and Gold Awards for over 130 students. Again, this exemplifies how The Grange is fulfilling its major aim as a charity: to provide the highest standards of education to the pupils who attend the School.

Public Benefit

Bursaries

Bursaries continue to play a central role in ensuring there is as wide as possible access to the education offered by The Grange, and that it is not exclusively for those with the income to pay for it. The 'Access to Excellence' scheme offers several bursaries per year from 10% to 100% of fees. In 2021-22, 33 students were in receipt of a bursary from this scheme at the Senior School, which enables families, whose financial circumstances change, to continue to send their children to the School. The total Bursary expenditure for 2021-22 was £319,991. The School has a sound financial plan that balances the need for continuing to develop the resource that it offers to those it educates and providing financial support for those who would not otherwise be able to afford full fees.

As well as the provision of bursaries, The Grange also recognises the importance of the distribution of information surrounding them, so that this is not a significant factor restricting access. Excellent relationships with local primary schools, as well as effective distribution of information to them and to everyone coming to an open event form the bedrock of this strategy. The School prides itself on developing opportunities for collaboration with other schools, such as workshops, and offering the use of its facilities. It is the strongly held principle of the School to extend access to it, not only through a financial investment in bursaries but also through extending the educational opportunities it offers so that aspirations are raised, and young people from all backgrounds believe that they can enjoy a Grange education to its fullest potential. The governors of the Grange aim to allocate 4% of the School's fee income to the provision of means tested bursaries.

Contribution to Education Locally and Abroad

An essential part of our work as an educational charity is the development of strong working relationships with local maintained primary and secondary schools.

The Grange School supports curriculum development in other educational settings. Several departments (including Art, History and Politics) work alongside colleagues in other schools to develop high quality teaching and learning resources and initiatives, sharing best practice. Three of our members of staff are governors at primary schools. Further to this, and when examinations are functioning as usual, many staff members support the delivery of public examinations nationally by examining and/or moderating for different papers.

The Grange School works with partner schools to enhance their existing curriculum. 2021-2022 saw the first 'From the Studio to the Classroom' workshop where Grange staff collaborated with Oakham School in Rutland to deliver online masterclasses to current and prospective A Level Art and Textiles students from 16 schools. In February The Grange organised and hosted an online conference of 144 students from around the globe to debate the challenges of climate change and discuss resolutions made by Governments at the recent COP26. Having offered internal STEM Days, members of staff and Grange Sixth Form Students from the Sciences, Design and Computing designed and hosted a STEM Day competition for 24 schools from around the North West. This comprised of a range of individual practical events designed to assess teamwork and the application of key scientific principles. Similarly, the Music department offered a series of community concerts, including a visit to St Ambrose Prep School by our Big Band group. The PE department also continued its valuable partnership work with Cloughwood Academy as part of our Sports Leaders programme.

On eight separate occasions, the Junior School opened its doors for 'Stay and Play' and Activity mornings' for pre-school and 3 to 4 years olds to give students from the local area an experience of primary school life. Similarly in January 2022 the Senior School hosted three Explore! Sessions giving Year 6s from across the area the chance to get an insight into secondary school life by experiencing lessons, time with a form tutor and to chance to engage with secondary school activities. We were delighted to offer four in person Discover! Sessions for pupils in Year 5 in June 2022, giving students from the local area the chance to experience a senior school setting and a multitude of different secondary school subjects, aiding the primary to secondary transition.

The Grange School has also supported the local community making use of its facilities. The Senior School hosts ABRSM practical and theory examinations for external candidates, enabling young people from the local community to progress their music education. In sport local hockey and football clubs use our facilities, and the School has strong club links with Northwich Sapphires (Netball) and Winnington Park (Rugby and Hockey). In the performing arts, The Grange Theatre is hired out by a range of local community groups allowing them to host their events in a bigger but local venue, with technical support from The Grange team.

Working with Communities Locally and Further Afield

In the first whole school events of the year, the Junior School and Senior School provided much needed food and other donations for Mid-Cheshire Food Bank, the Trussell Trust and Care UK Charity. Both schools support the Royal British Legion as part of their remembrance services. Further to this, fundraising activities at the Junior School raised money for Alder Hey, the Marine Conversation Society, Cheshire Dogs Home, Comic Relief and Mind (Heads Together). During the course of 2021-2022, the Senior School raised money for seven charities – The Donkey Sanctuary, Young Minds, Cheshire Search and Rescue, Cancer Research UK, World Wildlife Fund, Womens' Aid and, Liverpool Chest and Heart – in addition to supporting the School's own Project Gambia. Over the course of 2021-2022, over £26,000 was raised across both schools.

Included in this total, the whole school raised over £9,000 in a 'Sing for Ukraine' Day in response to events in Ukraine. Reflecting a desire to 'do their bit', groups of students organised their own events too including a charity bike ride from Year 10 students a class in Year 4 performed 1,400 challenges -one for each mile between Cheshire and Ukraine, raising £5,400. Students and our Chemistry technician also organised a collection of donations to be sent to Poland for Ukrainian refugees. Similarly inspired by international events Grange students opted change their uniform to support initiatives such as #WearYellow for mental health and the UN Campaign against Domestic Violence and raising money in the process. Repeating 2021-2022's fantastic efforts, the Sixth Form team led a 24 hour ergo marathon with 23 members of the School community rowing in excess of one million metres for charity and raising over £3,500 for Liverpool Heart and Chest Hospital Charity. Not to be outdone, the Climbing Club undertook their own '3 peaks' challenge on the School's climbing wall completing the task in little under 3 hours and raising over £900.

2021-2022 also saw a resumption of our activities with community groups, both far and wide. For Christmas, our Sixth Form participated in a Toy Drive held by Northwich Community Support Hub who were aiming to ensure no child in our local area goes without a Christmas present this year. In a similarly festive spirit, the Sixth Form also put together Christmas hampers for the residents of Queen Elizabeth House and is looking forward to welcoming the residents back to The Grange.

Our fees

Fees for the Junior School were charged at £3,070 (Reception and Year 1) £3,330 (Years 2 to 6) and at £4,110 per term at the Senior School for the 2022 calendar year. We believe that this represents superb value for money and thus within reach, without assistance, of a relatively large proportion of the population. It is the Governors' policy to set competitive fees to enable families to offer their children access to the quality of education offered by The Grange School.

Looking Forward

2022-2023 will see greater emphasis on pupil progress in all areas of school life. As part of our drive to develop empowered learners and leaders of the future, we are keen to ensure that both parents and students are well-informed and can reflect on the next steps in their journey – whether that be in enrichment, academically or pastorally.

We also look forward further diversifying our educational experiences with outside speakers to supplement our work but also will be offering a broader range of educational experiences. In particular the School is looking forward to being able to visit its sister school, the Darul Arkam School, as part of The Grange's longstanding Project Gambia work.

Section 172 Statement

Section 172 of the Companies Act 2006 requires the governors of the School to act in the way that they consider, in good faith would likely promote the success of the School for the benefit of the members as a whole. In doing this Section 172 requires a governor to have regard, amongst other matters to the:

- Likely consequences of any decision in the long-term
- Interests of the School's employees
- The need to foster the School's relationships with parents, suppliers and others
- The impact of the School's operations on the community and environment
- The desirability of the School maintaining a reputation for high standards in its dealings with others.
- The need to act fairly.

In discharging our Section 172 duties we have regard to the matters set out above. We also have regard to other factors, for example, the interests of the pupils, our relationship with the Department for Education and other Government departments, the ISI inspectorate. By considering the School's values, strategic priorities and charitable objects we aim to ensure that our decisions are consistent and fair. We delegate the authority for day to day management to the Head and the Board receives regular reports on Health and Safety, compliance, education and financial performance. The views of and impact of the School's activities on pupils, parents, employees, suppliers and the community are considered by Governors when making relevant decisions. During the period, information was received in a range of formats; presentations, customer surveys and reports.

Financial Review

The School achieved its financial targets for the year. As a result the School continues to be in a good position to meet its educational and operational aims and plans for the future. The surplus generated in the 2021-22 academic year will, as always, be fully invested in the School's resources and facilities. The School is financially able to meet its commitments to loans drawn to facilitate the building of the Sports Centre. The School continues to manage its finances whilst having regard to the new and emerging challenges such as increases to energy, fuel and food costs and changes to the National Living Wage.

Policy on Level of Reserves and Borrowing

An aim of the Governors is to achieve the phased implementation of the School's Estates development plan and the finances of the School are regularly reviewed to ensure that the continued programme of development and refurbishment is affordable and that the School is able to invest in excellent teaching facilities. Gross surpluses and investments are managed to ensure free reserves are at a level where the average annual net borrowings do not exceed one term's fees.

Total accumulated reserves of the group at 31 August 2022 were £27,136,929 whilst the value of tangible assets, property and equipment was £24,745,839 and the value of the loan drawn specifically to fund the Sports hall build was £3,443,750. Hence, Free Reserves are £5,834,840 (2021: £4,503,929). The Governors consider that given the current strength of the charity's balance sheet, the stable cash flow from current student rolls and the banking facility that can be arranged if required, this level of free reserves is adequate for the School's needs. The Governors recognise that the level of reserves fluctuates during periods of investment in the School estate and arrangements with our bank are in place to provide adequate support should it be required.

Each phase of the School's development programme is scheduled so that (normally) average annual net borrowings of the School do not exceed approximately one term's fees. The Governors take steps to ensure that the annual income and expenditure budget is set at a level which will provide an appropriate surplus on the capital employed for reinvestment.

A loan of £4.75m was arranged with Handelsbanken to facilitate the completion of the Sports Centre build in 2019 and the balance outstanding on the loan at the August 2022 year end was £3.44m.

Going Concern

The Governors regularly review budget, forecast and cash flow projections to ensure that the School will continue to meet its day to day working capital requirements. Net Current Assets are positive at the year-end date and current assets are well managed. Long term financial forecasts are reviewed on a termly basis taking changing external and internal factors into consideration. Whilst the impacts of the coronavirus pandemic are now receding, continuing cost-of-living matters and potential political change result in uncertainty and the Governors have considered various scenarios over the coming months and years, and have modelled the resulting net surpluses and impact on cashflow of each scenario within long term financial forecasts. The balance sheet position at the year-end is strong and various measures could be taken to mitigate potential adverse factors. In light of this information, the Governors believe that the School will be able to continue to operate for the foreseeable future. The Governors consider that there were no material uncertainties over the School's financial viability and are satisfied that it is appropriate to continue to prepare the accounts on a going concern basis.

Investment policy

The School's premises development plan requires a level of borrowing to support the completion of building projects. The natural cycle of termly fee receipts results in the School having surplus funds for investment for short periods. In these circumstances, these funds are placed on short term deposit at the best return available.

Fundraising

The charity had no fundraising activities requiring disclosure under S162A of the Charities Act 2011.

Plans for future periods

The School continues to build on its reputation nationally, as it gains increasing recognition for its outstanding academic provision and results. To support the aims of the School, plans are advancing for the conversion of the old sports hall to improve accommodation for teaching, catering, dining and examinations. Planning has been secured and we are hopeful to complete this build by September 2024.

Whilst the key priorities that underpin the School remain, the Strategic Development Plan is being reviewed and redrafted to refine our focus within the main areas of Academic, Pastoral, Extra-curricular, Business and External Stakeholders.

Principal risks and uncertainties

Overview of risk management: The Governors have identified and assessed the major risks to which the School is exposed, in particular those relating to the specific teaching, provision of facilities and other operational areas of the School and its finances. The Governors have implemented a number of systems to assess risks that the School faces in relation to teaching and learning, health & safety, student welfare, external factors and pressures, school trips and in relation to the control of finance. The Governors have introduced systems, including operational procedures and internal financial controls in order to minimise risk. A risk register is maintained, reviewed and updated on a regular basis.

The principal risks are:-

Health and Environmental Risk: In March 2020 and January 2021 there was a full national lockdown as a consequence of the coronavirus pandemic. The School switched immediately to a remote learning provision for the majority of students and a Key Worker provision within School. During the 2021-22 year the School continued to work carefully to ensure that the physical environment was safe and that practices were implemented to give the highest level of protection to all. The safety of all students, staff and the wider school community remain of the utmost concern and the School continues to do all that is necessary to ensure this.

Reputational Risk: Currently, almost all of the income is generated from parents of pupils through fee and related income. The School is reliant on continuing to attract applicants in sufficient numbers by maintaining its reputation for the highest educational standards and an ethos that parents wish to invest in for their children. The Governors continue to review to ensure that student success and achievement are closely monitored and review parental satisfaction surveys to ensure that the School's values and ethos continue to be attractive to parents.

Failures in governance or management: the risk of failure to effectively manage the School's internal controls, finances, compliance with regulations and legislation, statutory returns etc. is mitigated by Governor review to ensure that appropriate measures are in place to satisfy these requirements.

Safeguarding and child protection: the Governors continue to ensure that the highest standards are maintained in the areas of selecting, training and monitoring staff, the operation of child protection policies and procedures, health & safety measures and discipline.

Staffing: the success of the School is heavily reliant on the quality of its staff. The Governors monitor and review policies and procedures to ensure continued development and training of staff as well as ensuring there is clear succession planning.

Fraud and mismanagement of funds: the Governors have implemented a financial governance policy under the guidance of the Governors and staff with appropriate recognised qualifications to clearly allocate responsibilities and ensure that robust internal controls are in place.

Financial risks: the key financial risks to which The Grange School is exposed relate primarily to the status of the general UK economy, reduction in student numbers and changes in government policy and legislation affecting costs for example, increases in contributions to the Teachers' Pension Scheme or loss of business rates relief or VAT becoming chargeable on school fees.

Risk management

The Governors continue to keep the School's activities under review, particularly with regard to any major risks that may arise from time to time, and to monitor the effectiveness of the system of internal controls and other viable means, including insurance cover where appropriate, by which those risks already identified by the Governors can best be mitigated.

The financial results for the year are set out in the annexed financial statements.

General Data Protection Regulations (GDPR)

The General Data Protection Regulations (GDPR) came into effect from 25th May 2018. The School implemented the requirements of the new Data Protection Act in line with the regulations. Training has been provided to staff in relation to the new requirements, and a school-specific reference guide has been created for staff, which is updated termly. The School continues to have a watching brief on the information reported by the Information Commissioners Office and shares up to date information with staff and key holders of information as applicable on an ongoing basis.

Energy and emissions report

The Governors have identified a focus on sustainability as a strategic objective for the School. Consultants have been engaged to advise on the strategy for improving the School's carbon credentials over the longer term. During the year, Building Management systems improved to reduce energy consumption and a number of older inefficient boilers have been replaced. Measures to improve sustainability continue.

	2021-22	2020-21
UK energy use kWh	2,431,269	2,551,268
Associated greenhouse gas emissions (Tonnes CO2 equivalent)	503	510
Intensity ratio Emissions per m² (all buildings)	32.2	32.7

UK energy use covers electricity and gas for heating, teaching and catering over all sites plus petrol and diesel for School vehicles and staff mileage claims.

Methodology: we have reported all the emissions sources and calculated emissions using emission factors from 'UK Government GHG Conversion Factors for Company Reporting 2019'.

CONCLUSION

The School has had another successful year and the Governors would like to express their thanks and congratulations to the Leadership Team, Staff and Students.

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors are responsible for preparing the Governors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Governors to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law.

Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of the surplus or deficit of the Charity for that period. In preparing these financial statements, the Governors are required to:

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

The Governors are responsible for ensuring that adequate accounting records are maintained that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and ensuring their proper application in accordance with charity law, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

PROVISION OF INFORMATION TO THE AUDITOR

Each Governor in office at the time when this Governors' report is approved has confirmed that:

- so far as that Governor is aware, there is no relevant audit information of which the company's auditor is unaware, and

- that Governor has taken all the reasonable steps that ought to have been taken as a Governor in order to be aware of any relevant audit information needed by the Company's auditor in connection with preparing its report and to establish that the Company's auditor is aware of that information.

AUDITORS

Crowe U.K. LLP has acted as the School's auditor and will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report, which incorporates the strategic report, was approved by the Governors on 15/3/23 and signed on their behalf by:

.....
Trevor Brocklebank

Opinion

We have audited the financial statements of The Grange School Hartford Limited ('the charitable company') and its subsidiary ('the group') for the year ended 31 August 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Company Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 August 2022 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 matter prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

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

Responsibilities of Governors

As explained more fully in the governors' responsibilities statement set out on page 18, 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, taxation legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were The Education (Independent School Standards) Regulations 2014, Employment legislation and Health and Safety legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of other income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate, sample testing of other income and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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

Vicky Szulist

Vicky Szulist

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

The Lexicon

Mount Street

Manchester

M2 5NT

Date 6th April 2023

THE GRANGE SCHOOL HARTFORD LIMITED

STATEMENT OF CONSOLIDATED FINANCIAL ACTIVITIES
(Incorporating the Income and Expenditure Account)
FOR THE YEAR ENDED 31 AUGUST 2022

	Note	2022 Total Unrestricted funds £	2021 Total Unrestricted funds £
INCOME FROM:			
Charitable activities			
School fees	4	12,683,034	11,909,266
Ancillary trading income	5	1,293,043	1,046,989
Other trading activities			
Non-Ancillary trading income	2	178,419	77,708
Investment income	3	17,920	1,512
Total incoming resources		14,172,416	13,035,475
EXPENDITURE ON:			
Raising funds			
Cost of activities for generating funds		87,781	55,203
Charitable activities			
Education	7	12,794,282	11,616,364
Total expenditure		12,882,063	11,671,567
NET INCOMING RESOURCES		1,290,353	1,363,908
Other recognised gains			
Movement in valuation on interest rate swap		352,020	-
		1,642,373	1,363,908
RECONCILIATION OF FUNDS			
Total funds brought forward		25,494,556	24,130,648
TOTAL FUNDS CARRIED FORWARD		27,136,929	25,494,556

The notes on pages 31 to 44 form part of these financial statements

THE GRANGE SCHOOL HARTFORD LIMITED
BALANCE SHEETS
Registered Number: 00607992
AT 31 AUGUST 2022

	Notes	Consolidated		School	
		2022	2021	**2022**	2021
		£	£	**£**	£
FIXED ASSETS					
Tangible assets	12	24,745,839	24,909,377	24,745,839	24,909,377
Fixed asset investments	13	-	-	1	1
		24,745,839	24,909,377	24,745,840	24,909,378
CURRENT ASSETS					
Stocks	14	16,706	10,951	16,706	10,951
Debtors: amounts falling due within one year	15	569,003	185,601	606,083	211,208
Cash at bank and in hand		7,150,566	6,196,873	7,043,209	6,138,148
		7,736,275	6,393,425	7,665,998	6,360,307
CREDITORS: due within one year	16	(2,193,778)	(2,212,265)	(2,188,372)	(2,201,576)
NET CURRENT ASSETS		5,542,497	4,181,160	5,477,626	4,158,731
TOTAL ASSETS LESS CURRENT LIABILITIES		30,288,336	29,090,537	30,223,466	29,068,109
CREDITORS: due after more than one year	17	(3,151,407)	(3,595,981)	(3,151,407)	(3,595,981)
NET ASSETS		27,136,929	25,494,556	27,072,059	25,472,128
TOTAL UNRESTRICTED FUNDS	23	27,136,929	25,494,556	27,072,059	25,472,128

The net result for the financial year dealt with in the financial statements of the parent charity was a surplus of £1,599,931 (2021: £1,360,865).

The financial statements were approved and authorised for issue by the Board of Governors on

15/3/23 ..... and were signed on its behalf by:

.....

T Brocklebank – Chair of Governors

.....

M Newsholme - Governor

The notes on pages 31 to 44 form part of these financial statements

THE GRANGE SCHOOL HARTFORD LIMITED

CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2022

	Note	2022		2021	
		£	£	£	£
Net cash inflow from operations					
Net cash provided by operating activities	1		2,311,116		2,647,944
Cash flows from investing activities					
Interest received		17,920		1,512	
Interest paid		(100,719)		(92,148)	
Purchase of tangible fixed assets		(799,624)		(486,872)	
			(882,423)		(577,508)
Cash flows from financing activities					
New loan in the year			-		-
Loan repayments in the year			(475,000)		(475,000)
			(475,000)		(475,000)
Change in cash and cash equivalents in the reporting period			953,693		1,595,436
Cash and cash equivalents at the beginning of the period			6,196,873		4,601,437
Cash and cash equivalents at the end of the period	2		7,150,566		6,196,873

The notes on pages 31 to 44 form part of these financial statements

1. RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2022	2021
	£	£
Net incoming resources	1,290,353	1,363,907
Depreciation charges	962,372	931,519
(Profit)/loss on sale of assets	790	-
Interest received	(17,920)	(1,512)
Interest paid	100,719	92,148
(Increase)/decrease in stocks	(5,754)	(4,180)
Decrease/(increase) in debtors	(31,382)	66,056
Increase/(decrease) in creditors	11,938	200,006
Net cash inflow from operating activities	2,311,116	2,647,944

2. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2022	2021
	£	£
Cash at bank	7,150,566	6,196,873

3. RECONCILIATION OF NET DEBT

	At 1 September 2021	Cash flow	At 31 August 2022
	£	£	£
Cash at bank	6,196,873	953,693	7,150,566
Bank loan due in less than one year	(475,000)	-	(475,000)
Bank loan due in greater than one year	(3,443,750)	475,000	(2,968,750)
	2,278,123	1,428,693	3,706,816

1. ACCOUNTING POLICIES

Basis of preparation
The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the 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 functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The School is a public benefit entity registered as a charity in England and Wales and a company limited by guarantee. It was incorporated on 15 July 1958 (company number 00607992) and registered as a charity on 22 November 1962 (charity number 525918).

The Governors regularly review budget, forecast and cash flow projections to ensure that the School will continue to meet its day to day working capital requirements. Net Current Assets are positive at the year-end date and current assets are well managed. Long term financial forecasts are reviewed on a termly basis taking changing external and internal factors into consideration. Whilst the impacts of the coronavirus pandemic are now receding, continuing cost-of-living matters and potential political change result in uncertainty and the Governors have considered various scenarios over the coming months and years, and have modelled the resulting net surpluses and impact on cashflow of each scenario within long term financial forecasts. The balance sheet position at the year-end is strong and various measures could be taken to mitigate potential adverse factors. In light of this information, the Governors believe that the School will be able to continue to operate for the foreseeable future. The Governors consider that there were no material uncertainties over the School's financial viability and are satisfied that it is appropriate to continue to prepare the accounts on a going concern basis.

