

COMPANY NO: 00900240  
CHARITY NUMBER: 309105



**HOLME GRANGE LIMITED  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 AUGUST 2017**

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**HOLME GRANGE LIMITED**  
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**FOR THE YEAR ENDED 31 AUGUST 2017**

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## **CHAIRMAN'S REPORT FOR THE YEAR ENDED 31 AUGUST 2017**

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2016/17 has again been another successful year for Holme Grange, where pupil numbers continue to grow.

Pupil numbers increased from 393 in September 2016 to 421 in July 2017, with a further increase to 465 for the start of the 2017/18 academic year. Eaton Grange, the area of the school currently being expanded, had 78 pupils in September 2016. Success in recruitment to Y7 also resulted in a record intake for the school for September 2016 of 29 and 46 registered for September 2017.

Scholarships and Awards gained by our pupils continue to demonstrate the high levels of achievement our pupils secure across all areas of the curriculum. Staff continue to seek opportunities to enhance their skills, which will ensure that we continue to engage pupils in reflection and develop them as learners for life.

The School's first cohort of GCSE students (2 pupils, 12 months earlier than planned) achieved success with excellent results across all examinations sat.

Professional development opportunities for staff continue to ensure teachers are up to date and equipped to meet the needs of all pupils in the school. Several staff are engaged, and continue to engage, in action research where advances in pedagogy can be seen in the high standards across the school. Teaching and learning continues to be given the highest priority for strategic planning and the School hosted a conference for 300 teachers enabling them to share best practice, network and engage in educational debate and discussion.

Outdoor Learning continues to flourish and a fourth Forest School site has been opened enabling the outdoor curriculum to be timetabled for every child on a weekly basis from Little Grange to Y4. Holme Grange is well regarded for the developments in this area of school life and we are asked frequently to share best practice with other schools looking to expand their own provision.

Facilities continue to be developed with the opening of the Caudwell Hall, our 300 seat, state of the art theatre, music and drama facility in the autumn of 2016 as well as our new Eaton Grange teaching facility, adding 6 additional senior classrooms and whole school dining room, in addition to the Langton Building which houses two additional Eaton Grange classrooms. The new Design Technology facility opened in September allowing DT to be taught up to GCSE. An art studio was also added, allowing artists from Y7 upwards to enjoy a facility to explore their artistic talents and skills outside of the taught curriculum.

A large part of the development which has been undertaken at Holme Grange was a result of the School being appointed to be the new trustee of the foundation which owned the valuable White House site. The proceeds from the sale of this site were used towards the cost of building the Caudwell Hall, maintaining the memory of Miss Caudwell, the founder and benefactor of the White House School. The Governors of the White House School joined us for the official opening of the Theatre in the Autumn term.

Sport continues to be given high priority in the school and as the age range of the school has increased a wider range of facilities have been taken advantage of and the curriculum reviewed. The new fitness suite off the sports hall provides a valuable resource for students and staff.

The school made an operating surplus in the year of £612,264. This was particularly creditable, reflecting the tremendous efforts of the Head, the Finance Officer and the School team, to present the benefits of the school to potential parents and manage the school effectively. Enquiries to the school increased. There was, in parallel, a continued tight control on costs and efficiency.

## **CHAIRMAN'S REPORT FOR THE YEAR ENDED 31 AUGUST 2017**

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Total unrestricted funds stood at £10,925,160. The value of the school's land and buildings is £11,437,920. These are owned by the School subject to a Bank loan raised to pay for the construction of the new Kitchen/Dining facility. The balance on this loan at the 31<sup>st</sup> August 2017 was £875,317. Excluding this loan, free reserves stood at £362,577. The directors have a detailed strategic plan for the School. An operating surplus is, of course, essential to enable the school to develop. A large proportion of this surplus has been spent on capital projects to enhance the school's facilities. It is felt that cash balances at year end are sufficient to meet the school's on-going commitments and development plans.

Holme Grange strives to develop the whole person, ensuring academic rigour whilst providing opportunities across a vast array of subject areas. All children are encouraged and supported to attain their maximum academic potential whilst also being encouraged to develop latent sporting, musical, technological, art and drama prowess, both within the curriculum and at an individual level. Holme Grange is particularly focussed on cultivating social skills – by, for example, communication, support, and mentoring both within and between age groups – to equip pupils for the challenges of the future.

The School Governing Body, alongside the Headteacher and her team, continue to work strategically to secure an excellent education for the pupils attending Holme Grange. Our School has been extremely successful and currently offers a unique educational experience, the quality of which is acknowledged by those who visit and assess the School. The success of the School expansion continues to exceed expectation, with Open morning enquiries and registration for places providing confirmation that the business decision was an accurate one for the longer term future of the School, and affirms the accuracy of the research carried out with regard to the potential demand.

Governors consulted parents, staff and pupils in order to review the Strategic Development of the School and a revised ambitious development plan will be shared with stakeholders in the autumn of 2017.

A revised staffing structure was established with the appointment of two key senior positions in the school – deputy head and bursar - which will allow for our success to continue and be built upon.

Some of our capital projects have been supported by funds raised by the Parents' Amenities Association (PAA). A high proportion of the school's parents support the PAA's functions but, as always, there is a small committee that works very hard to make things happen. Our sincere thanks go out to them.

None of this success could have been achieved without the huge devotion of the school's Head and staff, whether in teaching, administrative or service roles. The Governors join me in giving a huge vote of thanks to all those in the team who have made Holme Grange one of the most sought-after schools in the area.

Alan Finch  
Chairman

**HOLME GRANGE LIMITED**  
**REPORT OF THE DIRECTORS**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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The Board of Directors present their Annual Report for the year ended 31 August 2017 under the Companies Act 2006, thus including the Directors' Report and Strategic Report under the 2006 Act, and the Charities Act 2011, together with the audited financial statements for the year. The Board confirms that the latter comply with the requirements of the Companies Act 2006, the Company's Memorandum and Articles of Association and the Charities SORP 2015.

<b>DIRECTORS' REPORT</b>
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**REFERENCE & ADMINISTRATIVE INFORMATION**

Holme Grange Limited is a charitable company founded in 1967, Charity registration number 309105, Company registration number 900240 with the liability of its members limited to £1 each by guarantee. The registered office and principal address of the company is Holme Grange School, Heathlands Road, Wokingham, Berkshire, RG40 3AL.

**Directors**

The present Directors of the Company, who are also the Charity Trustees and the Governors of the School, and also any ex-Directors who served during the year as indicated, are:-

Mr A J Finch – Chairman	1,2
Mr G W P Barber - Vice Chairman	4
Mr P R Brooks	4
Mr M J Konig	1,3
Mr D Macken	1,3
Mrs A Bizior	3,4
Mr MD Halliwell	4
Mr J R Ellis	1,2
Mr C Gillow	1,2
Mrs S A Rose	1
Mrs D A. Lynch	4

- 1 Member of the Finance and Administration Committee
- 2 Member of the Buildings and Grounds Committee
- 3 Member of the Marketing Committee
- 4 Member of the Education Committee

**HOLME GRANGE LIMITED**  
**REPORT OF THE DIRECTORS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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**Key Executives and Professional Advisers**

**Key Management Personnel:**

Headteacher: Mrs C L Robinson BA PGCE NPQH  
School Finance Officer: Mrs J Ella

**Other advisors:**

Bankers: National Westminster Bank plc  
5 Broad Street  
Wokingham  
Berkshire  
RG40 1AX

Solicitors: Clifton Ingram LLP  
22 Broad Street  
Wokingham  
Berkshire  
RG40 1BA

Auditor: Crowe Clark Whitehill LLP  
Aquis House  
49 – 51 Blagrove Street  
Reading  
RG1 1PL

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing Document**

The Company is governed by its Memorandum and Articles of Association, last amended on 21st June 2011.

**Governing Body**

The Directors, who are also required under the Articles to serve as members of the Company, are elected at the Annual General Meeting of the Company. They may also be appointed at other full meetings of the Directors but only retain office until the next Annual General Meeting when they shall retire but be eligible for re-election. At every Annual General Meeting, one third of the Directors shall retire from office but be eligible for re-election. Those to retire shall be the Directors who have been longest in office since their last election or appointment.