Incoming resources
All incoming resources are included on the Statement of Financial Activities when the School is legally entitled to the income and the amount can be quantified with reasonable accuracy. Where income is received but conditional upon the provision of a service in a future accounting period, the income is deferred to that period.

Expenditure
Expenditure is accrued as soon as a liability is considered probable, discounted to present value for longer term liabilities. The irrecoverable element of VAT is included with the item of expense to which it relates. Governance costs include those costs incurred in the governance of the School and its assets are primarily associated with constitutional and statutory requirements.

Basis of consolidation
The group financial statements consolidate the financial statements of the School and its subsidiary undertaking The Grange Trading Development Limited (company number: 11511334). All inter group transactions and profits are eliminated fully on consolidation. As permitted by section 408 of the Companies Act 2006, the parent Charity's income and expenditure account has not been included in these financial statements.

The School has taken advantage of the exemption available to qualifying entity in FRS 102 from the requirement to present a charity only cash flow statement with the consolidated financial statements.

Tangible fixed assets
Tangible fixed assets are stated at cost or valuation less depreciation

1. ACCOUNTING POLICIES

Depreciation is provided for on all fixed assets, other than freehold land, on a straight line basis calculated to write off the asset cost or revaluation over its estimated useful economic life at the following rates:-

Freehold buildings	- completed before 31 August 1995	5%
	- completed after 31 August 1995	2%
Fixtures & fittings		7% - 15%
Mobile/IT equipment		33%
Motor vehicles		30%

Freehold property was last revalued in 1977 and is held on the balance sheet at this valuation. This is considered to be deemed cost under FRS 102.

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

Operating Leases
Operating lease rentals are charged to School operating costs on a straight line basis over the term of the lease.

Taxation
The Charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Governors. All the charity's funds are unrestricted funds.

Pension costs and other post-retirement benefits

Retirement benefits to employees of the School are provided through two pension schemes, one defined benefit and one defined contribution. The pension costs charged in the Statement of Financial Activities are determined as follows:

The Teachers' Pension Scheme - This scheme is a multi-employer pension scheme. It is not possible to identify the School's share of the underlying assets and liabilities of the Teachers' Pension Scheme on a consistent and reasonable basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. The School's contributions, which are in accordance with the recommendations of the Government Actuary, are charged in the period in which the salaries to which they relate are payable. The School also operates a defined contribution pension scheme for non-teaching staff. The regular pension contributions are charged to the statement of financial activities as they are incurred.

Financial instruments
Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions.

1. ACCOUNTING POLICIES

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit or loss in finance costs or income as appropriate.
The company does not currently apply hedge accounting for interest rate derivatives.

Advance fee scheme creditor
Amounts received under the School's Advance Fee Scheme contracts for education not yet utilised to settle school fees are recorded as deferred income and allocated as current liabilities where the education will be provided within 12 months from the reporting date and as long-term liabilities where the education will be provided in subsequent years.

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affected current and future periods.

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

2. OTHER TRADING ACTIVITIES

	2022	2021
	£	£
Commission on school photographs	1,653	1,432
Lettings	131,855	74,927
Theatre income	44,911	1,349
	178,419	77,708

3. INVESTMENT INCOME

	2022	2021
	£	£
Deposit account interest	17,920	1,512
	17,920	1,512

4. CHARITABLE ACTIVITIES – FEES RECEIVABLE

Fees receivable consist of:

	2022 £	2021 £
Gross Fees	13,681,684	12,862,512
Less: fee assistance, discounts and scholarships	(998,650)	(953,246)
Total School fees	12,683,034	11,909,266

The number of pupils benefitting from fee assistance, sibling and staff discounts and scholarships totals 454 (2021: 452). Within this means-tested bursaries totalling £319,991 were awarded to 33 pupils (2021: £331,713 to 42 pupils).

5. ANCILLARY TRADING INCOME

	2022 £	2021 £
Catering income	552,736	403,040
Bus income	315,586	239,193
Fees Refund Scheme	33,813	34,129
Sundowners	202,028	85,622
Speech and drama	62,800	64,787
Registration fees	14,549	14,501
CJRS income	-	173,536
Other income	111,531	32,181
	1,293,043	1,046,989

6. INCOME FROM SUBSIDIARY TRADING ACTIVITIES

The School has a 100% interest in its trading subsidiary The Grange Trading Development Limited.

The Grange Trading Development Limited's principal activity continues to be that of promoting commercial activities which use the School's assets to generate income from lettings and other activities. Its trading results for the year, as extracted from the audited financial statements, are summarised below:

	2022	2021
	£	£
Turnover	177,976	76,277
Other income	-	12,411
Taxation	-	-
Cost of sales	(113,105)	(66,260)
Retained profit for the year	64,871	22,428
Shareholders' Funds	64,871	22,428

7. ANALYSIS OF EXPENDITURE

	Staff Costs	Depreciation	Other costs	Total 2022	Total 2021
Charitable expenditure	£	£	£	£	£
Education					
Teaching	**7,381,861**	**-**	**768,936**	**8,150,797**	7,482,700
Premises	**433,149**	**598,154**	**1,047,314**	**2,078,617**	1,905,132
Support and governance costs	**770,943**	**364,218**	**464,781**	**1,599,942**	1,473,691
Welfare	**341,512**	**-**	**621,082**	**962,594**	753,404
Grants, awards & prizes	**-**	**-**	**2,332**	**2,332**	1,437
	8,927,465	**962,372**	**2,904,445**	**12,794,282**	11,616,364

8. GOVERNANCE COSTS INCLUDED IN SUPPORT COSTS

	2022	2021
	£	£
Staff costs	**20,380**	19,383
Legal and professional fees	**91,345**	57,694
Auditors Remuneration – Audit	**12,960**	10,506
Auditors Remuneration – Non-Audit	**1,074**	5,783
Other governance costs	**3,107**	6,764
	128,866	100,130

9. NET INCOMING RESOURCES

Net incoming resources are stated after charging:

	2022	2021
	£	£
Operating lease costs – land and buildings	-	5,500
Operating lease costs - equipment	14,606	19,626
Depreciation - owned assets	962,372	931,519

10. GOVERNORS' REMUNERATION AND BENEFITS

There were no Governors receiving remuneration or other benefits for the year ended 31 August 2022 nor for the year ended 31 August 2021.

Governors' Expenses

During the year ended 31 August 2022 no Governors received travel and subsistence expenses. (2021: None).

11. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	7,027,141	6,568,035
Social security costs	681,298	597,954
Other pension costs	1,171,802	1,118,997
	8,880,241	8,284,986
Aggregate employee benefits of key management personnel	526,193	518,551

The average monthly number of employees during the year was as follows:

	2022	2021
Teaching	167	158
Administration	22	23
Catering, cleaning and maintenance	69	67
Trading subsidiary	5	4
	263	252

The average monthly number of employees on a full time equivalent basis during the year was:

	2022	2021
Teaching	135	133
Administration	22	22
Catering, cleaning and maintenance	43	42
Trading company	1	1
	201	198

The number of higher paid employees in bands of: -

	2022	2021
£60,000 to £69,999	1	1
£70,000 to £79,999	2	2
£80,000 to £89,999	-	1
£90,000 to £99,999	2	1
£130,000 to £139,999	1	-
£140,000 to £149,999	-	1

Four of the higher paid employees are accruing benefits under a defined benefits scheme with contributions amounting to £86,683 in the current year (2021: £82,625).
Contributions amounting to £14,863 (2021: £13,995) were paid to defined contribution schemes in respect of two of the higher paid employees (2021: two).

During the year there were no terminations and no termination payments (2021: None).

12. TANGIBLE FIXED ASSETS – CONSOLIDATED AND SCHOOL

	Freehold Property £	Assets in course of construction £	Fixtures and Fittings £	Motor Vehicles £	Totals £
COST					
At 1 September 2021	32,468,769	102,973	6,373,239	160,357	39,105,338
Disposals	-	-	(58,452)	-	(58,452)
Additions	-	212,985	586,640	-	799,625
At 31 August 2022	32,468,769	315,958	6,901,427	160,357	39,846,511
DEPRECIATION					
At 1 September 2021	9,191,289	-	4,866,020	138,652	14,195,961
Charge for the year	544,895	-	401,187	16,291	962,373
Disposals	-	-	(57,662)	-	(57,662)
At 31 August 2022	9,736,184	-	5,209,545	154,943	15,100,672
NET BOOK VALUE					
At 31 August 2022	22,732,585	315,958	1,691,882	5,414	24,745,839
At 31 August 2021	23,277,480	102,973	1,507,219	21,705	24,909,377

13. FIXED ASSET INVESTMENTS

	Investment in subsidiary company
	£
COST OR VALUATION	
At 31 August 2021	1
At 31 August 2022	1
NET BOOK VALUE	
At 31 August 2022	1
At 31 August 2021	1

The Grange Trading Development Limited is incorporated in the UK. The Grange School Hartford Limited is the sole shareholder. The Grange School Hartford Limited invested £1 into the company.

14. STOCKS

	Consolidated		School	
	2022 £	2021 £	2022 £	2021 £
Stocks	16,706	10,952	16,706	10,951

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Consolidated		School	
	2022	2021	**2022**	2021
	£	£	**£**	£
Fees outstanding	15,590	33,334	15,290	33,334
Amounts owed by group undertakings	-	-	42,223	30,144
Other debtors	70,601	73,200	65,758	68,663
Interest rate swap	352,020	-	352,020	-
Prepayments and accrued income	130,792	79,067	130,792	79,067
	569,003	185,601	606,083	211,208

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Consolidated		School	
	2022	2021	**2022**	2021
	£	£	**£**	£
Bank loans and overdrafts (see note 18 & 19)	475,000	475,000	475,000	475,000
Trade creditors	359,409	451,117	359,409	451,117
Social security and other taxes	171,332	162,553	169,437	157,212
Other creditors	149,496	183,174	145,985	177,826
Deferred income – fees in advance	238,650	235,540	238,650	235,540
Accrued expenses	799,891	704,881	799,891	704,881
	2,193,778	2,212,265	2,188,372	2,201,576

17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Consolidated		School	
	2022	2021	**2022**	2021
	£	£	**£**	£
Bank loans (see notes 18 & 19)	2,968,750	3,443,750	2,968,750	3,443,750
Deferred income – fees in advance	182,657	152,231	182,657	152,231
	3,151,407	3,595,981	3,151,407	3,595,981

18. SECURED DEBTS

The following secured debts are included within creditors:

	Consolidated		School	
	2022	2021	**2022**	2021
	£	£	**£**	£
Bank loans	3,443,750	3,918,750	3,443,750	3,918,750

The bank loan is repayable over 11 years from the date it was first drawn down with an interest rate of 1.9% over LIBOR. This changed to 1.9% over Bank of England Base rate from the first quarter of 2022. In February 2021, a quarterly rate swap arrangement was agreed with Handelsbanken to effectively fix the interest rate at 2.39% for the duration of the loan period. There was no cost to the school for entering in to the swap arrangement. At the year end the fair value of the swap was £352,020. The asset has been recognised in the accounts. The bank loan is secured by a first legal charge over the School buildings, the car park and the sports fields.

19. LOANS

An analysis of the maturity of loans is given below:

	2022	2021
	£	£
Amounts falling due within one year or on demand:		
Bank loans	**475,000**	475,000
Amounts falling between one and two years:		
Bank loans - 1-2 years	**475,000**	475,000
Amounts falling due between two and five years:		
Bank loans - 2-5 years	1,425,000	1,425,000
Amounts falling due after more than 5 years:		
Bank loans more than 5 years	1,068,750	1,543,750

20. OPERATING LEASE COMMITMENTS

The future minimum lease payments under non-cancellable operating leases are as follows:

	Other operating leases	
	2022	2021
	£	£
Less than one year	15,502	14,090
Between two and five years	10,686	10,648
After five years	-	8,523
	26,188	33,261

21. FEES IN ADVANCE SCHEME

Parents may enter into a contract to pay the School in advance for fixed contributions towards future tuition fees. The money may be returned subject to specific conditions on the receipt of notice. Assuming pupils will remain in the School, fees in advance will be applied as follows:

	2022	2021
	£	£
After 5 years	-	23,349
Within two to five years	102,629	85,684
Within one to two years	80,028	43,199
	182,657	152,232
Within one year	101,456	93,073
	284,113	245,305

Summary of movements in liability	£
Balance at 1 September 2021	245,305
New contracts	157,917
Contracts refunded	-
Amounts used to pay fees	(119,109)
Balance at 31 August 2022	284,113

22. PENSION COMMITMENTS

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,068,783 (*2021:* £1,029,037) and at the year-end £Nil (*2021* - £122,175) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

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

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

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020, and a consultation was launched on 24 June on proposed changes to the cost control mechanism following a review by the Government Actuary. Following the public consultation, the Government have accepted three key proposals recommended by the Government Actuary, and are aiming to implement these changes in time for the 2020 valuations.

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

Until the 2020 valuation is completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly no provision for any additional past benefit pension costs is included in these financial statements.

Other pension contributions

For non-teaching staff, the School makes contributions into employees' personal pension funds.

The pension charge for the year includes contributions payable to the schemes of £103,019 (2021: £89,960). At the year-end £13,050 (2021: £14,510) was accrued in respect of contributions to these schemes.

23. MOVEMENT IN FUNDS

Group	At 1 September 2021 £	Incoming resources £	Resources expended £	Transfers between funds £	**At 31 August 2022 £**
Unrestricted funds					
General fund	25,494,556	14,524,436	(12,882,063)	-	27,136,929
Total funds	25,494,556	14,524,436	(12,882,063)	-	27,136,929

School	At 1 September 2021 £	Incoming resources £	Resources expended £	Transfers between funds £	**At 31 August 2022 £**
Unrestricted funds					
General fund	25,472,128	14,396,522	(12,796,591)	-	27,072,059
Total funds	25,472,128	14,396,522	(12,796,591)	-	27,072,059

24. ALLOCATION OF ASSETS - GROUP

	Tangible fixed assets £	Net current assets £	Long term liabilities £	**Total 2022 £**	Total 2021 £
Unrestricted funds	**24,745,839**	**5,542,497**	**(3,151,407)**	**27,136,929**	25,494,556

25. CAPITAL COMMITMENTS

At the balance sheet date, the company had capital commitments as follows:

	2022 £	2021 £
Contracted for WIFI hardware	**-**	63,323
School Hall redevelopment	**37,249**	-
Contracted for minibus purchase	**39,258**	-

26. RELATED PARTY TRANSACTIONS

A number of the governors at the School who held office for at least part of the year had children enrolled at the School during the year. The children attend the School on the same terms as the other pupils.

27. FINANCIAL INSTRUMENTS

	2022	2021
	£	£
Financial assets measured at amortised cost (a)	7,236,757	6,382,474
Financial assets measured at fair value (b)	352,020	-
Financial liabilities measured at amortised cost (c)	4,752,546	5,257,922

(a) Financial assets measured at cost include cash, fee debtors and other debtors (see note 15)

(b) Financial assets measured at fair value is the interest rate swap (see note 15)

(c) Financial liabilities include deposits, trade creditors, other creditors and loans (see notes 16 and 17)

Impairment losses charged to financial assets measured at amortised cost in the year amounted to £nil

THE GRANGE SCHOOL HARTFORD LIMITED

England & Wales - Charity number 525918

Accounts

REGISTERED COMPANY NUMBER: 00607992 (England and Wales)
REGISTERED CHARITY NUMBER: 525918

REPORT OF THE GOVERNORS AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021 FOR THE GRANGE SCHOOL HARTFORD LIMITED

THE GRANGE SCHOOL HARTFORD LIMITED

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FOR THE YEAR ENDED 31 AUGUST 2021

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LETTER FROM THE CHAIR OF GOVERNORS FOR THE YEAR ENDED 31 AUGUST 2021

From the Chair of Governors
Nigel Parkinson

Dear Parents and Members,

I am pleased to present the School's Annual Report and Accounts for 2020-2021.

Operationally, the 2020-2021 School year continued to present a variety of challenges for the children, parents, the School staff and for the Board, as we all responded to the ever-changing demands of the COVID pandemic.

The continuing flow of Government guidelines were implemented to maintain safety across the School. The School's digital learning capabilities and practice were further strengthened to enhance the learning provision and to ensure that delivery of the curriculum was optimised.
Always striving to provide the best for our students, the School was determined that extra-curricular activities should be restored as soon as practically possible to achieve as much normality for pupils as was safe to do so. Preparations for A-Level and GCSE Teacher Assessed Grades were made and shared with parents and the children, recognising the need for greater transparency this year. Internal and external quality assurance checks of the process were also completed to ensure appropriate rigour and confidence in the results.

Against this background, the efforts of the children were rewarded with another set of excellent results at both A-Level and GCSE in August 2021. Our thanks go to all of the School staff who showed resilience and resolve in supporting the children through another challenging academic year amidst a challenging environment. Further normality returned as we were once again able to host prize-giving events across the School albeit in more focused groups than in the past.

Financially, the School remains in a healthy position. This was achieved principally through prudent cost control but whilst the pandemic created many issues both inside and outside of the School, there was a benefit to the School from an upsurge in demand for the School's educational provision.

"Change is the only constant" and the Grange School is no exception. Debbie Leonard stepped down from the Headship of the Grange School at the end of the 2020-2021 academic year. On behalf of the Governors, may I express our thanks To Debbie for her service to the School for the last five years, and wish her well for the future.

Similarly, Karen Williams stepped down from her role as Chair of Governors and from the Board of the School in May 2021. Karen served for nine years on the Board of Governors and operated as Chair of the Board for the last 6 years. Again, on behalf of the School and the Governors, may I express our gratitude for her leadership through a period of change, challenges and achievements; our best wishes for the future.

"Life, it goes on" and the School's life is no different. As a result of a rigorous selection process, I am delighted to welcome Dr Lorraine Earps as the new Head of the Grange School from August 2021. This change coincides with the next phase of development of a new ten year plan and the development of the School's estate. The former will seek to build upon the strengths of the Grange whilst seizing opportunities to enhance the School's performance over the next decade. The latter will focus appropriately on the School's priorities for development.

In summary, the outlook for the future of the School is one of stability, in what we do well, and promise with the arrival of refreshing ideas and new enthusiasm.

Nigel Parkinson
Chair of Governors

The Governors, who are also Directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the Charity for the year ended 31 August 2021. The Governors have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) – effective 1 January 2019.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
00607992 (England and Wales)

Registered Charity number
525918

Registered office
Bradburns Lane
Hartford
Northwich
Cheshire
CW8 1LU

Governors

N Parkinson	IT Programme/Project Manager
N Brougham	Consulting Actuary
J W Simpson	Chartered Surveyor
D Akka	Company Director
M Newsholme	Chartered Accountant
N A Jayatilake	Community Paediatrician
E Arnot	HR Consultant / Director
T Brocklebank	Consultant (Appointed 1st December 2020)
J Llewellyn	Chief Financial Officer
A Rae	Independent Advisor
T Sherry	TV Executive (Appointed 1st December 2020)
V Fleetwood	Lawyer (Appointed 25th May 2021)
S Begg	Architect (Appointed 25th May 2021
T Pollard	Headteacher – retired (Appointed 14th September 2021)

The following Governors served during the financial year and have subsequently resigned

C G Oglesby	Chief Executive (Resigned 31st October 2020)
H Burgoyne	Solicitor (Resigned 31st December 2020)
K M Williams	Company Director (Resigned 25th May 2021)
C Stanton	Lecturer (Resigned 25th May 2021)
C McCrohan	Professor of Comparative Neurobiology (Resigned 25th May 2021)
N Matthews	Head Teacher – retired (Resigned 25th May 2021)
Dr A Al-Abdin	(Appointed 25th May 2021, resigned 31st August 2021)

Membership of the Trust as at 31 August 2021 was 1,333 compared to 1,409 at 31 August 2020.

Company Secretary
Debbie Torjussen

REFERENCE AND ADMINISTRATIVE DETAILS

Bankers

National Westminster Bank Plc
P.O Box No. 6
The Bull Ring
Northwich
Cheshire
CW9 5BN

Handelsbanken
Warrington Branch
760 Mandarin Court
Centre Park
Warrington
WA1 1GG

Auditors

Crowe U.K. LLP
The Lexicon
Mount Street
Manchester
M2 5NT

Nigel Parkinson
Chair of the Board of Governors and Chair of the Remuneration Committee

Joined the Board of Governors in January 2007 and was appointed chair in May 2021. He is also Chair of the Remuneration Committee and serves on the Finance, Property, Nominations and Compliance Committees. A Computer Science graduate from the University of Manchester Institute of Science and Technology, Nigel now provides independent consultancy services in the Financial Services sector, exploiting technology and delivering programmes of change for UK and international blue chip companies.

Nigel has three children who have all progressed through the state education system and University into professional employment and independence

Nigel has a broad range of sport & leisure interests, including football, golf, fly-fishing and dancing.

Neil Brougham

Neil joined the Board of Governors in November 2013 and serves on the Property Finance and Remuneration Committees. He is a Senior Partner at Mercer in Manchester, a firm of actuaries and HR consultants, and acts as the appointed actuary to several large pension funds.

He has three children who were all pupils at the Grange prior to moving on to university and employment. His interests include singing, wine and cycling.

Jeremy Simpson
Chair of the Property Committee

Jeremy joined the Board of Governors in 2015 and chairs the Property Committee and serves on the Compliance Committee. He is a Chartered Surveyor and is a Director of Simpsons Commercial Property, a specialist property firm. He was previously a partner in Tushingham Moore. Jeremy was a graduate in Urban Land Economics from Sheffield Polytechnic and has an MBA from the Manchester Business School and is a Fellow of the Royal Institute of Chartered Surveyors.

Jeremy'sthree children all attended The Grange Senior School. He enjoys most sports and regularly plays golf and tennis and enjoys outdoor activities including fell walking, cycling and skiing.

David Akka
Chair of the Education Committee

David joined the board of governors in 2016 and was appointed chair of the Education Committee in 2021. He also serves on the Finance Committee. He has over 20 years' experience in running his own business in the textile and clothing industry. He has a degree in Mechanical Engineering and a postgraduate Diploma in Law. David lives in Cheshire with his wife and two children, one attends The Grange School. He is a keen musician, enjoys participating in many amateur sports, is bilingual in French and loves any opportunity to visit France with his family.

Martin Newsholme
Chair of the Finance Committee

Martin became a Governor in September 2018 and chairs the Finance Committee and serves on the Property and Remuneration Committees. Martin is a non-executive director of businesses in the healthcare and housing sectors having previously been a partner in the accountancy firm KPMG. He has vast experience of advising boards of public and private companies and of operational management in private business and professional practice.

Martin has twin sons who were pupils at the Grange School prior to moving on to university and work. Martin has a keen interest in most sports and is a qualified junior rugby coach and an enthusiastic golfer.

Naomi Jayatilake

Naomi joined the Board of Governors in June 2019 and serves on the Nominations and Compliance Committees with specific responsibilities for safeguarding. She graduated with an honours medical degree from The University of Liverpool and worked in various hospitals across the North West. She is currently a Speciality Doctor in Community Paediatrics at Leighton Hospital. Safeguarding children and young people is a large part of her role as Community Paediatrician. She serves on the Executive Council for The British Association of Community Child Heath and is a BACCH representative for The Royal College of Paediatrics and Child Health. Naomi has three children who attend the senior school.

Elaine Arnot
Chair of the Nominations Committee

Elaine joined the Board of Governors in August 2019 and is chair of the Nominations committee and serves on the Finance committee. She is a Fellow of the Chartered Institute of Personnel and Development. After a successful career in senior HR roles in both the private and public sector, Elaine now manages a Human Resources consultancy business supporting organisations in private, public and third sectors with change and performance programmes.

Elaine's regular activities include rowing on the river Dee, walking, yoga, Pilates and skiing.

Julian Llewellyn

Julian joined the Board of Governors in August 2020 and serves on the Finance and Property Committees. He is the Chief Financial Officer of a Manchester based IT business, BCN Group, and holds a Non-Executive in a Cheshire tech start up.

Outside of work Julian coaches at Lymm Rugby Club, plays cricket and has a keen interest in sport generally. His son currently attends the Grange School.

Andrew Rae

Andy joined the Board of Governors in August 2020 and serves on the Finance and Compliance Committees with specific responsibilities for health & safety. Andy spent his career working for Shell, retiring at the end of 2018 after 32 years' service spending his final 5 years in the executive leadership team of Shell Chemicals.

Since his retirement, Andy has spent time reconnecting with hobbies – particularly hiking and woodworking as well as undertaking a small amount of consultancy work. His 3 sons are former pupils of the Grange School.

Thomas Sherry

Tom joined the Board of Governors in January 2021 and serves on the Education Committee. Tom first joined the Grange School as a student in 1979. His wife also attended The Grange and they now have two children at the School.

He has been a Drama Producer and Executive Producer for more than 20 years and his current role is Head of Drama North and Scotland for BBC Studios.

Trevor Brocklebank

Trevor joined the Board of Governors in December 2020 and serves on the Education Committee. Trevor currently holds a portfolio of Non-Executive roles, including Chair of Marketing Cheshire and Vice-Chair of the Cheshire and Warrington Local Enterprise Partnership. He is a Non-Executive Director at Mid Cheshire Hospitals Foundation Trust and Workbuzz, an employee satisfaction survey provider. He is also co-founder of two franchise companies, Rise and InHabit.

Trevor has three children who currently attend the Grange. Trevor and his children are all dyslexic and he has a particular interest in this area

Vicky Fleetwood – Appointed 25th May 2021
Chair of the Compiliance Committee

Vicky joined the Board of Governors in May 2021 and is chair of the Compliance Committee and serves on the Nominations Committee.

Her 3 children attended the School during the period 1999 to 2020 and Vicky has a keen interest in the wider benefits of education and enrichment activities to help develop resilience in young people.

Vicky has been a practising solicitor for 30 years advising primarily on commercial transactions and compliance within large global companies and has played a key role in encouraging sustainability standards.

Vicky has a keen interest in sport, particularly rugby (at any level) and cricket. She enjoys walking, reading, loves travel and has spent this year volunteering at a vaccination centre in a sports hall.

Stuart Begg – Appointed 25th May 2021

Stuart joined the Board of Governors in May 2021 and serves on the Property Committee. He has over 30 years' experience in Architecture and Project Management in the design and delivery of a comprehensive range of project types and has a broad understanding of all aspects of construction and procurement methods including partnering strategies essential to deliver successful projects.

Stuart's two sons attended the Grange from Junior School through to sixth form, the youngest leaving in 2020. Outside his career Stuart enjoys playing golf and, cricket, is a keen skier and swimmer with recovery through Pilates. Stuart also enjoys sketching, gardening and wine tasting and is actively involved in the village community where he lives.

Tracy Pollard – Appointed 14th September 2021

Tracy joined the Board of Governors in September 2021 and serves on the Education Committee. She is a retired Headteacher who has taught and led in the education sector for 33 years. Tracy Chairs the Education Committee of another independent school and mentors educational leaders.

Tracy is passionate about all things outdoors and spends as much time as possible in the Lake District, walking and cycling. She is a passionate reader and enjoys watching live theatre and dance productions

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Charity is controlled by its governing document, and constituted as a limited company, limited by guarantee, as defined by the Companies Act 2006.

Principal Activity

The principal activity is the operation of an independent co-educational day school.

Recruitment and appointment of new Governors

Governors are subject to the retirement by rotation provisions in the Articles of Association (normally requiring Governors to retire at the Annual General Meeting on the third anniversary of their election or re-election).

Induction and training of new Governors

A process for the induction of new Governors has been approved by the Governors so that at, (or about), the time of appointment, new Governors are given details of the workings of the School and Board policies and procedures. In addition, Governors are offered training on issues and subjects relevant to their work through training courses and seminars.

Organisational structure

The School is constituted under its Articles and Memorandum of Association, last amended in 2009. Members of the Governing Body are detailed on page 3 of this report.

The Governors make the key decisions for, and determine the general policies of, the School and meet at least three times a year as a full Board. There are four sub committees that support the Board; Finance, Property, Compliance and Education all of which meet before each main Board Meeting and at other times as required. In addition, there are two sub-committees that meet as and when required; Nominations and Remuneration. The day-to-day management of the School is delegated to the Head. The Head is supported by the Executive Leadership Team comprising the Head of the Junior School, the Director of Finance and Operations and the Senior Deputy Head of the Senior School. These are the key management personnel. The Heads and the Director of Finance and Operations attend all meetings of the Governing Body's committees.

Remuneration is set by the Remuneration Committee with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding fairly and responsibly individual contributions to the School's success.

The remuneration policy is reviewed on an annual basis with reference to other independent schools.

Employment policy

The School is an equal opportunity organisation and is committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. The School makes reasonable adjustments to meet the needs of staff or students who are or become disabled.

Governor engagement with employees

The Chair of Governors writes to employees at least annually, and more frequently if required, to update them on the strategic direction of the School and on key decisions of the Governing Board that may affect the employees. Updates form part of the content of regular Inset days which often include the opportunity for employees to comment on and add to the strategic vision of the School. Following engagement sessions held with staff to discuss key challenges during 2019-20, a Staff Forum with a clear Terms of Reference and role description for Forum members was established. The Forum meet at least termly and have a focus on wellbeing and some organisational matters that impact staff. The Head and Senior Leadership team responsible for day to day communications escalate matters for Governors attention where appropriate.

Governor engagement with parents

The Chair of Governors writes to parents at least annually before the start of the academic year to update them with respect to progress towards strategic aims and the finances of the School. Parental surveys are undertaken on a periodic basis to identify whether the School is meeting pupils' and parents' needs as expected. Results are presented by the Head to Governors and actions agreed. Most communication with parents is undertaken by the Senior Leadership Team and other staff of the School and matters are escalated to Governors where required. The School closure due to the Covid-19 pandemic resulted in more communication between the Head and Governors and parents during 2019-20 and 2020-21 than in preceding years to ensure all stakeholders were appropriately updated. The Marketing and Admissions team and Heads of both schools frequently liaise with prospective customers and gather intelligence to ensure the Grange School meets changing requirements of parents.

Central purpose

The Grange School's central purpose is to provide the highest standards of education to the pupils who attend the School. At the end of the academic year 2020-2021, 1196 students between the ages of 4 and 18 attended the School: 452 at the Junior School, 589 at the Senior School and 155 in the Sixth Form.

In a very competitive and successful market for independent education, The Grange School seeks to meet its overriding commitment to success and financial viability of the charity. The School has continued to make significant improvements to facilities, staffing and resources in order to deliver an outstanding quality of educational provision. As a relatively young independent school (the Senior School was founded in 1978), The Grange has no significant source of income other than fees. In spite of this, the governors place the highest possible value on providing public benefit and are constantly looking for ways to expand and diversify the offering.

Ethos

Our school welcomes students from all backgrounds. At the heart of our admissions policy is ensuring that we can develop students to the best of their potential, in line with the general standards achieved by their peers. Entrance assessments ensure that we and parents are satisfied that potential students can cope with the pace of learning and benefit from the education we provide. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of our assessment processes. Through our 'Access to Excellence' bursary scheme, we actively promote wider social access to our school and do our best to ensure that local primary schools receive up to date information about this scheme.

We are an equal opportunity organisation and are committed to an environment that is free from any form of discrimination (on the grounds of colours, race, ethnicity, religion, gender, sexual orientation or disability). We will make reasonable adjustments to meet the needs of staff or students who are or become disabled.

Achievements

The quality of the education provided by the charity for its pupils continues to be excellent by every measurable standard. Whilst public examinations did not proceed due to covid-19, students were issued with Teacher Assessed Grades (TAGs) at both GCSE and A Level. We were delighted to celebrate another sterling set of results as both cohorts kept pace with their predecessors to achieve superb outcomes. At GCSE level over 75% of all entries were achieved at grades 7 to 9 and at A Level over 80% of all grades were awarded at A* to A. Over 85% of all A Level students went on to study at their first choice university with a number of students opting to take a gap year. These statistics make The Grange one of the best performing schools in the North West and highly regarded within the region.

Academic

Whilst restrictions limited educational visits, we worked within the guidelines to supplement the provision in the classroom. Online experiences still allowed Grange students to further their knowledge, as with the Maths Inspiration Day whilst visitors allowed an extra element in the classroom, as with a Textiles workshop. The Grange welcomed outside speakers for breakfast talks and also hosted a virtual Careers Conference featuring diverse careers from medicine to computer programming.

More Able and Talented (MAT) students are well catered for as part of a Grange education. Significant numbers undertake an optional Extended Project Qualification alongside their A Level subjects and over half achieving an A or A*. Mirroring this opportunity to research and present on a topic of their choice, ten Year 8 & 9 pupils undertook the Head's Awards featuring topics as diverse as on Artificial Intelligence and human rights to whether contact sports should require protective headgear. As well as an 'academic inspiration' portal on Firefly (our VLE), students have the chance to extend their thinking and engage with real world debates as part of school council but also in enrichment such as Model United Nations and Politics Forum.

Pastoral

Underpinning a Grange education is providing an atmosphere in which all children can thrive. Central to this is a staff body who devote great energy to celebrating the successes achieved whilst supporting each individual through more difficult times. On a day-to-day basis all students are supported by their form tutor and in the Senior School this is supplemented with twice yearly one-to-one mentor sessions. These offer an invaluable insight in to the well-being of every child and a time to reflect upon their time at School with the person responsible for their pastoral care. In addition to the curriculum Personal, Social and Health Education (PSHE) programme, form teachers continue to teach one period of PSHE to their form once a fortnight, again reinforcing the bond between teacher and form, whilst enabling tutors to tackle issues that are pressing for their tutees. This continued remotely, with regular pastoral meetings at both Junior and Senior level maintaining the individual support but also community spirit that typifies a Grange education.

Learning Support

Alongside our strong pastoral care approach, The Grange continues to do its utmost to ensure that the benefits of attending are achieved by those young people with Special Educational Needs (SEND). Both schools have a dedicated SENCO and counsellor to support students and advise the teaching teams. The Pupil Support team liaise effectively with students, teachers and parents to provide the specific help that children need to thrive at the School. They are well supported by our school nurses, allowing us to offer an exceptional level of support for students who have additional needs – be they educational, physical or emotional. Excellent relationships between teachers, students and parents ensure that children have their individual needs met in a thoughtful and cooperative way.

Enrichment

Performing Arts

The obvious academic benefits are supported by the equally important work that the School does with regard to the pastoral care and enrichment opportunities it offers to its students. Despite the ongoing impact of the pandemic that continued to challenge and challenge the way we operated within School, there was much to celebrate in 2020-2021. In the performing arts, the Junior School enjoyed an inspiring Pop-Up Performance Week during the autumn term – a week of musical entertainment featuring beautiful oboe music to enraptured audiences and performances from students at every assembly. Hundreds of pupils performed to their classmates in music lessons, on the playgrounds and during lunchtimes. There were plenty of opportunities for musical performances in the Senior School with six virtual concerts featuring both individuals and ensembles pieces thanks to the technical expertise of Grange staff. There were also opportunities to witness Grange students' theatrical skills in our Christmas Celebration and our Celebration of Grange Talent in February. All GCSE and A Level Drama students worked with Frantic Assembly to refine their skills at the start of the year before undertaking both devised and scripted practical performances throughout the year. As restrictions lifted, there was a return to live performances for both departments in June. Gosforth's Fete entertained audiences over three evenings thanks to the talents and comic timing of our students, and all Grange ensembles performed in a highly successful summer concert to a sell-out audience.

Sport

In sports the resumption of school fixtures and tournaments was welcomed by all, albeit with some interruptions due to restrictions and year group bubbles still in place. 2020-21 was a fantastic year for Netball as participation grew sufficiently to allow all age groups to field an A and B team. The Grange dominated locally with Years 9, 10 & 11 all finishing the season as Cheshire champions. At national level, the U12 became Sisters n Sport North Champions and were runners-up in the National finals whilst the U14 are Sisters n Sport Plate North Champions and National winners. Rugby has continued to develop with excellent numbers across all age groups and there are now two teams at senior level with the highlight being the U16 team's success in the Cheshire Shield. Hockey continued to grow with a positive indoor programme leading to the senior team qualifying for the National Indoor Finals at Repton. Football continues to go from strength to strength with strong numbers across all age groups and a series of successful cup runs. As well as team success, we have individuals representing their region in all sports, including internationals in both hockey and netball and members of professional rugby and football academies. The summer saw cricket, tennis and athletics taking centre stage with larger numbers of students getting the opportunity to participate in a series of competitive fixtures against local schools. Despite restrictions hampering the rowing season, the club competed at both Northwich and Dorney and now over 100 students are members of the club. Despite the various interruptions throughout 2020-21, every sport has a strong foundation for the future.

Outside of the Classroom

As restrictions relaxed, Grange students participated in a range of 'outside the classroom experiences' including the RSC Schools Analyst Competition, Geography field trips and a Rocket Day in Physics. Not to be outdone, the Duke of Edinburgh team managed a busy summer season with five expeditions running to support the development of Bronze and Silver Awards for over 150 students. Despite external uncertainty surrounding examinations, many of the Upper Sixth pursued a Gold Award and it was two seasons in one for the Year 11s as over 50 students undertook both Bronze and Silver awards in the same year. Again, this exemplifies how The Grange is fulfilling its major aim as a charity: to provide the highest standards of education to the pupils who attend the School.

Public Benefit

Bursaries

Bursaries continue to play a central role in ensuring there is as wide as possible access to the education offered by The Grange, and that it is not exclusively for those with the income to pay for it. The 'Access to Excellence' scheme offers several bursaries per year from 10% to 100% of fees. In 2020-21, 35 students were in receipt of a bursary from this scheme at the Senior School, plus an additional 7 students in receipt of a 'hardship grant', which enables families, whose financial circumstances change, to continue to send their children to the School. The total Bursary expenditure for 2020-21 was £331,713. The School has a sound financial plan that balances the need for continuing to develop the resource that it offers to those it educates and providing financial support for those who would not otherwise be able to afford full fees.

As well as the provision of bursaries, The Grange also recognises the importance of the distribution of information surrounding them, so that this is not a significant factor restricting access. Excellent relationships with local primary schools, as well as effective distribution of information to them and to everyone coming to an open event form the bedrock of this strategy. The School prides itself on developing opportunities for collaboration with other schools, such as workshops, and offering the use of its facilities. It is the strongly held principle of the School to extend access to it, not only through a financial investment in bursaries but also through extending the educational opportunities it offers so that aspirations are raised, and young people from all backgrounds believe that they can enjoy a Grange education to its fullest potential. The governors of the Grange aim to allocate 4% of the School's fee income to the provision of means tested bursaries.

Contribution to Education Locally and Abroad

An essential part of our work as an educational charity is the development of strong working relationships with local maintained primary and secondary schools.

The Grange School supports curriculum development in other educational settings. Several departments (including Art, History and Politics) work alongside colleagues in other schools to develop high quality teaching and learning resources and initiatives, sharing best practice. Three of our members of staff are governors at primary schools. Further to this, and when examinations are functioning as usual, many staff members support the delivery of public examinations nationally by examining and/or moderating for different papers. A proportion of these staff have still been involved in this in 2020-2021 as they have been involved in the work with Teacher Assessed Grades, both supporting other schools but also on a national level.

The Grange School works with partner schools to enhance their existing curriculum. In June 2021, we ran nine subject workshops in Art, Chemistry, Drama and Sports for pupils of Winnington Park and Weaverham Primary Academy providing over 230 student experiences. Further to this, two members of staff ran Geography and Music workshops in Weaverham Primary offering a further 52 student experiences. One member of staff sits on the Royal Society of Chemistry North West Educational Subcommittee. In 2020-2021 this member of staff helped to plan and judge the online ChemQuiz for 10 schools. The PE department also continued its work with Cloughwood Academy as part of our Sports Leaders programme.

During the summer of 2021, the School theatre's tech team demonstrated ingenuity and community spirit by helping Hartford Manor Primary with their summer production. Having been affected by a covid outbreak amongst the main cast members, the School's Head was concerned that the School might have to postpone the production. The team were able to help Hartford Manor to broadcast a live production from the Grange theatre with a small socially distanced audience, combined with a live Zoom link to the performers who were self-isolating at home.

In 2020-2021 The Grange School also provided opportunities for pupils of all ages to enhance their skills. The North West Academy Trust and Hartford Manor benefitted from donations of digital devices to support their online learning and the development of digital skills. Further to this Weaverham Primary Academy benefitted from a donation of keyboards as our existing stock was renewed, allowing them to incorporate digital and music skills into their lessons. Whilst national lockdown provided challenges for in person events, in January 2021 we took the opportunity to host three online Explore! Sessions. This allowed Year 6s from across the area to get an insight into secondary school life by experiencing online lessons in Maths, time with a form tutor and to engage with secondary school activities. We were delighted to be able to offer three in person Discover! Sessions for pupils in Year 5 in June 2021, giving students from the local area the chance to experience a senior school setting and a full day's timetable, aiding the primary to secondary transition.

The Grange School has also supported the local community making use of its facilities. The Senior School hosts ABRSM practical and theory examinations for external candidates, enabling young people from the local community to progress their music education. In sport local hockey and football clubs use our facilities, and the School has strong club links with Northwich Sapphires (Netball) and Winnington Park (Rugby and Hockey). In the performing arts, The Grange Theatre is hired out by a range of local community groups allowing them to host their events in a bigger but local venue, with technical support from The Grange team.

Working with Communities Locally and Further Afield

Whilst covid restrictions did affect some of our traditional work with local community groups, the creativity of our staff and students meant that a series of new initiatives went ahead. In more usual times, we would have welcomed local residential homes and social groups to the School site and students decided, this year, to send Santa sacks and hampers instead. Years 8 and 9 Food & Nutrition students compiled their recommended recipes to produce a range of books with a foreword by HRH Duchess of Cornwall to raise funds for the Motor Neurone Disease Association. Not to be outdone the Sixth Form joined double Olympic gold medallist James Cracknell in a 24 hour Zoom ergo marathon to raise money for Liverpool Chest and Heart Hospital, raising almost £2,000.

As part of our annual harvest, the Junior School raised donations and funds for St Luke's Hospice, whilst the Senior School provided 1.583 tonnes of food donations for Mid-Cheshire Food Bank. Both schools support the Royal British Legion as part of their remembrance services, raising over £500 across both schools in November 2020. Further to this, fundraising activities at the Junior School raised money for the St Luke's Hospice, Alder Hey, Children in Need, Save the Children, Comic Relief and Chester Zoo. During the course of 2020-21, the Senior School raised money for seven charities – MNDA, Liverpool Chest and Heart, Cancer Research, Cheshire Search and Rescue, Young Minds and St Luke's Hospice– in addition to supporting the School's own Project Gambia. Over the course of 2020-21, over £27,000 was raised across both schools.

Further afield, The Grange School continued its longstanding work with its sister school, the Darul Arkam School, as part of The Grange's Project Gambia work.

Our fees

Fees for the Junior School were charged at £2,995 (Reception and Year 1) £3,250 (Years 2 to 6) and at £4,010 per term at the Senior School for the 2021 calendar year. We believe that this represents superb value for money and thus within reach, without assistance, of a relatively large proportion of the population. It is the Governors' policy to set competitive fees to enable families to offer their children access to the quality of education offered by The Grange School.

Looking Forward

After the restrictions of the pandemic, we are excited to continue to develop all elements of a Grange education even further. Many departments are keen to enhance the provision inside the classroom with visiting speakers and educational visits. With the move away from year group bubbles, we look forward to our students working collaboratively in enrichment, notably in House activities and Music.

The Grange has a strong tradition in the performing arts. Whilst this has featured strongly in 2020-2021, the various national restrictions have meant online events have inevitably featured most prominently. Both the staff and students involved are looking forward to a full programme of live concerts and shows giving our students the opportunity to stretch their creative talents.

The above efforts in enrichment work alongside our strong tradition in supporting positive mental health. The introduction of our mental health strategy in 2020-2021, shows our commitment to embedding this further in our school's culture.

Section 172 Statement

Section 172 of the Companies Act 2006 requires the governors of the School to act in the way that they consider, in good faith would likely promote the success of the School for the benefit of the members as a whole. In doing this Section 172 requires a governor to have regard, amongst other matters to the:

- Likely consequences of any decision in the long-term
- Interests of the School's employees
- The need to foster the School's relationships with parents, suppliers and others
- The impact of the School's operations on the community and environment
- The desirability of the School maintaining a reputation for high standards in its dealings with others.
- The need to act fairly.