**Trustee-training**

New Directors are inducted into the workings of the School, and also of the Company as a registered charity, including Board Policy and Procedures. The Board is a member of the Association of Governing Bodies of Independent Schools (AGBIS) and takes advantage of training sessions provided by the organisation when appropriate or of others such as the Independent Association of Preparatory Schools (IAPS) and the Independent Schools Association (ISA).

**Organisational Management**

The Directors meet as a Board at least three times a year to determine the general policy of the Company and review its overall management and control, for which they are legally responsible. The Head, School Finance Officer and Estates and Facilities Manager also attend these meetings together with the meetings of the Finance and Administration Committee.

The Finance and Administrations Committee (FAC), chaired by Mr D Macken, meets formally in such a way as to review all financial and business administration aspects of the School, making recommendations to the main Board to consider at their main termly meeting. Individual members take responsibility for specific aspects and less formal meetings take place as the need arises.

**HOLME GRANGE LIMITED**  
**REPORT OF THE DIRECTORS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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The Buildings and Grounds Committee, chaired by Mr A J Finch, meets formally as required but at least termly, to review projects and estates management. It reports directly to the FAC on matters concerning the buildings and grounds with financial implications. It reports to the full Board on development recommendations, priorities and progress. It coordinates action in respect of issues that arise from time to time.

The Marketing Committee, chaired by Mr M Konig meets as required to formulate a publicity and marketing strategy for approval by the Governing Body and to oversee its implementation. Its goal is to maintain pupil recruitment, and to present the image and ethos of Holme Grange School appropriately. This Committee also assists the Headteacher in promoting good relationships with parents and the community.

The Education Committee, chaired by Mr G W P Barber, meets as required to approve the school's curriculum policy and to monitor standards and implementation of changes to the School curriculum. During each meeting, members of the school staff report to the committee on various developments and progress within the school. This Committee considers and advises the Governing Body on standards and other matters relating to the School's curriculum and curricular issues which have implications for finance and personnel decisions. It makes appropriate recommendations to the relevant committees or the Governing Body.

The day-to-day running of the School is delegated to the Head and the Finance Officer as the key management personnel, who in turn are supported by the Senior Management Team comprising the Assistant Head (Eaton Grange); Head of Pre Prep, Director of Teaching and Learning; Section Leaders for Y3&4, Y5&6 and Y7&8 and the Estates and Facilities Manager.

The Head, the Finance Officer and the Estates and Facilities Manager attend all meetings of the Governing Body and some of the Committees.

The remuneration of key management personnel is set by the Board, with the policy objective of providing appropriate incentives to encourage enhanced performance and of rewarding them fairly and responsibly for their individual contributions to the Company's success.

The appropriateness and relevance of the remuneration policy is reviewed annually, including reference to comparisons with other independent schools to ensure that the School remains sensitive to the broader issues of pay and employment conditions elsewhere.

We aim to recruit, subject to experience, at the lower to medium point within a band, providing scope for rewarding excellence. Delivery of the School's charitable vision and purpose is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

**Group Structure and Relationships**

The Head of Holme Grange is an active member of IAPS whose objectives are the promotion and maintenance of preparatory school standards generally. Since expanding the age range of the school, Holme Grange is also an associate member of ISA.

Holme Grange School continues to be involved in the local community and beyond. Details appear in the "Charitable responsibilities" section of this report.

The School is supported by the Parents' Amenities Association, which plays a key role in involving parents in the 'Holme Grange family'. It organises regular social events involving all parents, and raises funds for projects chosen in consultation with the Head and Governors.

**OBJECTS, AIMS, OBJECTIVES AND PRINCIPAL ACTIVITIES**

The Object of the Company, in accordance with its Memorandum of Association, is to establish a school or schools for the education of boys and girls, to provide instruction of the highest standard and for the school or schools to be carried on as an educational charity.