In discharging our Section 172 duties we have regard to the matters set out above. We also have regard to other factors, for example, the interests of the pupils, our relationship with the Department for Education and other Government departments, the ISI inspectorate. By considering the School's values, strategic priorities and charitable objects we aim to ensure that our decisions are consistent and fair. We delegate the authority for day to day management to the Head and the Board receives regular reports on Health and Safety, compliance, education and financial performance. The views of and impact of the School's activities on pupils, parents, employees, suppliers and the community are considered by Governors when making relevant decisions. During the period, information was received in a range of formats; presentations, customer surveys and reports.

Financial Review

The School achieved its financial targets for the year. As a result the School continues to be in a good position to meet its educational and operational aims and plans for the future. The surplus generated in the 2020-21 academic year will, as always, be fully invested in the School's resources and facilities. The School is financially able to meet its commitments to loans drawn to facilitate the building of the Sports Centre. The School continues to manage its finances whilst having regard to the new and emerging challenges such increases to energy, fuel and food costs, national insurance contributions and changes to the national living wage.

Policy on Level of Reserves and Borrowing

An aim of the Governors is to achieve the phased implementation of the School's Estates development plan and the finances of the School are regularly reviewed to ensure that the continued programme of development and refurbishment is affordable and that the School is able to invest in excellent teaching facilities. Gross surpluses and investments are managed to ensure free reserves are at a level where the average annual net borrowings do not exceed one term's fees.

Total accumulated reserves of the group at 31 August 2021 were £25,494,556 whilst the value of tangible assets, property and equipment was £24,909,377 and the value of the loan drawn specifically to fund the Sports hall build was £3,918,750. Hence, Free Reserves are £4,503,929 (2020: £3,170,375). The Governors consider that given the current strength of the charity's balance sheet, the stable cash flow from current student rolls and the banking facility that can be arranged if required, this level of free reserves is adequate for the School's needs. The Governors recognise that the level of reserves fluctuates during periods of investment in the School estate and arrangements with our bank are in place to provide adequate support should it be required.

Each phase of the School's development programme is scheduled so that (normally) average annual net borrowings of the School do not exceed approximately one term's fees. The Governors take steps to ensure that the annual income and expenditure budget is set at a level which will provide an appropriate surplus on the capital employed for reinvestment.

A loan of £4.75m was arranged with Handelsbanken to facilitate the completion of the Sports Centre build in 2019 and the balance outstanding on the loan at the August 2021 year end was £3.92m.

Going Concern

The Governors regularly review budget, forecast and cash flow projections to ensure that the School will continue to meet its day to day working capital requirements. Net Current Assets are positive at the year-end date and current assets are well managed. Long term financial forecasts are reviewed on a termly basis taking changing external and internal factors into consideration. The coronavirus pandemic has resulted in nationwide uncertainty and the Governors have considered various scenarios over the coming months and years, and have modelled the resulting net surpluses and impact on cashflow of each scenario within long term financial forecasts. The balance sheet position at the year-end is strong and various measures could be taken to mitigate potential adverse factors. In light of this information, the Governors believe that the School will be able to continue to operate for the foreseeable future. The Governors consider that there were no material uncertainties over the School's financial viability and are satisfied that it is appropriate to continue to prepare the accounts on a going concern basis.

Investment policy

The School's premises development plan requires a level of borrowing to support the completion of building projects. The natural cycle of termly fee receipts results in the School having surplus funds for investment for short periods. In these circumstances, these funds are placed on short term deposit at the best return available.

Fundraising

The charity had no fundraising activities requiring disclosure under S162A of the Charities Act 2011.

Plans for future periods

The School continues to build on its reputation nationally, as it gains increasing recognition for its outstanding academic provision and results. In March 2019, the School completed the build of our Sports Centre as the final part of our significant investment in our Sports Facilities. The students have already experienced a huge benefit from these resources as has the local Community who are taking the opportunity to rent the spaces available in the evenings. To support the aims of the School, plans are being drawn up to improve accommodation for teaching, catering, dining and examinations via conversion of the old sports hall. A planning application has been submitted and we are hopeful to complete this build by September 2024.

Whilst the key priorities that underpin the School remain, the Strategic Development Plan is being reviewed and redrafted to refine our focus within the main areas of Academic, Pastoral, Extra-curricular, Business and External Stakeholders.

Principal risks and uncertainties

Overview of risk management: The Governors have identified and assessed the major risks to which the School is exposed, in particular those relating to the specific teaching, provision of facilities and other operational areas of the School and its finances. The Governors have implemented a number of systems to assess risks that the School faces in relation to teaching and learning, health & safety, student welfare, external factors and pressures, school trips and in relation to the control of finance. The Governors have introduced systems, including operational procedures and internal financial controls in order to minimise risk. A risk register is maintained, reviewed and updated on a regular basis.

The principal risks are:-

Health and Environmental Risk: In March 2020 and January 2021 there was a full national lockdown as a consequence of the coronavirus pandemic. The School switched immediately to a remote learning provision for the majority of students and a Key Worker provision within School. To manage a safe partial return in the Summer Term the School worked carefully to ensure that the physical environment was safe for all and that practices were implemented to give the highest level of protection to all. The safety of all students, staff and the wider school community remain of the utmost concern and the School continues to do all that is necessary to ensure this.

Reputational Risk: Currently, almost all of the income is generated from parents of pupils through fee and related income. The School is reliant on continuing to attract applicants in sufficient numbers by maintaining its reputation for the highest educational standards and an ethos that parents wish to invest in for their children. The Governors continue to review to ensure that student success and achievement are closely monitored and review parental satisfaction surveys to ensure that the School's values and ethos continue to be attractive to parents.

Failures in governance or management: the risk of failure to effectively manage the School's internal controls, finances, compliance with regulations and legislation, statutory returns etc. is mitigated by Governor review to ensure that appropriate measures are in place to satisfy these requirements.

Safeguarding and child protection: the Governors continue to ensure that the highest standards are maintained in the areas of selecting, training and monitoring staff, the operation of child protection policies and procedures, health & safety measures and discipline.

Staffing: the success of the School is heavily reliant on the quality of its staff. The Governors monitor and review policies and procedures to ensure continued development and training of staff as well as ensuring there is clear succession planning.

Fraud and mismanagement of funds: the Governors have implemented a financial governance policy under the guidance of the Governors and staff with appropriate recognised qualifications to clearly allocate responsibilities and ensure that robust internal controls are in place.

Financial risks: the key financial risks to which The Grange School is exposed relate primarily to the status of the general UK economy, reduction in student numbers and changes in government policy and legislation affecting costs for example, increases in contributions to the Teachers' Pension Scheme or loss of business rates relief.

Risk management

The Governors continue to keep the School's activities under review, particularly with regard to any major risks that may arise from time to time, and to monitor the effectiveness of the system of internal controls and other viable means, including insurance cover where appropriate, by which those risks already identified by the Governors can best be mitigated.

The financial results for the year are set out in the annexed financial statements.

General Data Protection Regulations (GDPR)

The General Data Protection Regulations (GDPR) came into effect from 25th May 2018. The School implemented the requirements of the new Data Protection Act in line with the regulations. Debbie Torjussen – Director of Finance and Operations is the School's Data Protection Officer. Training has been provided to staff in relation to the new requirements, and a school-specific reference guide has been created for staff, which is updated termly. The School continues to have a watching brief on the information reported by the Information Commissioners Office and shares up to date information with staff and key holders of information as applicable on an ongoing basis.

Energy and emissions report

The Governors have identified a focus on sustainability as a strategic objective for the School. During the year, improved recycling processes have been introduced across all sites. Measures to improve sustainability have been planned for the 2021-22 year, with consultancy advice sought to inform the strategy for improving the School's carbon credentials over the longer term.

	2020-21	2019-20
UK energy use kWh	2,551,268	2,199,791
Associated greenhouse gas emissions (Tonnes CO2 equivalent)	510	454
Intensity ratio Emissions per m² (all buildings)	32.7	29.0

UK energy use covers electricity and gas for heating, teaching and catering over all sites plus petrol and diesel for School vehicles and staff mileage claims.

Methodology: we have reported all the emissions sources and calculated emissions using emission factors from 'UK Government GHG Conversion Factors for Company Reporting 2019'.

CONCLUSION

The School has had another successful year and the Governors would like to express their thanks and congratulations to the Leadership Team, Staff and Students.

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors are responsible for preparing the Governors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Governors to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law.

Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of the surplus or deficit of the Charity for that period. In preparing these financial statements, the Governors are required to:

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

The Governors are responsible for ensuring that adequate accounting records are maintained that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and ensuring their proper application in accordance with charity law, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

PROVISION OF INFORMATION TO THE AUDITOR

Each Governor in office at the time when this Governors' report is approved has confirmed that:

- so far as that Governor is aware, there is no relevant audit information of which the company's auditor is unaware, and

- that Governor has taken all the reasonable steps that ought to have been taken as a Governor in order to be aware of any relevant audit information needed by the Company's auditor in connection with preparing its report and to establish that the Company's auditor is aware of that information.

AUDITORS

Crowe U.K. LLP has acted as the School's auditor and will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report, which incorporates the strategic report, was approved by the Governors on 4 April 2022 and signed on their behalf by:

.....
Nigel Parkinson)

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 matter prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

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

Responsibilities of Governors

As explained more fully in the governors' responsibilities statement set out on page 18, 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, taxation legislation, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were The Education (Independent School Standards) Regulations 2014, Employment legislation and Health and Safety legislation.

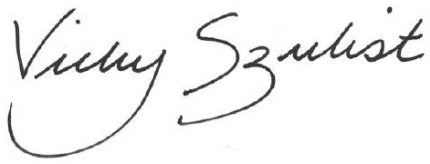
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of other income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate, sample testing of other income and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Vicky Szulist

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

The Lexicon

Mount Street

Manchester

M2 5NT

Date 4th April 2022

THE GRANGE SCHOOL HARTFORD LIMITED

STATEMENT OF CONSOLIDATED FINANCIAL ACTIVITIES
(Incorporating the Income and Expenditure Account)
FOR THE YEAR ENDED 31 AUGUST 2021

	Note	2021 Total Unrestricted funds £	2020 Total Unrestricted funds £
INCOME FROM:			
Charitable activities			
School fees	4	**11,909,266**	11,239,072
Ancillary trading income	5	**1,046,989**	1,224,971
Other trading activities			
Non-Ancillary trading income	2	**77,708**	80,650
Investment income	3	**1,512**	16,963
Total incoming resources		**13,035,475**	12,561,656
EXPENDITURE ON:			
Raising funds			
Cost of activities for generating funds		**55,203**	66,810
Charitable activities			
Education	7	**11,616,364**	11,606,957
Total expenditure		**11,671,567**	11,673,767
NET INCOMING RESOURCES		**1,363,908**	887,889
RECONCILIATION OF FUNDS			
Total funds brought forward		**24,130,648**	23,242,759
TOTAL FUNDS CARRIED FORWARD		**25,494,556**	24,130,648

The notes on pages 28 to 41 form part of these financial statements

THE GRANGE SCHOOL HARTFORD LIMITED
BALANCE SHEETS
Registered Number: 00607992
AT 31 AUGUST 2021

	Notes	Consolidated		School	
		2021	2020	**2021**	2020
		£	£	**£**	£
FIXED ASSETS					
Tangible assets	12	**24,909,377**	25,354,023	**24,909,377**	25,354,023
Fixed asset investments	13	**-**	-	**1**	1
		24,909,377	25,354,023	**24,909,378**	25,354,024
CURRENT ASSETS					
Stocks	14	**10,951**	6,772	**10,951**	6,772
Debtors: amounts falling due within one year	15	**185,601**	251,658	**211,208**	389,595
Cash at bank and in hand		**6,196,873**	4,601,437	**6,138,148**	4,444,134
		6,393,425	4,859,867	**6,360,307**	4,840,501
CREDITORS: due within one year	16	**(2,212,265)**	(1,884,318)	**(2,201,576)**	(1,884,338)
NET CURRENT ASSETS		**4,181,160**	2,975,549	**4,158,731**	2,956,163
TOTAL ASSETS LESS CURRENT LIABILITIES		**29,090,537**	28,329,572	**29,068,109**	28,310,187
CREDITORS: due after more than one year	17	**(3,595,981)**	(4,198,924)	**(3,595,981)**	(4,198,924)
NET ASSETS		**25,494,556**	24,130,648	**25,472,128**	24,111,263
TOTAL UNRESTRICTED FUNDS	23	**25,494,556**	24,130,648	**25,472,128**	24,111,263

The net result for the financial year dealt with in the financial statements of the parent charity was a surplus of £1,360,865 (2020: £871,922).

The financial statements were approved and authorised for issue by the Board of Governors on

14th April 2022 ..... and were signed on its behalf by:

.....
N Parkinson – Chair of Governors

.....
M Newsholme - Governor

The notes on pages 28 to 41 form part of these financial statements

THE GRANGE SCHOOL HARTFORD LIMITED

CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2021

	Note	2021		2020	
		£	£	£	£
Net cash inflow from operations					
Net cash provided by operating activities	1		**2,647,944**		1,313,320
Cash flows from investing activities					
Interest received		**1,512**		16,963	
Interest paid		**(92,148)**		(117,773)	
Purchase of tangible fixed assets		**(486,872)**		(79,373)	
			(577,508)		(180,183)
Cash flows from financing activities					
New loan in the year			**-**		-
Loan repayments in the year			**(475,000)**		(356,250)
			(475,000)		(356,250)
Change in cash and cash equivalents in the reporting period			**1,595,436**		776,887
Cash and cash equivalents at the beginning of the period			**4,601,437**		3,824,550
Cash and cash equivalents at the end of the period	2		**6,196,873**		4,601,437

The notes on pages 28 to 41 form part of these financial statements

NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 AUGUST 2021

1. RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2021	2020
	£	£
Net incoming resources	**1,363,907**	887,889
Depreciation charges	**931,519**	965,948
Loss on sale of assets	**-**	89
Interest received	**(1,512)**	(16,963)
Interest paid	**92,148**	117,773
(Increase)/decrease in stocks	**(4,180)**	4,049
Decrease/(increase) in debtors	**66,056**	(38,132)
Increase/(decrease) in creditors	**200,006**	(607,333)
Net cash inflow from operating activities	**2,647,944**	1,313,320

2. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021	2020
	£	£
Cash at bank	**6,196,873**	4,601,437

3. RECONCILIATION OF NET DEBT

	At 1 September 2020	Cash flow	At 31 August 2021
	£	£	£
Cash at bank	4,601,437	1,595,436	6,196,873
Bank loan due in less than one year	(475,000)	-	(475,000)
Bank loan due in greater than one year	(3,918,750)	475,000	(3,443,750)
	207,687	2,070,436	2,278,123

1. ACCOUNTING POLICIES

Basis of preparation
The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the 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 functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The School is a public benefit entity registered as a charity in England and Wales and a company limited by guarantee. It was incorporated on 15 July 1958 (company number 00607992) and registered as a charity on 22 November 1962 (charity number 525918).

The Governors have considered the effects of the global Covid-19 pandemic on the School and continuing uncertainty arising from this. The School responded to the pandemic by putting effective remote learning provision in place to deliver a high-quality education online. This provision can be implemented quickly in future should the need arise. In addition the School ensured and will continue to ensure safety of pupils and staff, adhering to official government advice. The ongoing economic uncertainty in the UK has been considered within forecasts and cash flow projections over future years including various scenarios and sensitivity analysis. This modelling indicates that, in the case of adverse movement, mitigating actions are available to the School which will enable continuation of operation for the foreseeable future within the current banking and loan facilities. At the year end the School had a loan balance of £3.92m repayable over the period to August 2029. This is the remaining balance of a £4.75m loan drawn to support the Sports Centre build in 2018-19. The Governors consider that there are no material uncertainties concerning the School's financial viability. The Governors are satisfied that it is appropriate to continue to prepare the accounts on a going concern basis

Incoming resources
All incoming resources are included on the Statement of Financial Activities when the School is legally entitled to the income and the amount can be quantified with reasonable accuracy. Where income is received but conditional upon the provision of a service in a future accounting period, the income is deferred to that period.

Expenditure
Expenditure is accrued as soon as a liability is considered probable, discounted to present value for longer term liabilities. The irrecoverable element of VAT is included with the item of expense to which it relates. Governance costs include those costs incurred in the governance of the School and its assets are primarily associated with constitutional and statutory requirements.

Basis of consolidation
The group financial statements consolidate the financial statements of the School and its subsidiary undertaking The Grange Trading Development Limited (company number: 11511334). All inter group transactions and profits are eliminated fully on consolidation. As permitted by section 408 of the Companies Act 2006, the parent Charity's income and expenditure account has not been included in these financial statements.

The School has taken advantage of the exemption available to qualifying entity in FRS 102 from the requirement to present a charity only cash flow statement with the consolidated financial statements.

Tangible fixed assets
Tangible fixed assets are stated at cost or valuation less depreciation

1. ACCOUNTING POLICIES

Depreciation is provided for on all fixed assets, other than freehold land, on a straight line basis calculated to write off the asset cost or revaluation over its estimated useful economic life at the following rates:-

Freehold buildings	- completed before 31 August 1995	5%
	- completed after 31 August 1995	2%
Fixtures & fittings		7% - 15%
Mobile/IT equipment		33%
Motor vehicles		30%

Freehold property was last revalued in 1977 and is held on the balance sheet at this valuation. This is considered to be deemed cost under FRS 102.

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

Operating Leases
Operating lease rentals are charged to School operating costs on a straight line basis over the term of the lease.

Taxation
The Charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Governors. All the charity's funds are unrestricted funds.

Pension costs and other post-retirement benefits

Retirement benefits to employees of the School are provided through two pension schemes, one defined benefit and one defined contribution. The pension costs charged in the Statement of Financial Activities are determined as follows:

The Teachers' Pension Scheme - This scheme is a multi-employer pension scheme. It is not possible to identify the School's share of the underlying assets and liabilities of the Teachers' Pension Scheme on a consistent and reasonable basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. The School's contributions, which are in accordance with the recommendations of the Government Actuary, are charged in the period in which the salaries to which they relate are payable. The School also operates a defined contribution pension scheme for non-teaching staff. The regular pension contributions are charged to the statement of financial activities as they are incurred.

Financial instruments
Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions.

1. ACCOUNTING POLICIES

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit or loss in finance costs or income as appropriate.
The company does not currently apply hedge accounting for interest rate derivatives.

Advance fee scheme creditor
Amounts received under the School's Advance Fee Scheme contracts for education not yet utilised to settle school fees are recorded as deferred income and allocated as current liabilities where the education will be provided within 12 months from the reporting date and as long-term liabilities where the education will be provided in subsequent years.

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affected current and future periods.

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

2. OTHER TRADING ACTIVITIES

	2021	2020
	£	£
Commission on school photographs	1,432	2,014
Lettings	74,927	55,261
Theatre income	1,349	23,375
	77,708	80,650

3. INVESTMENT INCOME

	2021	2020
	£	£
Deposit account interest	1,512	16,963
	1,512	16,963

4. CHARITABLE ACTIVITIES – FEES RECEIVABLE

Fees receivable consist of:

	2021 £	2020 £
Gross Fees	**12,862,512**	12,101,105
Less: fee assistance, discounts and scholarships	**(953,246)**	(862,033)
Total School fees	**11,909,266**	11,239,072

The number of pupils benefitting from fee assistance, sibling and staff discounts and scholarships totals 452 (2020: 438). Within this means-tested bursaries totalling £331,713 were awarded to 42 pupils (2020: £247,762 to 33 pupils).

5. ANCILLARY TRADING INCOME

	2021 £	2020 £
Catering income	**403,040**	375,771
Bus income	**239,193**	192,816
Fees Refund Scheme	**34,129**	28,387
Sundowners	**85,622**	101,448
Speech and drama	**64,787**	29,910
Registration fees	**14,501**	12,280
CJRS income	**173,536**	466,021
Other income	**32,181**	18,338
	1,046,989	1,224,971

6. INCOME FROM SUBSIDIARY TRADING ACTIVITIES

The School has a 100% interest in its trading subsidiary The Grange Trading Development Limited.

The Grange Trading Development Limited's principal activity continues to be that of promoting commercial activities which use the School's assets to generate income from lettings and other activities. Its trading results for the year, as extracted from the audited financial statements, are summarised below:

	2021	2020
	£	£
Turnover	**76,277**	80,737
Other income	**12,411**	17,932
Taxation	**-**	(649)
Cost of sales	**(66,260)**	(78,634)
Retained profit for the year	**22,428**	19,386
Shareholders' Funds	**22,428**	19,387

7. ANALYSIS OF EXPENDITURE

	Staff Costs	Depreciation	Other costs	Total 2021	Total 2020
Charitable expenditure	£	£	£	£	£
Education					
Teaching	**6,933,755**	**-**	**548,945**	**7,482,700**	7,689,060
Premises	**394,919**	**616,082**	**894,131**	**1,905,132**	1,634,867
Support and governance costs	**748,874**	**315,437**	**409,380**	**1,473,691**	1,565,207
Welfare	**282,354**	**-**	**471,050**	**753,404**	715,688
Grants, awards & prizes	**-**	**-**	**1,437**	**1,437**	2,135
	8,359,902	**931,519**	**2,324,943**	**11,616,364**	11,606,957

8. GOVERNANCE COSTS INCLUDED IN SUPPORT COSTS

	2021	2020
	£	£
Staff costs	**19,383**	19,360
Legal and professional fees	**57,694**	109,784
Auditors Remuneration – Audit	**13,023**	16,314
Auditors Remuneration – Non-Audit	**6,783**	6,917
Other governance costs	**6,764**	448
	103,647	152,823

9. NET INCOMING RESOURCES

Net incoming resources are stated after charging:

	2021	2020
	£	£
Operating lease costs – land and buildings	**5,500**	10,250
Operating lease costs - equipment	**19,626**	17,338
Depreciation - owned assets	**931,519**	965,948

10. GOVERNORS' REMUNERATION AND BENEFITS

There were no Governors receiving remuneration or other benefits for the year ended 31 August 2021 nor for the year ended 31 August 2020.

Governors' Expenses

During the year ended 31 August 2021 no governors received travel and subsistence expenses. (2020: None).

11. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	6,568,035	6,531,240
Social security costs	597,954	585,328
Other pension costs	1,118,997	1,140,508
	8,284,986	8,257,076
Aggregate employee benefits of key management personnel	518,551	500,857

The average monthly number of employees during the year was as follows:

	2021	2020
Teaching	158	164
Administration	23	24
Catering, cleaning and maintenance	67	66
Trading subsidiary	4	5
	252	259

The average monthly number of employees on a full time equivalent basis during the year was:

	2021	2020
Teaching	133	136
Administration	22	23
Catering, cleaning and maintenance	42	41
Trading company	1	1
	198	201

The number of higher paid employees in bands of: -

	2021	2020
£60,000 to £69,999	1	2
£70,000 to £79,999	2	1
£80,000 to £89,999	1	1
£90,000 to £99,999	1	1
£130,000 to £139,999	-	1
£140,000 to £149,999	1	-

Four of the higher paid employees are accruing benefits under a defined benefits scheme with contributions amounting to £82,625 in the current year (2020: £81,293).
Contributions amounting to £13,995 (2020: £13,788) were paid to defined contribution schemes in respect of two of the higher paid employees (2020: two).

During the year there were no terminations and no termination payments (2020: £20,952).

12. TANGIBLE FIXED ASSETS – CONSOLIDATED AND SCHOOL

	Freehold Property £	Assets in course of construction £	Fixtures and Fittings £	Motor Vehicles £	Totals £
COST					
At 1 September 2020	32,490,841	-	6,126,115	160,357	38,777,313
Disposals	-	-	(158,847)	-	(158,847)
Additions	(22,072)	102,973	405,971	-	486,872
At 31 August 2021	32,468,769	102,973	6,373,239	160,357	39,105,338
DEPRECIATION					
At 1 September 2020	8,646,158	-	4,661,398	115,733	13,423,289
Charge for the year	545,131	-	363,469	22,919	931,519
Disposals	-	-	(158,847)	-	(158,847)
At 31 August 2021	9,191,289	-	4,866,020	138,652	14,195,961
NET BOOK VALUE					
At 31 August 2021	23,277,480	102,973	1,507,219	21,705	24,909,377
At 31 August 2020	23,844,683	-	1,464,716	44,624	25,354,023

13. FIXED ASSET INVESTMENTS

	Investment in subsidiary company
	£
COST OR VALUATION	
At 31 August 2020	1
At 31 August 2021	1
NET BOOK VALUE	
At 31 August 2021	1
At 31 August 2020	1

The Grange Trading Development Limited is incorporated in the UK. The Grange School Hartford Limited is the sole shareholder. The Grange School Hartford Limited invested £1 into the company.

14. STOCKS

	Consolidated		School	
	2021 £	2020 £	2021 £	2020 £
Stocks	10,951	6,772	10,951	6,772

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Consolidated		School	
	2021	2020	2021	2020
	£	£	£	£
Fees outstanding	33,334	44,615	33,334	44,615
Amounts owed by group undertakings	-	-	30,144	137,937
Other debtors	73,200	128,306	68,663	128,306
Prepayments and accrued income	79,067	78,737	79,067	78,737
	185,601	251,658	211,208	389,595

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Consolidated		School	
	2021	2020	2021	2020
	£	£	£	£
Bank loans and overdrafts (see note 18 & 19)	475,000	475,000	475,000	475,000
Trade creditors	451,117	178,413	451,117	178,413
Social security and other taxes	162,553	148,483	157,212	149,622
Other creditors	183,174	150,529	177,826	149,410
Deferred income – fees in advance	235,540	322,393	235,540	322,393
Accrued expenses	704,881	476,900	704,881	476,900
Property creditor	-	132,600	-	132,600
	2,212,265	1,884,318	2,201,576	1,884,338

17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Consolidated		School	
	2021	2020	2021	2020
	£	£	£	£
Bank loans (see notes 18 & 19)	3,443,750	3,918,750	3,443,750	3,918,750
Deferred income – fees in advance	152,231	280,174	152,231	280,174
	3,595,981	4,198,924	3,595,981	4,198,924

18. SECURED DEBTS

The following secured debts are included within creditors:

	Consolidated		School	
	2021	2020	2021	2020
	£	£	£	£
Bank loans	**3,918,750**	4,393,750	**3,918,750**	4,393,750

The bank loan is repayable over 11 years from the date it was first drawn down with an interest rate of 1.9% over LIBOR. This changed to 1.9% over Bank of England Base rate from the first quarter of 2022. In February 2021, a quarterly rate swap arrangement was agreed with Handelsbanken to effectively fix the interest rate at 2.39% for the duration of the loan period. There was no cost to the school for entering in to the swap arrangement. At the year end the fair value of the swap was £11,544. The asset has not been recognised in the accounts. The bank loan is secured by a first legal charge over the School buildings, the car park and the sports fields.

19. LOANS

An analysis of the maturity of loans is given below:

	2021	2020
	£	£
Amounts falling due within one year or on demand:		
Bank loans	**475,000**	475,000
Amounts falling between one and two years:		
Bank loans - 1-2 years	**475,000**	475,000
Amounts falling due between two and five years:		
Bank loans - 2-5 years	**1,425,000**	1,425,000
Amounts falling due after more than 5 years:		
Bank loans more than 5 years	**1,543,750**	2,018,750

20. OPERATING LEASE COMMITMENTS

The future minimum lease payments under non-cancellable operating leases are as follows:

	Land and buildings		Other operating leases	
	2021	2020	**2021**	2020
	£	£	**£**	£
Less than one year	-	2,200	**14,090**	8,122
Between two and five years	-	-	**10,648**	1,262
After five years	-	-	**8,523**	-
	-	2,200	**33,261**	9,384

21. FEES IN ADVANCE SCHEME

Parents may enter into a contract to pay the School in advance for fixed contributions towards future tuition fees. The money may be returned subject to specific conditions on the receipt of notice. Assuming pupils will remain in the School, fees in advance will be applied as follows:

	2021	2020
	£	£
After 5 years	23,349	56,364
Within two to five years	85,684	140,647
Within one to two years	43,199	83,163
	152,232	280,174
Within one year	93,073	147,982
	245,305	428,156

Summary of movements in liability	£
Balance at 1 September 2020	428,156
New contracts	43,765
Contracts refunded	(85,179)
Amounts used to pay fees	(141,437)
Balance at 31 August 2021	245,305

22. PENSION COMMITMENTS

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,029,037 (*2020: £1,053,637*) and at the year-end £122,175 (*2020 - £nil*) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

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

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

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020, and a consultation was launched on 24 June on proposed changes to the cost control mechanism following a review by the Government Actuary. Following the public consultation, the Government have accepted three key proposals recommended by the Government Actuary, and are aiming to implement these changes in time for the 2020 valuations.

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

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

Other pension contributions

For non-teaching staff, the School makes contributions into employees' personal pension funds.

The pension charge for the year includes contributions payable to the schemes of £89,960 (2020: £86,870). At the year-end £14,510 (2020: £10,686) was accrued in respect of contributions to these schemes.

23. MOVEMENT IN FUNDS

Group	At 1 September 2020 £	Incoming resources £	Resources expended £	Transfers between funds £	**At 31 August 2021 £**
Unrestricted funds					
General fund	24,130,648	13,035,475	(11,671,567)	-	**25,494,556**
Total funds	24,130,648	13,035,475	(11,671,567)	-	**25,494,556**

School	At 1 September 2020 £	Incoming resources £	Resources expended £	Transfers between funds £	**At 31 August 2021 £**
Unrestricted funds					
General fund	24,111,263	12,977,229	(11,616,364)	-	25,472,128
Total funds	24,111,263	12,977,229	(11,616,364)	-	25,472,128

24. ALLOCATION OF ASSETS - GROUP

	Tangible fixed assets £	Net current assets £	Long term liabilities £	**Total 2021 £**	Total 2020 £
Unrestricted funds	**24,909,377**	**4,181,160**	**(3,595,981)**	**25,494,556**	24,130,648

25. CAPITAL COMMITMENTS

At the balance sheet date, the company had capital commitments as follows:

	2021 £	2020 £
Contracted for WIFI hardware	**63,323**	-

26. RELATED PARTY TRANSACTIONS

C Oglesby was governor until 31 October 2021, and is also the Chief Executive of Unify (formerly Bruntwood). During the year the School has purchased utilities and maintenance services from Bruntwood. During the year the School was charged £175,371 (2020: £187,751). As at 31 August 2021 the School owed Bruntwood £13,797 (2020: £28,073). The transactions with Bruntwood were at arms length and at market value.

J Simpson, a governor, owns a flat which was rented at a market rate to the School for use by gap year students who were working at the School. During the year, the School was charged £nil (2020: £6,045). As at 31 August 2021 the School owed J Simpson £nil (2020: £NIL). The rental contract ended on 31 December 2019.

A number of the governors at the School who held office for at least part of the year had children enrolled at the School during the year. The children attend the School on the same terms as the other pupils.

27. FINANCIAL INSTRUMENTS

	2021	2020
	£	£
Financial assets measured at amortised cost (a)	6,382,474	4,853,095
Financial liabilities measured at amortised cost (b)	5,257,922	5,332,192

(a) Financial assets include cash, fee debtors, other debtors and accrued income (see note 15)

(b) Financial liabilities include deposits, trade creditors, other creditors and loans (see notes 16 and 17)

Impairment losses charged to financial assets measured at amortised cost in the year amounted to £nil

THE GRANGE SCHOOL HARTFORD LIMITED

England & Wales - Charity number 525918

Accounts

THE GRANGE SPORTS CENTRE

REPORT OF THE GOVERNORS

and financial statements for the year ended 31st August 2020 for
The Grange School Hartford Limited

Registered company number: 00607992 (England and Wales)
Registered charity number: 525918

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LETTER FROM THE CHAIR OF GOVERNORS FOR THE YEAR ENDED 31 AUGUST 2020

From the Chair of Governors
Karen Williams MSc

Dear Parents and Members

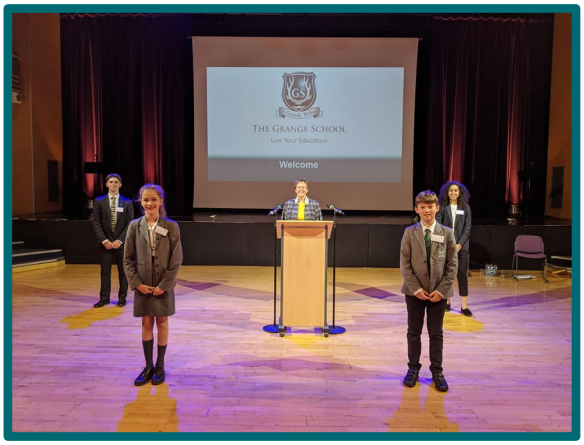
I am pleased to be able to present the School's Annual Report and Accounts for 2019-2020.

Once again, we started the academic year celebrating another outstanding set of examination results, maintaining our place among the leading independent schools both nationally and locally. We have always said that our success stems from focusing not just on academic excellence, but on the whole child. This was reflected in a stellar report from the ISI Inspection team, an outcome of which all our staff and pupils can be justifiably proud.

At that time, none of us could have foreseen the challenges presented during this academic year. The first of these was our consultation with teaching staff about the School's continued membership of the Teachers' Pension Scheme (TPS) following a significant rise in employer contributions. This concluded at February half-term, with governors deciding to remain within TPS, although with the caveat that the issue would need to be revisited in future should employer contributions rise again.

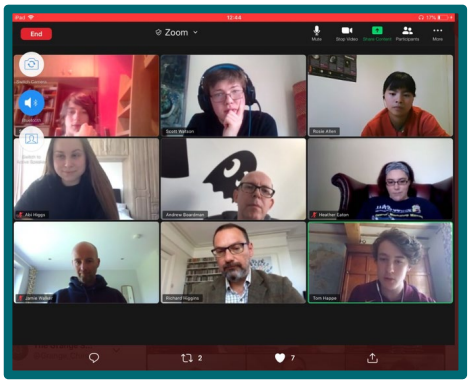
Shortly thereafter, it became clear that a global pandemic was about to cause tremendous upheaval in the country, not least in the education system. Almost overnight, The Grange was forced to close its doors to all except key workers' children and adopt remote learning. For parents, staff and pupils, the first national lockdown was an experience of a kind we could never have anticipated or planned for. Despite the understandable anxiety and practical difficulties this created, we were pleased to be able to minimize the disruption to pupils' education and offer a strong programme of online learning, supported by rapid enhancements to our technology capabilities. This was only made possible by the determination and exceptional commitment of all our staff and the support of Grange families.

In August 2020, the calculation of examination results became a major issue, creating additional stress for pupils concerned about their university places, as well as for teachers whose own assessments of their students were eventually accepted by the government as the most reliable way of determining achievement. Happily, we were able to send most of our students to the universities of their choice; although it was sad to forego the customary celebrations of our annual Prizegiving.



School enjoyed a brief return to the 'new normal' for a successful and busy Autumn Term, having invested in creating a COVID-safe environment. This was not to last, and schools were closed again in January. However, we barely skipped a beat as we entered the second lockdown and staff and pupils quickly embraced remote learning again. What is more, it was fantastic to see how extra-curricular events which usually take place onsite were adapted for the online world and that our children participated in them with customary Grange vitality and enthusiasm. I recommend that you read the Head's full report to appreciate the breadth of activities that have continued to contribute to the Grange experience this year.

LETTER FROM THE CHAIR OF GOVERNORS FOR THE YEAR ENDED 31 AUGUST 2020



It is a testament to the quality of our offering that The Grange has attracted new pupils during this period, from families keen to minimise disruption to their children's education. Evidence suggests that this has not been the case for all independent schools, and several have closed their doors permanently, victims of circumstances largely beyond their control. We have lost some income, for example from the Grange Theatre and the new Sports Centre. Where possible, however, we have exercised tight control over our costs and taken advantage of government schemes available to furlough some staff. This prudent financial management has meant that the balance sheet remains healthy.

Although personally and professionally demanding, the 2019-2020 year has brought out the best in our School community and the governors would like to thank everyone for the mutual support, hard work and perseverance that has helped us through. With light now appearing at the end of the tunnel as we prepare for another return to school, we know that there may be additional challenges ahead, but also that we are agile enough to cope and strong enough to survive.

In September 2020, Debbie Leonard announced her intention to step down as Head at the end of the new academic year. Debbie's steadfast leadership has been instrumental in guiding the School through the recent coronavirus situation. That, however, is not her only legacy to the School – she has overseen the opening of the new Sports Hall, led on the preparations for our outstanding ISI inspection and driven the increased use of technology in School, even before the pandemic. During her tenure as Head, The Grange's reputation has continued to attract higher than ever numbers of pupils. Meanwhile, we maintained our strong emphasis on pastoral care and excellence in teaching and learning. The governors would like to express our sincere thanks to Debbie for her service and wish her the very best for the future.

K. M. Williams

Karen Williams
Chair of Governors

HEAD'S REPORT
FOR THE YEAR ENDED 31 AUGUST 2020

Central Purpose

The Grange School's central purpose is to provide the highest standards of education to the pupils who attend the School. At the end of the academic year 2019-2020, 1169 students between the ages of 4 and 18 attended the School: 430 at the Junior School, 582 at the Senior School and 157 in the Sixth Form.

In a very competitive and successful market for independent education, The Grange School seeks to meet its overriding commitment to success and financial viability of the charity. The School has continued to make significant improvements to facilities, staffing and resources in order to deliver an outstanding quality of educational provision. As a relatively young independent school (the Senior School was founded in 1978), The Grange has no significant source of income other than fees. The governors continue to place the highest possible value on providing public benefit and are constantly looking for ways to expand and diversify its offering.

Ethos

Our School welcomes students from all backgrounds. At the heart of our admissions approach is ensuring that we can develop students to the best of their potential, in line with the general standards achieved by their peers. Entrance assessments ensure that we and parents are satisfied that potential students can cope with the pace of learning and benefit from the education we provide. An individual's economic status, gender, ethnicity, race, religion or disability do not form part of our assessment processes. Through our 'Access to Excellence' bursary scheme, we actively promote wider social access to our School and do our best to ensure that local primary schools receive up to date information about this scheme.

Year 9 learning about the anatomy of the heart

We are an equal opportunity organisation and are committed to an environment that is free from any form of discrimination (on the grounds of colours, race, ethnicity, religion, gender, sexual orientation or disability). We will make reasonable adjustments to meet the needs of staff or students who are or become disabled.

The quality of the education provided by the charity for its pupils continues to be excellent by every measurable standard. Whilst public examinations did not proceed in Summer 2020 in light of covid-19 restrictions, we were proud of the academic successes of our students. Despite national uncertainty, 80% of our A-Level students went to their first-choice university and our GCSE students mirrored this with successful transitions to tertiary education, including at The Grange Sixth Form. Whilst our priority is always the achievement of individual students, the performances of both cohorts were strong. At A Level, the School achieved three times the national average at A* and over 90% of all grades were A* to B. At GCSE over 75% of all grades were at 7 to 9 with many individual success stories.

These statistics make The Grange one of the best performing schools in the North West and it is highly regarded. In December 2019 The Grange School achieved an extremely positive ISI inspection. Rated 'Excellent' in all areas, the inspectors found that the School's young people thrive as part of a community which actively seeks to develop the academic potential of its pupils and nurture their social awareness. ISI inspectors praised the quality of our academic achievements and our personal development programmes. When combined with the fact that an overwhelming majority of parents from both schools would recommend a Grange education to a friend, this is all compelling evidence that the School is successfully achieving its major aim as an educational institution and charity.

Simar wins the Economics Horizon Competition

HEAD'S REPORT
FOR THE YEAR ENDED 31 AUGUST 2020

Yet a Grange education is broader than the statistics.

The Junior School has furthered its outdoor learning and links with our local community, whilst the Senior School has developed its pedagogy with a school-wide focus on educational technology and a teacher-led research group concentrating on other areas of educational practice. Government announcements (surrounding covid-19) in March 2020 meant that the programme of intended educational visits had to be curtailed. Prior to this the Grange staff from both schools led and supported over 100 visits from September 2019 to March 2020, further enhancing the educational experience of its pupils.

Students experienced a range of settings from our customary theatre and fieldwork trips but also sports tours to the Isle of Man and Spain. Inevitably the very same covid-19 restrictions meant that some of our provision went 'remote' but The Grange retained its focus upon a love of learning. The obvious academic benefits are supported by the equally important work that the School does with regard to the pastoral care and enrichment opportunities it offers to its students. Individual interests have been promoted by a wide array of activities at lunchtimes and after school, with an incredible variety of opportunities in sport, music, drama, art and graphics.

HEAD'S REPORT
FOR THE YEAR ENDED 31 AUGUST 2020

Ever keen to encourage students to engage with the world around them, pupils and staff at the Junior School have embraced the activities connected to Outdoor Learning but also wider world issues such as their environmental sustainability and community involvement. At the Senior School, over 90 enrichment opportunities are offered a term ranging from the academic enrichment offered by every department to student-driven activities including a student-run e-sports club. These opportunities continued between March 2020 and July 2020, albeit it remotely. Particular highlights included the story time at the Junior School, a 'lejogjogle' challenge from Land's End to John O'Groats for Junior School pupils, stunning House Photography entries from the Senior School and Drama & Music showcases (including the Grange orchestra remotely recording 'We'll Meet Again' for VE Day commemorations).

Underpinning a Grange education is providing an atmosphere in which all children can thrive. Central to this is a staff body who devote great energy to celebrating the successes achieved whilst supporting each child individually as needs require. Both schools run a programme of 'Wellfest', a weekly showcase of events to support and sustain positive mental health. On a day-to-day basis all students are supported by their form tutor and in the Senior School this is supplemented with twice yearly one-to-one mentor sessions. These offer an invaluable insight in to the well-being of every child and a time to reflect upon their time at school with the person responsible for their pastoral care. In addition to the Personal, Social and Health Education (PSHE) programme with the curriculum, form teachers continue to teach one period of PSHE to their form once a fortnight, reinforcing the bond between teacher and their form, and enabling tutors to tackle issues that are pressing for their tutees. This continued remotely, with regular pastoral meetings at both Junior and Senior level maintaining the individual support but also community spirit that typifies a Grange education.

Alongside this pastoral care, The Grange continues to do its utmost to ensure that the benefits of attending the School are achieved by those young people with Special Educational Needs (SEND). Both schools have a dedicated SENCO and counsellor to support students and advise the teaching teams. The Pupil Support team liaise effectively with students, teachers and parents to provide the specific help that children need to thrive at the School. They are well supported by our school nurses, allowing us to offer an exceptional level of support for students who have additional needs – be they educational, physical or emotional. Excellent relationships between teachers, students and parents ensure that children have their individual needs met in a thoughtful and cooperative way.

More Able and Talented (MAT) students are also well catered for as part of a Grange education. Significant numbers undertake an optional Extended Project Qualification alongside their A Level subjects and nearly three quarters of students achieved an A or A*. Mirroring this opportunity to research and present on a topic of their choice, eight Year 8 & 9 pupils undertook the Head's Awards featuring topics as diverse as 'The search for extra-terrestrial intelligence' to 'how veganism and vegetarianism could save the planet'. As well as an 'academic inspiration' portal on Firefly (our VLE), a number of annual opportunities exist for our students to extend their thinking, such as trips to universities (including Oxbridge) and annual attendance at the 'Thinking Deeply' conference.

HEAD'S REPORT
FOR THE YEAR ENDED 31 AUGUST 2020

Fees for the Junior School were charged at £2,950 (Reception and Year 1) £3,200 (Years 2 to 6) and at £3,950 per term at the Senior School for the 2020 calendar year. We believe that this represents superb value for money and thus in the reach, without assistance, of a relatively large proportion of the population. It is the Governors' policy to set competitive fees to enable families to offer their children access to the quality of education offered by The Grange School.

Bursaries

Bursaries continue to play a central role in ensuring there is as wide as possible access to the education offered by The Grange, and that it is not exclusive to those with the income to pay for it. The 'Access to Excellence' scheme offers several bursaries per year from 10% to 100% of fees. In 2019-20, 28 students were in receipt of a bursary from this scheme at the Senior School, plus an additional 5 students in receipt of a 'hardship grant', which enables families, whose financial circumstances change, to continue to send their children to the School. The total spend of the School on bursaries that enable the provision of education to those who cannot afford it was £247,762. The School has a sound financial plan that balances the need for continuing to develop the resource that it offers to those it educates and providing financial support for those who would not otherwise be able to afford full fees.

As well as the provision of bursaries, The Grange also recognises the importance of the distribution of information about them and what is available, so that this is not a significant factor restricting access. Excellent relationships with local primary schools, as well as effective distribution of information to them and to everyone coming to an open event form the bedrock of this strategy. The School prides itself on developing opportunities for collaboration with other schools, such as workshops, and offering the use of its facilities. It is the strongly held conviction of the School to extend access to it, not only through a financial investment in bursaries but also through extending the educational opportunities it offers so that aspirations are raised, and young people from all backgrounds believe that they can enjoy a Grange education to its fullest potential.