**HOLME GRANGE LIMITED**  
**REPORT OF THE DIRECTORS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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**Strategic Aim and Intended Effect**

The School's strategy, in pursuit of its object, is the attainment of the highest academic levels in keeping with the ability of each pupil, whilst allowing pupils to benefit from a very full extra-curricular programme, which is available to all. This is intended to challenge and develop their abilities and academic potential, and promote wider interests in life so that they are well motivated and prepared for a successful outcome throughout their educational careers and beyond.

**Principal Activity**

Holme Grange's principal activity continued to be the provision of a Day School for 3-16 year old boys and girls. The incorporated charity (Charity registration number 309105, Company registration number 900240), is incorporated and domiciled in the UK. The address of the registered office is Holme Grange School, Heathlands Road, Wokingham, Berkshire, RG40 3AL.



**HOLME GRANGE LIMITED**  
**REPORT OF THE DIRECTORS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

<b>STRATEGIC REPORT</b>
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**Objectives for the Year**

The Board's main objective continued to be to educate all the School's pupils to the consistently high standard achieved by the School in previous years.

**STRATEGIES TO ACHIEVE THE PRIMARY OBJECTIVES**

One strategy for achieving the objectives of the school is to maintain a favourable teacher-to-pupil ratio, and structuring the education provided to suit pupils' individual needs and abilities. We invest in staff development and have a successful school.

The Governing Body agreed that a number of major projects would be considered within the revised strategic plan, subject to available funding. Over the past years, all areas of the school have had some refurbishment to different degrees with the aim of providing outstanding facilities to support teaching and learning at each stage of a child's development. With the decision to extend the age range of the school to 16, commitment has been to enhance the teaching facilities in the school. The expansion of the school has been very successful and brought forward many of the capital projects, which all children across the school will benefit from.

Further development plans are detailed in the updated development plan for the school and include some longer term aspirations which will be initiated as funding becomes available.

**ACHIEVEMENTS AND PERFORMANCE**

**Operational performance of the School**

Holme Grange was judged to be *Excellent* in all areas of the schools operations in the ISI Inspection. This achievement has been greatly fostered by the selection, retention and personal commitment of high quality leadership and staff.

**Notable Achievements**

1. The School is recognised as a leader in its field and is visited by other schools as an example of best practice and both the head and some staff have been asked to deliver training and speak at conferences.
2. Capital and revenue development within the plan has resulted in continued improvements to the fabric of the building including a substantial redecoration programme and repair of facilities, equipment and resources.
3. An additional administration area was created and Thrift Shop relocated.
4. The outdoor learning environment has again been further enhanced.
5. A fitness suite has been created within the sports hall to support senior fitness within the school.
6. Further investment in the IT infrastructure to support effective delivery of the IT and computing curriculum has been made.
7. Further technologies have been purchased to support science, art and design and the IT curriculum and provide pupils with the opportunity to explore their creativity and enhance their technological capabilities.
8. Both the Pre Prep and the main school libraries have been redesigned with the support of the PAA
9. The Caudwell Hall, the School Theatre, Music School and Drama studio was completed and officially opened in October 2016
10. The new Eaton Grange building was completed and occupied in October 2016, an environmentally friendly building to house the new kitchen, dining room and senior classroom block with 6 teaching rooms upstairs. This building is powered by solar energy
11. Two Year 11 students sat the first GCSE examinations at Holme Grange with excellent results and some Y10 students also sat GCSE examinations in Business and Communications, again achieving excellent results overall.

**HOLME GRANGE LIMITED**  
**REPORT OF THE DIRECTORS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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12. The School was awarded the Safety Mark Certification in recognition of our commitment to high standards of Health and Safety in the School.

***Charitable Responsibilities***

In agreeing and setting objectives the Holme Grange School Directors, as charity trustees, have continued to comply with their duty in the Charities Act 2011 to have due regard to the Charity Commission's published general guidance concerning the operation of the public benefit requirement under that Act.

The Board is now able to support some pupils joining the School from elsewhere through its Bursary Scheme. This provision is available on a needs basis with the Head and the School Finance Officer compiling an academic and financial assessment of each case for consideration by the FAC. As in previous years an appropriate amount has been set aside to support children through means tested bursaries.

The School fulfils its charitable responsibilities.