Contribution to education locally and abroad

Helping the North West Academies Trust by donating over 85 digital devices to four primary schools as well as Hartford Manor Primary School and Weaver Vale Primary School.

An essential part of our work as an educational charity is the development of strong working relationships with local maintained primary and secondary schools.

The Grange School supports curriculum making in other educational settings. A number of our departments (including Art, Food & Nutrition, History and Politics) work alongside colleagues in other schools to develop high quality teaching and learning resources and initiatives, sharing best practice.

2019-2020 also saw a group of 15 Sixth Form students deliver 17 after school sessions in both languages and sciences at Winnington Park and Charles Darwin Primary schools. One of our members of staff is also a governor at a primary school. Further to this, and when examinations are functioning as usual, a large number of Grange School staff support the delivery of public examinations nationally by examining and/or moderating for different papers.

The Grange School works with partner schools to enhance their existing curriculum. During Interfaith Week the Senior School's Community Action Group worked with two local nurseries, sharing stories from different cultures and in December 2019 the Junior School hosted three nurseries when they viewed our KS1 Nativity.

HEAD'S REPORT
FOR THE YEAR ENDED 31 AUGUST 2020

12 local primary schools attended performances of the pantomime 'Aladdin' hosted in The Grange Theatre and each of these schools had access to the showing online after the event to allow further pupils to benefit from the performance. The Senior School also hosted students from Weaverham High and Rudheath Senior Schools for our second Food Experts workshop in The Grange Theatre where students developed their understanding of different types of chilli and how to use them courtesy of the Little Chilli Shop. Whilst the challenges of covid-19 meant that some events could not take place, including our annual Activity Days, we look forward to resuming these in 2020-2021.

In 2019-2020 The Grange School also provided opportunities for pupils of all ages to enhance their skills. The Junior School hosted a pre-school activity morning for 3 and 4-year-old children called Autumn Adventures in October 2019 and, keen to advance the skills of primary school pupils, we also hosted two separate experience days for pupils from any school in Years 2 to 5. In addition to this, the Senior School's Sports Leaders (who were pupils in year 11) led weekly sport sessions for pupils in three other schools. Not to be outdone, the Drama department hosted their annual 'Splendid Drama workshop' involving performances and masterclasses for students from both The Grange and St Nicholas's High School. Whilst national lockdown provided a different set of challenges, in June 2020 we took the opportunity to host three digital Discover! Sessions. This allowed Year 5s from across the area to get an insight into secondary school life by experiencing lessons in English and Science as well as time with a form tutor.

Further afield, The Grange School continued its longstanding work with its sister school, the Daryl Arkam School, as part of The Grange's Project Gambia work. With the committed help of our recent students, The Daryl Arkam School have painted the two recently built classroom blocks. The Grange community also supports approximately 15 students through their schooling in The Gambia. Whilst visiting The Gambia,Sixth Form students delivered Biology and Geography lessons to the pupils at The Daryl Arkam School.

HEAD'S REPORT
FOR THE YEAR ENDED 31 AUGUST 2020

Working with Communities Locally and Further Afield

The Junior School raised over £900 for Alder Hey Children's Charity on their #AlderHeyPJDay

The Grange School has continued to provide additional opportunities for the local community, on top of its educational provision. The Junior School has run ten 'stay and play' drop-in sessions for any parents or grandparents with children aged 0 to 4 with play facilities provided. Every year the Senior School's Music department offers members of the local community the chance to engage in choral music through 'Hartford Choral Society'. Members of the community can either participate in the choir itself or attend the final performance – in November 2019 approximately 150 people attended the final concert of 'African Sanctus' in The Grange Theatre. Between September 2019 and March 2020 Senior School musicians have also run two lunchtime concerts at St John's Church, Hartford and have performed in two concerts (Christmas at Capesthorne and Concert for AgeUK). All are well regarded and well attended by members of the local community. Local care home residents received Christmas and Easter cards from the Senior School whilst prior to covid-19 restrictions, residents from Oak Grange and Queen Elizabeth's House residential homes enjoyed a Christmas afternoon extravaganza in The Grange Theatre in December 2019.

In addition to these efforts, The Grange has supported existing community and charities projects. As part of our annual harvest, the Junior School raised donations and funds for St Luke's Hospice, whilst the Senior School provided 67 crates full of food donations for Mid-Cheshire Food Bank. Both schools support the Royal British Legion as part of their remembrance services, raising nearly £800 in November 2019. Further to this, fundraising activities at the Junior School has raised money for the Joshua Tree, St Luke's Hospice, Mid-Cheshire Food Bank, Macmillan nurses, Alder Hey Children's Hospital, Juvenile Diabetes research, Children in Need, Centre Point, the World Wildlife Fund and the National Autistic Society.

During the course of 2019-20, the Senior School raised money for four charities – Cheshire Down's Syndrome Support Group, Cheshire Search & Rescue and Liverpool Heart & Chest Hospital– in addition to supporting the School's own Project Gambia. At the Senior School, Sir Ranulph Fiennes interrupted his sell-out tour to give one of his incredible talks about his years living dangerously to help the Grange Nepal team raise money towards their upcoming expedition. The evening raised over £3,500 from ticket sales, a raffle and the kind donations from the audience. It is hoped, in 2021 the Nepal team will embark on an expedition to the country where we will be helping repair and rebuild communities affected by the 2015 earthquake. Over the course of 2019-20, both schools raised £20,415.

HEAD'S REPORT
FOR THE YEAR ENDED 31 AUGUST 2020

The Grange School has also supported the local community making use of its facilities. In March 2020, St Luke's Hospice hosted a Quiz Night for the local community at the Junior School. The Senior School hosts ABRSM practical and theory examinations for external candidates, enabling young people from the local community to progress their music education. In sport Winnington Park Hockey Club and local non-league club Northwich Victoria U13s, U15s and Girls football squads train on the all-weather pitch on a weekly basis. Further to this both the U13 Witton Albion team and Winnington Park Hockey Club play their home fixtures on Grange School pitches. The School also has strong club links with Northwich Sapphires (Netball) and Winnington Park (Rugby and Hockey). In the performing arts, The Grange Theatre is hired out by a range of local community groups (including Hartford Film Society) allowing them to host their events in a bigger but local venue, with technical support from The Grange team.

The 2019-2020 academic year was punctuated by changes imposed by covid-19 and The Grange School supported the community efforts towards managing the global pandemic. The School remained open to children of key workers from March to July 2020, including during the Easter and half-term holidays, supporting the efforts of the NHS and other key working teams. As well as donating our school PPE and laboratory goggles, our school Graphics departments made face masks for our local health care community. Similarly, staff and textiles students used their spare time to sew scrubs for Mid Cheshire hospitals and students from our community action group designed and recorded messages of support for local charities and community groups to raise awareness of their causes.

Looking Forward

As a school we continue to be committed to extending a love of learning outside the classroom, inspiring our communities to be intellectually curious and independently pursue their interests. After the experiences of the first lockdown, we are keen to develop the technological capability and skills of our communities to prepare them for a successful life and future. As a school community we have always put a strong emphasis on mental health. This was especially important with the challenges created by national lockdown and subsequent restrictions in the coronavirus pandemic. During 2020-21 we will be looking to build upon our mental health strategy to further support our students.

Academic and Extra-Curricular Achievements of Note

Despite a year like no other before, The Grange School still had plenty celebrate. With the national lockdown forcing children and staff to stay at home, as well as exams not taking place, our community showed great resilience to make sure the year was a success.

Public Exam Achievements

Despite exams not going ahead, followed by the uncertainty around results; every single one of our students can be proud of their academic successes.

GCSE Results 2020

- Over half of all entries awarded grades 8-9
- Over a quarter of all entries awarded grade 9
- Six students achieved grade 9s across all of their subjects
- Over 75% of all grades 7-9

A Level Results 2019

- Over 20% of all grades were awarded A*
- A* grades achieved over three times the national average
- Over 90% of all grades A*-B
- Over four fifths of all Science grades A*-B
- 85% of Art, Textiles and Graphics grades A

Inspection & Awards

Amongst the volatility of 2020, it must not be forgotten that at the start of the year, The Grange School achieved an extremely positive ISI Inspection. Rated 'Excellent' in all areas, inspectors found that the school's young people 'thrive as part of a community which actively seeks to develop the academic potential of its pupils and nurture their social awareness'. They also praised the quality of personal development and quality of our academic achievements. The success of our remote learning was also recognised as the school won the Firefly Heroes of Home Learning Most Innovative Award; recognising the work of teachers regarding audio feedback given throughout remote learning.

Drama

As Coronavirus began to impact on life across the country, the cast and crew of The Grange's 'The Great Gatsby' production were determined to still give a performance to remember for an audience to enjoy. The show was due to run to packed out audiences at The Grange Theatre throughout March but the decision was made to cancel the performances in light of the pandemic emergence. However, the cast were determined to not let their months of hard work and rehearsals go to waste and didn't want to let their audience down. So, they put on a full show, recording the proceedings for audiences to watch the performance online at a later date. The drama department continues to grow our talented, with one of our Sixth Formers securing a place at the prestigious Drama School ALRA North. They were so impressed by his audition they provided a full scholarship.

Music

Music managed to produce stunning performances, whether in person pre-lockdown or virtually post-lockdown! There was our wonderful House Music competition with cross-year group ensemble performances. Christmas saw our annual candle-lit concert at St John's Church in Hartford whilst our girls' choir sung carols at Capesthorpe Hall. The annual Grange Talent Show took place in February and showcased some of the Grange students' exceptional musical creativity. From bands to solo performances, the acts who took park who were thoroughly entertaining and gave the judges a headache when deciding a winner. Izzy was crowned the winner who won the competition with her truly stunning performance of 'Silver', a song she wrote herself.

The orchestral trip to Ilam Hall, saw many great rehearsals and such a positive atmosphere amongst students, that climaxed with stunning performances back at The Grange Theatre when the musicians had returned. Once we were remote learning through Zoom, a lot of rehearsing and some nifty editing from the music team, meant we were still able to bring smiles to our audience's faces through a series of virtual concerts.

Other Successes

One of our Sixth Formers won the inaugural North West Economic Horizon competition for Year 12 students. The competition was an opportunity for students to have a go at trying to identify, anticipate and neutralise oncoming economic threats; the same thing economists are paid to do by finance ministries and central banks across the world. Their victory was all the more impressive by the fact that she did it entirely on her own, whereas other entrants did it in teams and of course that she did it in lockdown conditions, remotely from her peers and her teachers.

Environmentally, The Junior School was successful in applying for the Eco-Schools Green Flag, an internationally recognised award for excellence in environmental action and learning. Over the last two years, the school achieved its Bronze and Silver awards, and now they have the Green award; the highest accolade. The Junior School Planet Protectors had to fulfil quite a large criteria to achieve the Green Flag and they have been successful by working on their three chosen topics: waste, marine and global citizenship. Reducing the amount of plastic used by the catering department, a competition to design a natural, non-plastic water bottle and beach litter-picking campaign were just some of the initiatives run by the children.

Sport

A fantastic year for Netball dominating locally and achieving at a national level. Numbers have increased allowing for 1st and 2nd teams at all age groups. In local competitions Years 7, 8, 9, 10 & 11 were all Cheshire champions. The Year 9 team reached Regional finals and placed 3rd in the North West. The Year 11 team reached Regional finals and placed second qualifying for the National finals. In the independent Schools Cup the U13 and U15 teams made the final 16. The U19 were quarter finalists. In the Sisters n Sport cup the U12 are North Champions, they are National finalists (still to be played). The U14 are Sisters n Sport Plate North Champions and National finalist (still to be played).

Rugby has continued to develop over the past year, numbers for Year 7, 8, 9 & 10 have been excellent and we have progressed to a 1st XV with regular fixtures. We had a full fixture list on Saturdays. The Senior team and the Year 10 team both competed in the national school competition. The 10's performed very well in the early rounds but had a narrow loss in the later stages. The Saturday fixtures were highly competitive, our U12's being the stand out performers winning 9 out of their 10 matches. The U14's had a win percentage of 50%, with the U15's winning 63% of their matches. Our U16's had success in the Cheshire Shield, they performed well to reach the quarter final. There have been several students in a variety of age grades involved in the Sale Sharks DPP and the Cheshire rugby set up.

The rowing team have dealt with a multitude of challenges with floods in particular causing the most headaches for the coaching team. The ongoing dedication to training from pupils has been outstanding and they were successful in securing 21 places on the North-West team for 2020. A trip to Gloucester Head was rewarded with 7 winning crews, and during lockdown our pupils competed in a number of virtual races.

We are looking forward to some virtual racing in the new year, with the hope we will be back travelling the country for new competitive opportunities in the near future.

Although the season was cut short as a result of the national lockdown, the School football teams enjoyed a successful season. All teams competed admirably throughout the season, with some teams enjoying successful years. The number of players attending training was excellent across all age groups, especially the Senior footballers with over 30 players regularly attending training. There was an increase in the number of 'B' team fixtures for U12's and U13's and for the first time, regular year 9 B teams fixtures which significantly increased the number of players with well over 100 pupils representing the School on a Saturday morning. It was a huge disappointment for the 1st XI to reach the County Cup final only for the tournament to be cancelled as a result of the lockdown. A county cup trophy would have been a fitting end to the 7 excellent years of service that the Year 13's have given to school football. However, the most impressive achievement of the season came from the U14 who reached the semi-final of the National Cup, narrowly losing to Repton 3-1. It was a tremendous Cup run which included an outstanding come back from 3-0 down with 10 minutes to go! Individual representative honours include pupils representing Stoke City and Crewe Academy and the ISFA U13.

Strategy (2019-20)

After a 2020 that none of us could have predicted, we finally reach the end of the 2019-20 academic year. For all of our community, this has been a very unusual academic year. We went from December 2019's joy of the highest rating of 'excellent' in both academic and pastoral judgements in the ISI inspection to having to close the school in March due to a pandemic. The immediacy of lockdown and the ever-changing government guidance presented a myriad of logistical challenges but I am very proud of how we have risen to these given the circumstances. I am particularly proud of how our students and staff responded during such a challenging and difficult time for everybody. The adaptability to online learning from March is to be commended and I look forward to embracing the technological advancements in our teaching and learning practices even further going forward.

Our children have always been at the heart of our planning and that is why I was keen to have as many as possible back into school before the summer break. We were delighted to be able to welcome Reception, Year 1 and Year 6 back to school in June 2020 as part of a phased return, followed by Years 3,4,5 and 10 and 12 for a couple of weeks before the Summer Term ended. My only disappointment is that we were not able to have Years 7 – 9 returning to school but it is clear that they were very well catered for during this time via the remote learning provision. For all, school has looked very different since March 2020, with all efforts being made to ensure that we continue to operate a Covid-safe environment for everybody. I have been deeply impressed by the maturity and composure with which our students have responded to a most untypical end to their A Levels and GCSEs. Our Year 13 students, in particular, not having had the opportunity to sit their exams that they had been working so hard for, nor having an in-person opportunity to commend their achievements, and say farewell in person to the School. Similarly, our Year 11 students – many of whom are now in Year 12, but who also have missed their first formal exam experience, and the celebratory moments of sharing their successes with their friends and teachers. I was delighted to see the class of 2020 results and I hope to get the opportunity to congratulate our students in person at a suitable point in the near future. I am sure that during the Summer, they found creative ways to celebrate their successes which I hope helped a little.

I hope to see some signs of normality returning soon and was delighted to reintroduce, briefly in the Autumn 2020 term, sports, drama, music, House activity and much more – albeit socially distanced and with more pre-planning than ever before to keep our Community safe. I very much hope, with the full rollout of the vaccine hopefully possible by the end of this academic year, we can return to more activities and opportunities in person to ensure that our students receive the most fulfilled and rounded education experience. Thank you to everyone who has supported the School during this unprecedented year – the strength of our community is most definitely what has kept everyone going and is testament to our united strength and resilience to ensure our students continue to thrive – even during the most challenging of circumstances.

HEAD'S REPORT
FOR THE YEAR ENDED 31 AUGUST 2020

The School reviewed and re-drafted the Strategic Plan during the year for 2020/21 – 2022/23, given both our significant advancements made in achieving our key strategic aims over the last three years, but also to enable us to adapt to what is now quite a different landscape compared to what we could have ever imagined.

The strategic priorities for 2020/21 of The Grange School can be summarised as: -

Educational Priorities

- **Academic** - Achieve an average minimum value added of 0.6 of a grade per student per subject in public examinations, relative to Centre for Evaluation and Monitoring (CEM) ability measures 4-18.
- **Pastoral** - Ensure that the school's culture, defined largely by high quality child-adult relationships, remains strong.
- **Extra-curricular / Enrichment** - Provide a rich programme of activity and opportunity for students beyond the classroom to extend their range of interests, experiences and opportunities for personal growth and service to others.
- **Business Priorities** - Ensure all resources (people, estates and building and financial) are suitably positioned via investment, training, or other initiatives to respond to inherent and emergent threats to the independent education sector, the specific context of The Grange School and the wider environment. Decisions and approaches underpinned by the strategic plan aspirations, and carried out in line with the agreed values and behaviours.

External Stakeholders – Partnership, Alumni, Fundraising

- Working together - Staff and Pupils with our communities to enhance educational provision.
- To establish regular, relevant communications with our Grange School alumni, growing the network, so they become an engaged group who are willing to give something back to the school.
- Seek regular feedback from our community in order to shape the effectiveness of our strategic initiatives as applicable.
- Establish a fundraising programme.
- Engage staff and promote collaboration across the Junior and Senior Schools and between Support and Teaching staff via a new Staff Forum.

The above priorities are underpinned by numerous objectives, actions and milestones which I and my team continue to work towards.

Summary

The year has been a very successful one, topped off at the end by a tremendous set of results by our Year 11s and Year 13s. The completion of the Sports Centre in April 2019 marks a major milestone in the School's history as the culmination of discussions and planning that took place over a number of years.

At the start of the Autumn Term we were extremely well placed for the ISI Inspection which took place in December 2019 and I am thrilled with the results of this inspection. The delivery of a new Management Information System for September 2019 via iSams also represents a major advancement for the School and I hope that parents and students are starting to see the benefits of this change.

.....
Deborah Leonard MEd

BOARD OF GOVERNORS
FOR THE YEAR ENDED 31 AUGUST 2020

Karen Williams
Chair of the Board of Governors and Chair of the Remuneration Committee

Karen became a member of the Board of Governors in 2012 and has been Chair since 2015. She also sits on the Education, Finance and Remuneration Committees, having previously chaired the Education Committee.

Karen is an owner / director at Tribe Communications, which specialises in audience research and strategic marketing. Her son and daughter are both former pupils of The Grange School. Personal interests include languages, literature, tennis and amateur theatre.

Nigel Parkinson

Joined the Board of Governors in January 2007 and serves on the Nominations and Compliance Committees and is the link Governor for Health & Safety. A Computer Science graduate from the University of Manchester Institute of Science and Technology, Nigel now provides independent consultancy services in the Financial Services sector, exploiting technology and delivering programmes of change for UK and international blue chip companies.

Nigel is married to Anita, formerly a managing consultant in the delivery of special educational needs. Their three children have all progressed through the state education system and University into professional employment and independence. Anita retired in 2018 to support and enjoy their two grandchildren.

Nigel has a broad range of sport & leisure interests, including football, golf, salmon fishing and dancing but is most likely to be found in the garden or walking the dog when the grandchildren are not around.

Chris Oglesby - Resigned 31st October 2020

Chris joined the Board of Governors in 2011. A Chartered Surveyor by profession, Chris chairs the Property Committee. He is the Chief Executive of Bruntwood, appointed CEO in 1999 and has overseen the growth of the business to one that owns over £1bn of commercial property across the city regions of Manchester, Liverpool, Leeds and Birmingham with a further £1bn development pipeline across all four cities.

Bruntwood's commitment to Creating Thriving Cities has led to Chris playing an active board role in many public and private sector partnerships including Manchester International Festival, Greater Manchester Local Enterprise Partnership, Manchester Oxford Road Corridor, Young Manchester and the Manchester Climate Change Forum.

He enjoys the "mid-life crisis sports" running long distances, triathlons and off-piste skiing. He lives on an organic farm with his wife, Jane and their two sons who currently attend The Grange School. Their eldest daughter is away at University in London.

BOARD OF GOVERNORS
FOR THE YEAR ENDED 31 AUGUST 2020

Clare Briegal – Resigned 3rd August 2020

Clare joined the Board in November 2013 and serves on the Nominations and Compliance Committees. She is Chief Executive Officer of the International Netball Federation (the International Governing Body for the sport of Netball). Clare's background is in sales, marketing and general management.

Clare has an MBA from Manchester Business School, an MA in Natural Sciences from the University of Cambridge and an MA in Biochemistry from Bryn Mawr College, USA. She has lived in Warrington since 1995 and her three children were educated at The Grange School. Clare is an active oarswoman, rowing umpire and Chair of the North West Regional Rowing Council.

Catherine Stanton
Chair of the Education Committee

Catherine joined the Board of Governors in November 2013. She chairs the Compliance Committee and is a member of the Education Committee.

She is a lecturer in law at the University of Manchester. Prior to this, she worked as a solicitor in private practice.

Catherine is married to Chris and they have two children at The Grange School.

Neil Brougham

Neil joined the Board of Governors in November 2013 and serves on the Property Finance and Remuneration Committees. He is a Senior Partner at Mercer in Manchester, a firm of actuaries and HR consultants, and acts as the appointed actuary to several large pension funds.

He lives in Stockton Heath with his wife Rachel and family. His elder daughter left The Grange in 2017 and is studying at Utrecht University. His younger daughter left the Grange in 2020 and is undertaking an engineering degree apprenticeship with Rolls Royce in Bristol. His son is in the upper sixth at The Grange Senior School. His interests include singing, wine and cycling.

BOARD OF GOVERNORS
FOR THE YEAR ENDED 31 AUGUST 2020

Jeremy Simpson
Chair of the Property Committee

Jeremy joined the Board of Governors in 2015 and serves on the Property and Compliance Committees. He is a Chartered Surveyor and is a Director of Simpsons Commercial Property, a specialist property firm. He was previously a partner in Tushingham Moore. Jeremy was a graduate in Urban Land Economics from Sheffield Polytechnic and has an MBA from the Manchester Business School and is a Fellow of the Royal Institute of Chartered Surveyors.