**The School is engaged in a multifaceted partnership with our local state primary schools which includes:**

- Community Liaison Officer role created to work within the local state primary schools whilst being funded by Holme Grange School.
- This Community Liaison is an employee of the School who works in local state primary schools enabling Forest School lessons to be taught by a specialist whilst also providing training opportunities for their staff.
- We have provided use of facilities and transport to enable two local primary schools in Wokingham to participate in Forest School each week on our site.
- We have organised and hosted sports tournaments (rounders, netball and football) for local state schools to enable them to participate in competitive sport, use the facilities available at Holme Grange and further enhance their skills.
- Equipment has been provided to enable local state primary schools to put on plays and performances (loan of props etc.).
- INSET held at the school has been made available to local state primary school staff and invitations to events have been sent to primary schools and local community.
- Some members of the academic staff act as examiners for the public examination boards.
- Some staff act as moderators for the EYFS with Wokingham Authority and Bracknell Forest.
- Some school staff are active Governors of local state schools and are allowed time to attend to their duties.
- Head sits on the local Wokingham Children's Safeguarding Board, representing Independent Schools and contributing to policy and practice in the area.
- Head delivers training at Reading University to overseas delegates and hosts senior managers at the School in order to share good practice.

The school actively engages in charitable work in the local community (see examples below) which benefit not only the community but those pupils engaged in the work by developing social responsibility:

- The Music School is used for drum lessons one evening a week for students who don't come to Holme Grange.
- The School facilities are provided to the local Catholic Church to host their annual parish picnic.
- The School is used by Wokingham and Bracknell Red Diamond (Disability Sport) to host their summer games event which is attended by other groups from around the country. Red Diamonds offers a chance to all disabled people in the UK, helping them to get involved directly into our society and is for people with all disabilities and all ages.
- Community Service is a key activity at Holme Grange School with extensive work being undertaken with the Inspiring Change theme across the school where community service forms a part of the curriculum.

**HOLME GRANGE LIMITED**  
**REPORT OF THE DIRECTORS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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- Fund raising for charitable purposes is a fundamental part of life at Holme Grange School and this year pupils and staff have raised money for Cancer Research, Our Lady of Nazareth School in Nairobi where we sponsor three children to attend school for four years, Save the Children, Wokingham Link Visiting Scheme, Age Concern, Ollie Young Foundation, Breast Cancer Care, Children in Need and Water Aid,. In the past year we raised a total of £5,501.
- Beneficiaries of our annual Harvest service include WADE in Wokingham and both the Wokingham and Bracknell Food Bank where children visit in order to deliver the goods.
- It has been another bumper academic year of wonderful, charitable efforts from our Holme Grange School community.
- Please do visit our blog <http://outreach.holmegrange.net/> to read in depth what we have been doing.

#### **FINANCIAL REVIEW AND RESULTS FOR THE YEAR**

An operating surplus of £612,264 was made in the year despite a continuing very difficult economic climate. This reflects the achievement of a substantial increase in the school roll as well as prudent financial management throughout the operation. The surplus has allowed the Board to undertake significant capital projects to enhance and maintain the School's facilities. With the generally held view that growth in the UK economy will continue to be slow for the next year or so, our forecast for 2017/18 indicates that a surplus will be achieved in the current year enabling further development of the school's facilities and continued preparation for children up to the age of 16. The Board remains optimistic about the medium term outlook.

#### **Reserves level and policy**

Total unrestricted funds stood at £10,925,160. The value of the school's land and buildings and other assets is £11,437,920. These are owned by the School subject to a Bank loan raised to pay for the construction of the new Kitchen/Dining facility. The balance on this loan at the 31<sup>st</sup> August 2017 was £875,317. Excluding this loan, free reserves stood at £362,557.

The Board closely monitors the Company's performance to ensure that free reserves remain adequate to cover the School's working capital requirements and to provide a degree of contingency protection in the event of an unexpected revenue shortfall.

The Governors consider that free reserves of at least £450,000 are required in order to cover the risks and uncertainties of operating as an independent educational establishment.

The long term policy is therefore to return to building up reserves out of annual net incoming resources until that level is reached, subject to the prior demands of further capital expenditure to equip the School with the up-to-date facilities needed to maintain the standard of educational services currently provided.