He lives in Crowton with his wife Claire. Their three children all attended The Grange Senior School. He enjoys most sports and regularly plays golf and tennis and enjoys outdoor activities including fell walking, cycling and skiing.

David Akka

David joined the board of governors in 2016 and serves on the Education and Finance Committees. He has over 20 years' experience in running his own business in the textile and clothing industry. He has a degree in Mechanical Engineering and a postgraduate Diploma in Law. David lives in Cheshire with his wife and two children, one attends The Grange School. He is a keen musician, enjoys participating in many amateur sports, is bilingual in French and loves any opportunity to visit France with his family.

Cathy McCrohan
Chair of the Education Committee

Cathy joined the board of Governors in November 2016 and chairs the Education Committee. She is currently Professor of Comparative Neurobiology at the University of Manchester where she previously served as Associate Dean for Postgraduate Research and Associate Dean for Teaching, Learning and Students in the Faculty of Life Sciences. In the latter role she was responsible for undergraduate and taught masters programmes, including recruitment, admissions, teaching delivery, and examinations.

She is currently Academic Director of the University College for Interdisciplinary Learning at Manchester, offering interdisciplinary courses to undergraduate students across the institution. Cathy is a Fellow of the Royal Society of Biology.

BOARD OF GOVERNORS
FOR THE YEAR ENDED 31 AUGUST 2020

Nikki Matthews

Nikki joined the board of Governors in March 2018 and serves on the Education Committee. After completing a Maths Degree at Sheffield University and post-graduate training in Chester, she taught Maths at schools across the Wirral. She spent most of her career at Birkenhead High School where she became Deputy Head in charge of curriculum. She then took up a Headship at a girl's independent school in Surrey.

Nikki is now retired along with her husband who was an ACC with Merseyside Police. They live on the Wirral and have two grown up children and three granddaughters. Nikki enjoys walking, sport and playing guitar. She is still involved in organising and running D of E expeditions after 30 years and is now also an accredited assessor.

Martin Newsholme
Chair of the Finance Committee

Martin became a Governor in September 2018 and chairs the Finance Committee and serves on the Property Committee. Martin is a non-executive director of businesses in the healthcare and housing sectors having previously been a partner in the accountancy firm KPMG. He has vast experience of advising boards of public and private companies and of operational management in private business and professional practice.

Martin has two sons who are at University, prior to which were pupils at the Grange School. Martin has a keen interest in most sports and is a qualified junior rugby coach and an enthusiastic golfer.

Hannah Burgoyne – Resigned 31st December 2020

Hannah joined the Board of Governors in October 2018 and serves on the Compliance Committee. She qualified as a solicitor in October 2005 and is an Associate at Occasio Legal Limited, a firm specialising in litigation services to the Finance and Leasing industry.

Hannah is a former pupil of The Grange School and is currently Chair of Friends of Lower Peover School

Naomi Jayatilake

Naomi joined the Board of Governors in June 2019 and serves on the Nominations and Compliance Committees with specific responsibilities for safeguarding. She graduated with an honours medical degree from The University of Liverpool and worked in various hospitals across the North West. She is currently a Speciality Doctor in Community Paediatrics at Leighton Hospital. Safeguarding children and young people is a large part of her role as Community Paediatrician. She serves on the Executive Council for The British Association of Community Child Heath and is a BACCH representative for The Royal College of Paediatrics and Child Health. Naomi lives in Bunbury with her husband, Alasdair, and three children who attend the senior school.

BOARD OF GOVERNORS
FOR THE YEAR ENDED 31 AUGUST 2020

Elaine Arnot
Chair of the Nominations Committee

Elaine joined the Board of Governors in August 2019 and is chair of the Nominations committee and serves on the Finance committee. She is a Fellow of the Chartered Institute of Personnel and Development. After a successful career in senior HR roles in both the private and public sector, Elaine now manages a Human Resources consultancy business supporting organisations in private, public and third sectors with change and performance programmes.

Elaine lives near Chester with her husband Ross. Her regular activities include rowing on the river Dee, walking, yoga, Pilates and skiing.

Julian Llewellyn – Appointed 3rd August 2020

Julian joined the Board of Governors in August 2020 and serves on the Finance Committee. He is the Chief Financial Officer of a Manchester based IT business, BCN Group. Julian sits on the Finance Committee.

Julian currently holds a Non-Executive role, alongside his main job, in a Cheshire tech start up. He coaches at Lymm Rugby Club and has a keen interest in sport. His son currently attends the Grange School.

Andrew Rae – Appointed 3rd August 2020

Andy joined the Board of Governors in August 2020 and serves on the Finance Committee. Andy spent his career working for Shell, retiring at the end of 2018 after 32 years' service spending his final 5 years in the executive leadership team of Shell Chemicals. Andy sits on the Finance Committee.

Since his retirement, Andy has spent time reconnecting with hobbies – particularly hiking and woodworking as well as undertaking a small amount of consultancy work. His 3 sons are former pupils of the Grange School.

Thomas Sherry – Appointed 1st December 2020

Tom joined the Board of Governors in January 2021 and serves on the Education Committee. Tom first joined the Grange School as a student in 1979. He later married Sarah Gallaway who also attended The Grange and now has two children at the school.

He has been a Drama Producer and Executive Producer for more than 20 years and his current role is Head of Drama North and Scotland for BBC Studios.

BOARD OF GOVERNORS
FOR THE YEAR ENDED 31 AUGUST 2020

Trevor Brocklebank – Appointed 1st December 2020

Trevor currently holds a portfolio of Non-Executive roles, including Chair of Marketing Cheshire and Vice-Chair of the Cheshire and Warrington Local Enterprise Partnership. He is a Non-Executive Director at Mid Cheshire Hospitals Foundation Trust and Workbuzz, a SAAS Employee Satisfaction Survey Provider. He has also recently co-founded InHabit, a franchise property company.

Trevor has three children who currently attend the Grange. Trevor and his children are all dyslexic and he has a particular interest in this area. He can often be seen walking his four dogs and spends as much time as possible on the sea, on boats and paddle boards!

REPORT OF THE GOVERNORS AND STRATEGIC REPORT FOR THE YEAR ENDED 31 AUGUST 2020

The Governors, who are also Directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the Charity for the year ended 31 August 2020. The Governors have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) – effective 1 January 2019.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
00607992 (England and Wales)

Registered Charity number
525918

Registered office
Bradburns Lane
Hartford
Northwich
Cheshire
CW8 1LU

Governors

N Parkinson BSc (Hons)	IT Programme/Project Manager
K M Williams MSc	Company Director
C Stanton BD(Hons) MA PhD	Lecturer
N Brougham BSc FIA	Consulting Actuary
J W Simpson BSc, FRICS, MBA	Chartered Surveyor
D Akka B(Eng), GDLaw	Company Director
C McCrohan MA, Dphil	Professor of Comparative Neurobiology
N Matthews BSc, PGCE	Head Teacher – retired
M Newsholme BA, ACA	Chartered Accountant
N A Jayatilake MB ChB (Hons) MRCPCH	Community Paediatrician
E Arnot B.Ed Psychology, FCIPD	HR Consultant / Director
T Brocklebank	Consultant (Appointed 1st December 2020)
J Llewellyn BA Hons, FCA, AMCT	Chief Financial Officer (Appointed 3rd August 2020)
A Rae	Independent Advisor (Appointed 3rd August 2020)
T Sherry BA Hons	TV Executive (Appointed 1st December 2020)

The following Governors served during the financial year but have subsequently resigned

C G Oglesby MRICS	Chief Executive (Resigned 31st October 2020)
S C Briegal MA (Cantab), MBA	Chief Executive (Resigned 3rd August 2020)
H Burgoyne LLB	Solicitor (Resigned 31st December 2020)

Membership of the Trust as at 31 August 2020 was 1,409 compared to 1,414 at 31 August 2019.

Company Secretary
Debbie Torjussen BA ACA

Auditors
Crowe U.K. LLP
The Lexicon
Mount Street
Manchester
M2 5NT

REPORT OF THE GOVERNORS AND STRATEGIC REPORT FOR THE YEAR ENDED 31 AUGUST 2020

REFERENCE AND ADMINISTRATIVE DETAILS

Bankers

National Westminster Bank Plc
P.O Box No. 6
The Bull Ring
Northwich
Cheshire
CW9 5BN

Handelsbanken
Warrington Branch
760 Mandarin Court
Centre Park
Warrington
WA1 1GG

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Charity is controlled by its governing document, and constituted as a limited company, limited by guarantee, as defined by the Companies Act 2006.

Principal activity

The principal activity is the operation of an independent co-educational day school.

Recruitment and appointment of new Governors

Governors are subject to the retirement by rotation provisions in the Articles of Association (normally requiring Governors to retire at the Annual General Meeting on the third anniversary of their election or re-election).

Induction and training of new Governors

A process for the induction of new Governors has been approved by the Governors so that at, (or about), the time of appointment, new Governors are given details of the workings of the School and Board policies and procedures. In addition, Governors are offered training on issues and subjects relevant to their work through training courses and seminars.

Organisational structure

The School is constituted under its Articles and Memorandum of Association, last amended in 2009. Members of the Governing Body are detailed on page 20 of this report.

The Governors make the key decisions for, and determine the general policies of, the School and meet at least three times a year as a full Board. There are four sub committees that support the Board; Finance, Property, Compliance and Education all of which meet before each main Board Meeting and at other times as required. In addition, there are two sub-committees that meet as and when required; Nominations and Remuneration. The day-to-day management of the School is delegated to the Head. The Head is supported by the Executive Leadership Team comprising the Head of the Junior School, the Director of Finance and Operations and the Senior Deputy Head of the Senior School. These are the key management personnel. The Heads and the Director of Finance and Operations attend all meetings of the Governing Body's committees.

Remuneration is set by the Remuneration Committee with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding fairly and responsibly individual contributions to the School's success.

The remuneration policy is reviewed on an annual basis with reference to other independent schools.

Employment policy

The School is an equal opportunity organisation and is committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. The School makes reasonable adjustments to meet the needs of staff or students who are or become disabled.

Governor engagement with employees

The Chair of Governors writes to employees at least annually, and more frequently if required, to update them on the strategic direction of the school and on key decisions of the Governing Board that may affect the employees. Updates form part of the content of regular Inset days which often include the opportunity for employees to comment on and add to the strategic vision of the School. Following engagement sessions held with staff to discuss key challenges during 2019-20, a Staff Forum with a clear Terms of Reference and role description for Forum members was established. The Forum meet at least termly and have a focus on wellbeing and some organisational matters that impact staff. The Head and Senior Leadership team responsible for day to day communications escalate matters for Governors attention where appropriate.

Governor engagement with parents

The Chair of Governors writes to parents at least annually before the start of the academic year to update them with respect to progress towards strategic aims and the finances of the school. Parental surveys are undertaken on a periodic basis to identify whether the School is meeting pupils' and parents' needs as expected. Results are presented by the Head to Governors and actions agreed. Most communication with parents is undertaken by the Senior Leadership Team and other staff of the school and matters are escalated to Governors where required. The school closure due to the Covid-19 pandemic resulted in more communication between the Head and Governors and parents during 2019-20 than in preceding years to ensure all stakeholders were appropriately updated. The Marketing and Admissions team and Heads of both schools frequently liaise with prospective customers and gather intelligence to ensure the Grange School meets changing requirements of parents.

Public Benefit

The Governors have given due consideration to the Charity Commission published guidance on the operation of the Public Benefit requirement.

Means tested bursaries are awarded to students where it would not otherwise be possible for their family to afford school fees. This year bursaries totalling £247,762 were awarded to 33 students. (2019: £208,088 to 26 students)

STRATEGIC REPORT

Achievements and performance

The commendable achievements and performance of the Grange School are more fully covered in the Head's report. A few key points are listed below:-

Student numbers: 1,178 students attended the School during the year with 1,169 students on the final roll in July 2020.

Academic success: Whilst public examinations did not go ahead due to the National Lockdown from March 2020 onwards, the school compiled robust evidence for each individual pupil to substantiate excellent grades awarded. More than 80% of A-level students secured places at first choice universities and GCSE students were able to progress to The Grange Sixth form or other Higher education setting.

Students achieved a huge amount of success in a wide range of sporting and musical activities.

Section 172 Statement

Section 172 of the Companies Act 2006 requires the governors of the School to act in the way that they consider, in good faith, would likely promote the success of the School for the benefit of the members as a whole. In doing this, Section 172 requires a governor to have regard, amongst other matters to the:

- Likely consequences of any decision in the long-term
- Interests of the School's employees
- The need to foster the School's relationships with parents, suppliers and others
- The impact of the School's operations on the community and environment

- The desirability of the School maintaining a reputation for high standards in its dealings with others.
- The need to act fairly.

In discharging our Section 172 duties we have regard to the matters set out above. We also have regard to other factors, for example, the interests of the pupils, our relationship with the Department for Education and other Government departments, the ISI inspectorate. By considering the School's values, strategic priorities and charitable objects we aim to ensure that our decisions are consistent and fair. We delegate the authority for Day to day management to the Head and the Board receives regular reports on Health and Safety, compliance, education and financial performance. The views of and impact of the School's activities on pupils, parents, employees, suppliers and the community are considered by Governors when making relevant decisions. During the period, information was received in a range of formats; presentations, customer surveys and reports.

Financial Review

The School achieved its financial targets for the year. As a result, the School continues to be in a good position to meet its educational and operational aims and plans for the future. The surplus generated in the 2019-20 academic year will, as always, be fully invested in the School's resources and facilities. The School is financially able to meet its commitments to loans drawn to facilitate the building of the Sports Centre. The School continues to manage its finances whilst having regard to the new and emerging challenges such as the significant increase in the cost of School contributions to the Teachers' Pension Scheme from September 2019. A watching brief remains on the Government's approach towards business rate relief which has been removed in Scotland with a consultation ongoing in Wales.

Policy on Level of Reserves and Borrowing

An aim of the Governors is to achieve the phased implementation of the School's Estates development plan and the finances of the School are regularly reviewed to ensure that the continued programme of development and refurbishment is affordable and that the School is able to invest in excellent teaching facilities. Gross surpluses and investments are managed to ensure free reserves are at a level where the average annual net borrowings do not exceed one term's fees.

Total accumulated reserves of the group at 31 August 2020 were £24,130,648 whilst the value of tangible assets, property and equipment was £25,354,023 and the value of the loan drawn specifically to fund the Sports hall build was £4,393,750. Hence, Free Reserves are £3,170,375 (2019: £1,752,071). The Governors consider that given the current strength of the charity's balance sheet, the stable cash flow from current student rolls and the banking facility that can be arranged if required, this value of free reserve is adequate for the School's needs. The Governors recognise that the level of reserves fluctuates during periods of investment in the School estate and the arrangements with our bank are in place to provide adequate support should it be required.

Each phase of the School's development programme is scheduled so that (normally) average annual net borrowings of the School do not exceed approximately one term's fees. The Governors take steps to ensure that the annual income and expenditure budget is set at a level which will provide an appropriate surplus on the capital employed for reinvestment.

A loan of £4.75m was arranged with Handelsbanken to facilitate the completion of the Sports Centre build in 2019 and the balance outstanding on the loan at the August 2020 year end was £4.39m.

REPORT OF THE GOVERNORS AND STRATEGIC REPORT FOR THE YEAR ENDED 31 AUGUST 2020

Going Concern

The Governors regularly review budget, forecast and cash flow projections to ensure that the School will continue to meet its day to day working capital requirements. Net Current Assets are positive at the year-end date and current assets are well managed. Long term financial forecasts are reviewed on a termly basis taking changing external and internal factors into consideration. The coronavirus pandemic has resulted in nationwide uncertainty and the Governors have considered various scenarios over the coming months and years, and have modelled the resulting net surpluses and impact on cashflow of each scenario within long term financial forecasts. The balance sheet position at the year-end is strong and various measures could be taken to mitigate potential adverse factors. In light of this information, the Governors believe that the School will be able to continue to operate for the foreseeable future. The Governors consider that there were no material uncertainties over the School's financial viability and are satisfied that it is appropriate to continue to prepare the accounts on a going concern basis.

Investment policy

The School's premises development plan requires borrowing to support the completion of building projects. The natural cycle of termly fee receipts results in the School having surplus funds for investment for short periods. In these circumstances, these funds are placed on short term deposit at the best return available.

Fundraising

The charity had no fundraising activities requiring disclosure under S162A of the Charities Act 2011.

Plans for future periods

The School continues to build on its reputation nationally, as it gains increasing recognition for its outstanding academic provision and results. In March 2019, the School completed the build of our Sports Centre as the final part of our £7m investment in our Sports Facilities. The students have already experienced a huge benefit from these resources as has the local Community who are taking the opportunity to rent the spaces available in the evenings. To support the aims of the School, plans are being drawn up to improve accommodation for teaching, catering, dining and examinations via conversion of the old sports hall. These plans are at an initial feasibility stage.

Whilst the key priorities that underpin the School remain, the Strategic Development Plan has been redrafted to refine our focus within the main areas of Academic, Pastoral, Extra-curricular, Business and External Stakeholders.

Principal risks and uncertainties

Overview of risk management: The Governors have identified and assessed the major risks to which the School is exposed, in particular those relating to the specific teaching, provision of facilities and other operational areas of the School and its finances. The Governors have implemented a number of systems to assess risks that the School faces in relation to teaching and learning, health & safety, student welfare, external factors and pressures, school trips and in relation to the control of finance. The Governors have introduced systems, including operational procedures and internal financial controls in order to minimise risk. A risk register is maintained, reviewed and updated on a regular basis.

The principal risks are:-

Health and Environmental Risk: In March 2020 there was a full national lockdown as a consequence of the coronavirus pandemic. The school switched immediately to a remote learning provision for the majority of students and a Key Worker provision within school. To manage a safe partial return in the Summer Term the school worked carefully to ensure that the physical environment was safe for all and that practices were implemented to give the highest level of protection to all. The safety of all students, staff and the wider school community remain of the utmost concern and the school continues to do all that is necessary to ensure this.

Reputational Risk: Currently, almost all of the income is generated from parents of pupils through fee and related income. The School is reliant on continuing to attract applicants in sufficient numbers by maintaining its reputation for the highest educational standards and an ethos that parents wish to invest in for their children. The Governors continue to review to ensure that student success and achievement are closely monitored and review parental satisfaction surveys to ensure that the School's values and ethos continue to be attractive to parents.

Failures in governance or management: the risk of failure to effectively manage the School's internal controls, finances, compliance with regulations and legislation, statutory returns etc. is mitigated by Governor review to ensure that appropriate measures are in place to satisfy these requirements.

Safeguarding and child protection: the Governors continue to ensure that the highest standards are maintained in the areas of selecting, training and monitoring staff, the operation of child protection policies and procedures, health & safety measures and discipline.

Staffing: the success of the School is heavily reliant on the quality of its staff. The Governors monitor and review policies and procedures to ensure continued development and training of staff as well as ensuring there is clear succession planning.

Fraud and mismanagement of funds: the Governors have implemented a financial governance policy under the guidance of the Governors and staff with appropriate recognised qualifications to clearly allocate responsibilities and ensure that robust internal controls are in place.

Financial risks: the key financial risks to which The Grange School is exposed relate primarily to the status of the general UK economy, reduction in student numbers and changes in government policy and legislation affecting costs for example, increases in contributions to the Teachers' Pension Scheme or loss of business rates relief.

Risk management

The Governors continue to keep the School's activities under review, particularly with regard to any major risks that may arise from time to time, and to monitor the effectiveness of the system of internal controls and other viable means, including insurance cover where appropriate, by which those risks already identified by the Governors can best be mitigated.

The financial results for the year are set out in the annexed financial statements.

General Data Protection Regulations (GDPR)

The General Data Protection Regulations (GDPR) came into effect from 25th May 2018. The school implemented the requirements of the new Data Protection Act in line with the regulations. Debbie Torjussen – Director of Finance and Operations is the School's Data Protection Officer. Training has been provided to staff in relation to the new requirements, and a school-specific reference guide has been created for staff, which is updated termly. The School continues to have a watching brief on the information reported by the Information Commissioners Office and shares up to date information with staff and key holders of information as applicable on an ongoing basis.

Energy and emissions report

The Governors have identified a focus on sustainability as a strategic objective for the School. During the year, improved recycling processes have been introduced across all sites. The information below is being reported for the first time as a starting benchmark and measures to improve sustainability will be stepped up during the 2020-21 year.

	2019-20
UK energy use kWh	2199791
Associated greenhouse gas emissions (Tonnes CO2 equivalent)	454
Intensity ratio Emissions (tonnes CO2e) per '000 m² (all buildings)	29.0

UK energy use covers electricity and gas for heating, teaching and catering over all sites plus petrol and diesel for school vehicles and staff mileage claims.

Methodology: we have reported all the emissions sources and calculated emissions using emission factors from 'UK Government GHG Conversion Factors for Company Reporting 2019'.

CONCLUSION

The School has had another successful year and the Governors would like to express their thanks and congratulations to the Leadership Team, Staff and Students.

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors are responsible for preparing the Governors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Governors to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law.

Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of the surplus or deficit of the Charity for that period. In preparing these financial statements, the Governors are required to:

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

The Governors are responsible for ensuring that adequate accounting records are maintained that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and ensuring their proper application in accordance with charity law, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

PROVISION OF INFORMATION TO THE AUDITOR

Each Governor in office at the time when this Governors' report is approved has confirmed that:

- so far as that Governor is aware, there is no relevant audit information of which the company's auditor is unaware, and

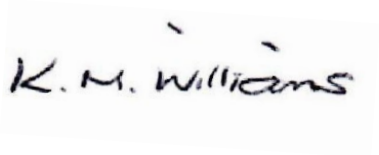
- that Governor has taken all the reasonable steps that ought to have been taken as a Governor in order to be aware of any relevant audit information needed by the Company's auditor in connection with preparing its report and to establish that the Company's auditor is aware of that information.

REPORT OF THE GOVERNORS AND STRATEGIC REPORT FOR THE YEAR ENDED 31 AUGUST 2020

AUDITORS

Crowe U.K. LLP has acted as the School's auditor and will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report, which incorporates the strategic report, was approved by the Governors on 15th March 2021 and signed on their behalf by:



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Karen Williams – MSc

REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF THE GRANGE SCHOOL HARTFORD LIMITED

Opinion

We have audited the financial statements of The Grange School Hartford Limited for the year ended 31 August 2020 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Company Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and charitable company's affairs as at 31 August 2020 and of 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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the governors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the governors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF THE GRANGE SCHOOL HARTFORD LIMITED

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matter prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of Governors

As explained more fully in the governors' responsibilities statement set out on page 26, the governors 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.

REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF THE GRANGE SCHOOL HARTFORD LIMITED

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

Vicky Szulist

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

The Lexicon
Mount Street
Manchester
M2 5NT

Date: 26th April 2021

STATEMENT OF CONSOLIDATED FINANCIAL ACTIVITIES
(Incorporating the Income and Expenditure Account)
FOR THE YEAR ENDED 31 AUGUST 2020

	Note	2020 Total Unrestricted funds £	2019 Total Unrestricted funds £
INCOME FROM:			
Charitable activities			
School fees	**4**	**11,239,072**	11,429,876
Ancillary trading income	**5**	**1,224,971**	1,164,710
Other trading activities			
Non-Ancillary trading income	**2**	**80,650**	52,868
Investment income	**3**	**16,963**	17,511
Total incoming resources		**12,561,656**	12,664,965
EXPENDITURE ON:			
Raising funds			
Cost of activities for generating funds		**66,810**	20,177
Charitable activities			
Education	**7**	**11,606,957**	11,330,723
Total expenditure		**11,673,767**	11,350,900
NET INCOMING RESOURCES		**887,889**	1,314,065
RECONCILIATION OF FUNDS			
Total funds brought forward		**23,242,759**	21,928,694
TOTAL FUNDS CARRIED FORWARD		**24,130,648**	23,242,759

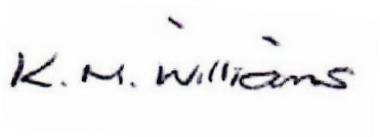
The notes on pages 35 to 48 form part of these financial statements

BALANCE SHEETS
Registered Number: 00607992
AT 31 AUGUST 2020

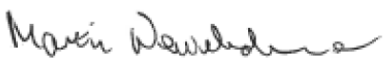
	Notes	Consolidated		School	
		2020	2019	**2020**	2019
		£	£	**£**	£
FIXED ASSETS					
Tangible assets	12	**25,354,023**	26,240,688	**25,354,023**	26,240,688
Fixed asset investments	13	**-**	-	**1**	1
		25,354,023	26,240,688	**25,354,024**	26,240,689
CURRENT ASSETS					
Stocks	14	**6,772**	10,821	**6,772**	10,821
Debtors: amounts falling due within one year	15	**251,658**	213,526	**389,595**	200,432
Cash at bank and in hand		**4,601,437**	3,824,550	**4,444,134**	3,824,198
		4,859,867	4,048,897	**4,840,501**	4,035,451
CREDITORS: due within one year	16	**(1,884,318)**	(2,333,347)	**(1,884,338)**	(2,323,318)
NET CURRENT ASSETS		**2,975,549**	1,715,550	**2,956,163**	1,712,133
TOTAL ASSETS LESS CURRENT LIABILITIES		**28,329,572**	27,956,238	**28,310,187**	27,952,822
CREDITORS: due after more than one year	17	**(4,198,924)**	(4,713,479)	**(4,198,924)**	(4,713,479)
NET ASSETS		**24,130,648**	23,242,759	**24,111,263**	23,239,343
TOTAL UNRESTRICTED FUNDS	23	**24,130,648**	23,242,759	**24,111,263**	23,239,343

The net result for the financial year dealt with in the financial statements of the parent charity was a surplus of £871,922 (2019: £1,310,649).

The financial statements were approved and authorised for issue by the Board of Governors on 15th March 2021 and were signed on its behalf by:



K M Williams MSc – Chair of Governors



M Newsholme BA ACA - Governor

The notes on pages 35 to 48 form part of these financial statements

CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 AUGUST 2020

	Note	2020		2019	
		£	£	£	£
Net cash inflow from operations					
Net cash provided by operating activities	1		**1,313,320**		2,243,730
Cash flows from investing activities					
Interest received		**16,963**		17,511	
Interest paid		**(117,773)**		(79,424)	
Purchase of tangible fixed assets		**(79,373)**		(4,236,017)	
			(180,183)		(4,297,930)
Cash flows from financing activities					
New loan in the year			**-**		4,750,000
Loan repayments in the year			**(356,250)**		-
			(356,250)		4,750,000
Change in cash and cash equivalents in the reporting period			**776,887**		2,695,800
Cash and cash equivalents at the beginning of the period			**3,824,550**		1,128,750
Cash and cash equivalents at the end of the period	2		**4,601,437**		3,824,550

The notes on pages 35 to 48 form part of these financial statements

NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 AUGUST 2020

1. RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2020	2019
	£	£
Net incoming resources	**887,889**	1,314,065
Depreciation charges	**965,948**	822,042
Loss on sale of assets	**89**	7,960
Interest received	**(16,963)**	(17,511)
Interest paid	**117,773**	79,424
Decrease in stocks	**4,049**	2,458
(Increase)/decrease in debtors	**(38,132)**	76,013
Decrease in creditors	**(607,333)**	(40,721)
Net cash inflow from operating activities	**1,313,320**	2,243,730

2. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2020	2019
	£	£
Cash at bank	**4,601,437**	3,824,550

3. RECONCILIATION OF NET DEBT

	At 1 September 2019	**Cash flow**	**At 31 August 2020**
	£	**£**	**£**
Cash at bank	3,824,550	776,887	4,601,437
Bank loan due in less than one year	-356,250	-118,750	-475,000
Bank loan due in greater than one year	-4,393,750	475,000	-3,918,750
	-925,450	1,133,137	207,687

1. ACCOUNTING POLICIES

Basis of preparation
The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006 and the 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 functional currency of the School is considered to be GBP because that is the currency of the primary economic environment in which the School operates.

The School is a public benefit entity registered as a charity in England and Wales and a company limited by guarantee. It was incorporated on 15 July 1958 (company number 00607992) and registered as a charity on 22 November 1962 (charity number 525918).

The Governors have considered the effects of the global Covid-19 pandemic on the School and recognise the resultant short-term inherent uncertainty. However, the Governors are entirely confident that the school has an effective remote learning provision, offering a high quality education online whilst ensuring safety of pupils and staff, and adhering to official government advice. The Governors will access applicable government financial support as appropriate. Forecasts, cash flow projections and sensitivity analysis indicate that the School will be able to continue to operate for the foreseeable future within the current banking and loan facilities. At the year end the School had a loan balance of £4.39m repayable over the period to August 2029. This is the remaining balance of a £4.75m loan drawn to support the Sports Centre build in 2018-19. The Governors consider that there were no material uncertainties concerning the School's financial viability. The Governors are satisfied that it is appropriate to continue to prepare the accounts on a going concern basis.

Incoming resources
All incoming resources are included on the Statement of Financial Activities when the School is legally entitled to the income and the amount can be quantified with reasonable accuracy. Where income is received but conditional upon the provision of a service in a future accounting period, the income is deferred to that period.

Expenditure
Expenditure is accrued as soon as a liability is considered probable, discounted to present value for longer term liabilities. The irrecoverable element of VAT is included with the item of expense to which it relates. Governance costs include those costs incurred in the governance of the School and its assets are primarily associated with constitutional and statutory requirements.

Basis of consolidation
The group financial statements consolidate the financial statements of the School and its subsidiary undertaking The Grange Trading Development Limited (company number: 11511334). All inter group transactions and profits are eliminated fully on consolidation. As permitted by section 408 of the Companies Act 2006, the parent Charity's income and expenditure account has not been included in these financial statements.

The School has taken advantage of the exemption available to qualifying entity in FRS 102 from the requirement to present a charity only cash flow statement with the consolidated financial statements.

Tangible fixed assets
Tangible fixed assets are stated at cost or valuation less depreciation. Individual assets costing £250 or more are capitalised at cost.

1. ACCOUNTING POLICIES

Depreciation is provided for on all fixed assets, other than freehold land, on a straight line basis calculated to write off the asset cost or revaluation over its estimated useful economic life at the following rates:-

Freehold buildings	- completed before 31 August 1995	5%
	- completed after 31 August 1995	2%
Fixtures & fittings		7% - 15%
Mobile/IT equipment		33%
Motor vehicles		30%

Freehold property was last revalued in 1977 and is held on the balance sheet at this valuation. This is considered to be deemed cost under FRS 102.

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

Operating Leases
Operating lease rentals are charged to School operating costs on a straight line basis over the term of the lease.

Taxation
The Charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Governors. All the charity's funds are unrestricted funds.

Pension costs and other post-retirement benefits

Retirement benefits to employees of the School are provided through two pension schemes, one defined benefit and one defined contribution. The pension costs charged in the Statement of Financial Activities are determined as follows:

The Teachers' Pension Scheme - This scheme is a multi-employer pension scheme. It is not possible to identify the School's share of the underlying assets and liabilities of the Teachers' Pension Scheme on a consistent and reasonable basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. The School's contributions, which are in accordance with the recommendations of the Government Actuary, are charged in the period in which the salaries to which they relate are payable. The School also operates a defined contribution pension scheme for non-teaching staff. The regular pension contributions are charged to the statement of financial activities as they are incurred.

Financial instruments
Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions.

1. ACCOUNTING POLICIES

Advance fee scheme creditor
Amounts received under the School's Advance Fee Scheme contracts for education not yet utilised to settle school fees are recorded as deferred income and allocated as current liabilities where the education will be provided within 12 months from the reporting date and as long-term liabilities where the education will be provided in subsequent years.

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affected current and future periods.

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

2. OTHER TRADING ACTIVITIES

	2020	2019
	£	£
Commission on school photographs	**2,014**	2,511
Lettings	**55,261**	23,594
Theatre income	**23,375**	26,763
	80,650	52,868

3. INVESTMENT INCOME

	2020	2019
	£	£
Deposit account interest	**16,963**	17,511
	16,963	17,511

4. CHARITABLE ACTIVITIES – FEES RECEIVABLE

Fees receivable consist of:

	2020	2019
	£	£
Gross Fees	**12,101,105**	12,227,629
Less: fee assistance, discounts and scholarships	**(862,033)**	(797,753)
Total School fees	**11,239,072**	11,429,876

The number of pupils benefitting from fee assistance, sibling and staff discounts and scholarships totals 438 (2019: 439). Within this means-tested bursaries totalling £247,762 were awarded to 33 pupils (2019: £208,088 to 26 pupils).

5. ANCILLARY TRADING INCOME

	2020	2019
	£	£
Catering income	**375,771**	507,596
Bus income	**192,816**	273,306
Fees Refund Scheme	**28,387**	38,537
Sundowners	**101,448**	138,825
Speech and drama	**29,910**	55,690
Registration fees	**12,280**	20,672
CJRS income	**466,021**	-
Other income	**18,338**	130,084
	1,224,971	1,164,710

6. INCOME FROM SUBSIDIARY TRADING ACTIVITIES

The School has a 100% interest in its trading subsidiary The Grange Trading Development Limited.

The Grange Trading Development Limited's principal activity continues to be that of promoting commercial activities which use the School's assets to generate income from lettings and other activities. Its trading results for the year, as extracted from the audited financial statements, are summarised below:

	2020	2019
	£	£
Turnover	**80,737**	23,594
Other income	**17,932**	-
Taxation	**(649)**	-
Cost of sales	**(78,634)**	(20,177)
Retained profit for the year	**19,386**	3,417
Shareholders' Funds	**19,387**	3,418

7. ANALYSIS OF EXPENDITURE

	Staff Costs	Depreciation	Other costs	Total 2020	Total 2019
Charitable expenditure	**£**	**£**	**£**	**£**	£
Education					
Teaching	**7,034,181**	**-**	**654,879**	**7,689,060**	7,452,488
Premises	**372,491**	**629,662**	**632,714**	**1,634,867**	1,607,598
Support and governance costs	**753,309**	**336,286**	**475,612**	**1,565,207**	1,423,603
Welfare	**252,465**	**-**	**463,223**	**715,688**	844,891
Grants, awards & prizes	**-**	**-**	**2,135**	**2,135**	2,143
	8,412,446	**965,948**	**2,228,563**	**11,606,957**	11,330,723

8. GOVERNANCE COSTS INCLUDED IN SUPPORT COSTS

	2020	2019
	£	£
Staff costs	**19,360**	18,858
Legal and professional fees	**109,784**	45,435
Auditors Remuneration – Audit	**15,114**	13,293
Auditors Remuneration – Non-Audit	**5,902**	13,030
Other governance costs	**448**	2,044
	150,608	92,660

9. NET INCOMING RESOURCES

Net incoming resources are stated after charging:

	2020	2019
	£	£
Operating lease costs – land and buildings	**10,250**	11,640
Operating lease costs - equipment	**17,338**	16,076
Depreciation - owned assets	**965,948**	822,042

10. GOVERNORS' REMUNERATION AND BENEFITS

There were no Governors receiving remuneration or other benefits for the year ended 31 August 2020 nor for the year ended 31 August 2019.

Governors' Expenses

During the year ended 31 August 2020 no governors received travel and subsistence expenses. (2019: none).

11. STAFF COSTS

	2020	2019
	£	£
Wages and salaries	**6,531,240**	6,489,874
Social security costs	**585,328**	563,367
Other pension costs	**1,140,508**	830,229
	8,257,076	7,883,470
Aggregate employee benefits of key management personnel	**500,857**	471,302

The average monthly number of employees during the year was as follows:

	2020	2019
Teaching	**164**	170
Administration	**24**	24
Catering, cleaning and maintenance	**66**	66
Trading subsidiary	**5**	-
	259	260

The average monthly number of employees on a full time equivalent basis during the year was:

	2020	2019
Teaching	**136**	141
Administration	**23**	23
Catering, cleaning and maintenance	**41**	41
Trading company	**1**	-
	201	205

The number of higher paid employees in bands of: -

	2020	2019
£60,000 to £69,999	**2**	1
£70,000 to £79,999	**1**	2
£80,000 to £89,999	**1**	1
£90,000 to £99,999	**1**	1
£130,000 to £139,999	**1**	1

Four of the higher paid employees are accruing benefits under a defined benefits scheme with contributions amounting to £81,293 in the current year (2019: £57,356).
Contributions amounting to £13,788 (2019: £13,652) were paid to defined contribution schemes in respect of two of the higher paid employees (2019: two).

During the year there was one termination payment made amounting to £20,952 (2019: £22,317). There was £20,952 outstanding at the year end.

12. TANGIBLE FIXED ASSETS – CONSOLIDATED AND SCHOOL

	Freehold Property £	Fixtures and Fittings £	Motor Vehicles £	Totals £
COST				
At 1 September 2019	**32,476,556**	**6,112,828**	**142,708**	**38,732,092**
Disposals	**-**	**(8,547)**	**(25,605)**	**(34,152)**
Additions	**14,285**	**21,834**	**43,254**	**79,373**
At 31 August 2020	**32,490,841**	**6,126,115**	**160,357**	**38,777,313**
DEPRECIATION				
At 1 September 2019	**8,101,196**	**4,270,701**	**119,507**	**12,491,404**
Charge for the year	**544,962**	**399,155**	**21,831**	**965,948**
Disposals	**-**	**(8,457)**	**(25,605)**	**(34,062)**
At 31 August 2020	**8,646,158**	**4,661,399**	**115,733**	**13,423,290**
NET BOOK VALUE				
At 31 August 2020	**23,844,683**	**1,464,716**	**44,624**	**25,354,023**
At 31 August 2019	24,375,360	1,842,127	23,201	26,240,688

13. FIXED ASSET INVESTMENTS

	Investment in subsidiary company
	£
COST OR VALUATION	
At 31 August 2019	1
At 31 August 2020	1
NET BOOK VALUE	
At 31 August 2020	1
At 31 August 2019	1

The Grange Trading Development Limited is incorporated in the UK. The Grange School Hartford Limited is the sole shareholder. The Grange School Hartford Limited invested £1 into the company.

14. STOCKS

	Consolidated		School	
	2020 £	2019 £	**2020** £	2019 £
Stocks	**6,772**	10,821	**6,772**	10,821

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Consolidated		School	
	2020	2019	**2020**	2019
	£	£	**£**	£
Fees outstanding	**44,615**	36,296	**44,615**	23,202
Amounts owed by group undertakings	**-**	-	**137,937**	-
Other debtors	**128,306**	48,585	**128,306**	48,585
Prepayments and accrued income	**78,737**	128,645	**78,737**	128,645
	251,658	213,526	**389,595**	200,432

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Consolidated		School	
	2020	2019	**2020**	2019
	£	£	**£**	£
Bank loans and overdrafts (see note 18 & 19)	**475,000**	356,250	**475,000**	356,250
Trade creditors	**178,413**	527,452	**178,413**	527,452
Social security and other taxes	**148,483**	156,987	**149,622**	152,548
Other creditors	**150,529**	258,016	**149,410**	252,426
Deferred income – fees in advance	**322,393**	266,376	**322,393**	266,376
Accrued expenses	**476,900**	635,666	**476,900**	635,666
Property creditor	**132,600**	132,600	**132,600**	132,600
	1,884,318	2,333,347	**1,884,338**	2,323,318

17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Consolidated		School	
	2020	2019	**2020**	2019
	£	£	**£**	£
Bank loans (see notes 18 & 19)	**3,918,750**	4,393,750	**3,918,750**	4,393,750
Deferred income – fees in advance	**280,174**	319,729	**280,174**	319,729
	4,198,924	4,713,479	**4,198,924**	4,713,479

18. SECURED DEBTS

The following secured debts are included within creditors:

	Consolidated		School	
	2020	2019	**2020**	2019
	£	£	**£**	£
Bank loans	**4,393,750**	4,750,000	**4,393,750**	4,750,000

The bank loan is repayable over 11 years from the date it was first drawn down with an interest rate of 1.9% over LIBOR. The bank loan is secured by a first legal charge over the School, the car park and the sports fields.

19. LOANS

An analysis of the maturity of loans is given below:

	2020	2019
	£	£
Amounts falling due within one year or on demand:		
Bank loans	**475,000**	356,250
Amounts falling between one and two years:		
Bank loans - 1-2 years	**475,000**	475,000
Amounts falling due between two and five years:		
Bank loans - 2-5 years	**1,425,000**	1,425,000
Amounts falling due after more than 5 years:		
Bank loans more than 5 years	**2,018,750**	2,493,750

20. OPERATING LEASE COMMITMENTS

The future minimum lease payments under non-cancellable operating leases are as follows:

	Land and buildings		Other operating leases	
	2020	2019	**2020**	2019
	£	£	**£**	£
Less than one year	**2,200**	9,450	**8,122**	17,338
Between two and five years	**-**	-	**1,262**	9,384
	2,200	9,450	**9,384**	26,722

21. FEES IN ADVANCE SCHEME

Parents may enter into a contract to pay the School in advance for fixed contributions towards future tuition fees. The money may be returned subject to specific conditions on the receipt of notice. Assuming pupils will remain in the School, fees in advance will be applied as follows:

	2020	2019
	£	£
After 5 years	**56,364**	23,702
Within two to five years	**140,647**	142,824
Within one to two years	**83,163**	153,204
	280,174	319,730
Within one year	**147,982**	174,913
	428,156	494,643

Summary of movements in liability	£
Balance at 1 September 2019	494,643
New contracts	118,247
Amounts used to pay fees	(184,734)
Balance at 31 August 2020	428,156

22. PENSION COMMITMENTS

Teachers' Pension Scheme

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £1,053,637 (*2019: £746,047*) and at the year-end £nil (*2019 - £nil*) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

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

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. A consultation was launched by the government on 16 July 2020, and closed to responses on 11 October 2020. As a result of the consultation, the government announced on 4 February 2021 it intends to proceed with a deferred choice underpin, under which members will be able to choose either legacy or reformed scheme benefits in respect of their service during the period between 1 April 2015 and 31 March 2022, at the point they become payable.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020 and the government is preparing to complete the cost control element of the 2016 valuations, which is expected to be completed in 2021.

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

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

Other pension contributions

For non-teaching staff, the School makes contributions into employees' personal pension funds.

The pension charge for the year includes contributions payable to the scheme of £86,870 (2019: £84,298). At the year-end £10,686 (2019: £11,033) was accrued in respect of contributions to these schemes.

23. MOVEMENT IN FUNDS

Group	At 1 September 2019 £	Incoming resources £	Resources expended £	Transfers between funds £	**At 31 August 2020 £**
Unrestricted funds					
General fund	23,242,759	12,561,656	(11,673,767)	-	**24,130,648**
Total funds	23,242,759	12,561,656	(11,673,767)	-	**24,130,648**

School	At 1 September 2019 £	Incoming resources £	Resources expended £	Transfers between funds £	**At 31 August 2020 £**
Unrestricted funds					
General fund	23,239,341	12,478,230	(11,606,308)	-	**24,111,263**
Total funds	23,239,341	12,478,230	(11,606,308)	-	**24,111,263**

24. ALLOCATION OF ASSETS - GROUP

	Tangible fixed assets £	Net current assets £	Long term liabilities £	**Total 2020 £**	Total 2019 £
Unrestricted funds	**25,354,023**	**2,975,549**	**(4,198,924)**	**24,130,648**	23,242,759

25. CAPITAL COMMITMENTS

At the balance sheet date, the company had capital commitments as follows:

	2020 £	2019 £
Contracted for	-	32,374

26. RELATED PARTY TRANSACTIONS

C Oglesby, a governor, is also the Chief Executive of Bruntwood. During the year the School has purchased utilities and maintenance services from Bruntwood costing £187,751 (2019: £182,440). As at 31 August 2020 the School owed Bruntwood £28,073 (2019: £13,209). The transactions with Bruntwood were at arms length and at market value.

J Simpson, a governor, owns a flat which was rented at a market rate to the School for use by gap year students who are working at the School. During the year, the School was charged £6,045(2019: £9,540). As at 31 August 2020 the School owed J Simpson £NIL (2019: £NIL). The rental contract ended on 31st December 2019.

A number of the governors at the School who held office for at least part of the year had children enrolled at the School during the year. The children attend the School on the same terms as the other pupils.

27. FINANCIAL INSTRUMENTS

	2020	2019
	£	£
Financial assets measured at amortised cost (a)	**4,853,095**	4,038,076
Financial liabilities measured at amortised cost (b)	**5,332,192**	6,343,289

(a) Financial assets include cash, fee debtors, other debtors and accrued income (see note 15)

(b) Financial liabilities include deposits, trade creditors, other creditors and loans (see notes 16 and 17)

Impairment losses charged to financial assets measured at amortised cost in the year amounted to £nil