#### **FUTURE PLANS**

The Board reviews its Strategic Development Plan annually, prioritising and selecting items to be brought forward as part of the current Action Plan. The key objectives within the current Plan are:

1. To establish an outstanding provision for pupils from 3 to 16, to be a leading provider of excellence within the Wokingham area up to GCSE.
2. To formulate strategies to improve the quality of teaching and learning in order to raise achievement across the spectrum of activity. This requires focus on:
  - a. Developing Intellectual Character
  - b. Promoting independent learning
  - c. Developing departmental and school wide strategies for nurturing and stretching the *highest achievers*
  - d. Improving the rigour, consistency and effectiveness of *assessment, monitoring and tracking* procedures and systems to support learning, and the understanding of these procedures on the part of staff, pupils and parents.

**HOLME GRANGE LIMITED**  
**REPORT OF THE DIRECTORS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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- e. Reviewing the use of *effective target setting*
  - f. Ensuring that CPD supports the fulfilment of the school priorities as far as possible
  - g. Sharing *best practice* within and between departments through peer observations and liaison with other schools
  - h. Implementing strategies to ensure that pupils fulfil and go beyond their potential
3. To develop departmental practice to ensure that all academic departments maximise their aspirations by formulating a clear strategic direction for departmental improvement and development, consistent with whole school priorities.
  4. To establish a vibrant culture of departmental promotion, to develop existing frameworks for celebrating pupil success both in and out of school and within the wider community, and to promote staff well-being.
  5. To continue to strengthen the pastoral systems in place, ensuring staff work together to raise pupils aspirations and achievements, in partnership with parents.
  6. To review the School's curricular and extra-curricular provision, the time allocation for subjects, the structure of the school day, and the extent and breadth of enrichment opportunities with a view to establishing the distinctive nature of the school and its educational proposition.
  7. To support all members of staff and the School community in becoming proficient, confident users of IT so that they can develop the skills, knowledge and understanding which can enable them to use appropriate resources effectively as tools for teaching and learning.
  8. To develop the KS3 and KS4 (GCSE) curriculum and links with other schools and organisations in order to deliver an effective, broad and rich experience for our pupils.
  9. To formulate a coherent, cogent marketing strategy for the school, optimising and developing recruitment and retention strategies, and to devise strategies for attracting pupils to the secondary years and to the Little Grange Nursery at age 3.
  10. To develop and nurture the School's links with its alumni, with a view to harnessing their expertise, skills and resources for the benefit of the School community.

#### **RISK MANAGEMENT**

The executive managers of the School and the Governors through their various committees keep the schools activities under constant review, particularly in relation to any significant risks involved. This process continues to be reviewed through the maintenance of a Risk Register, which is kept by the School Facilities and Estates Manager, reviewed regularly by the Finance and Administration committee and overseen by the full Governing body. The committee monitors the effectiveness of the systems of internal controls and other means of mitigation, including insurance cover where appropriate. Formal individual Risk Assessments, including mitigation measures, are carried out for specific activities where appropriate.

The Head is formally designated as the School's Health and Safety Officer, with the support of the Senior Management Team.

The Head is the appointed Child Protection Officer, assisted by one full time member of staff; each has undertaken appropriate training from a registered provider. All staff were trained or updated in their knowledge of Child Protection procedures during the year and this forms part of the school staff induction programme for new staff joining the school.

Many methods are used in the control of risk including:

- Formal written policies and procedures
- Pre-assessments for specific activities
- Vetting and safeguarding procedures required by law for the protection of young people
- Inclusion in committee terms of reference and on formal agendas
- Clear authorisation and approval levels
- A comprehensive system of strategic planning, management accounting and variance analysis
- The continuous review of internal controls; and
- Formal and regular oversight by the Governing Body and its Committees

**HOLME GRANGE LIMITED**  
**REPORT OF THE DIRECTORS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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**Principal risks and uncertainties**

The Governors have established a Risk Management Committee to review elements of risk the school is exposed to on a regular basis. This committee seek to identify risks and devise a strategy to deal with them. Having identified the areas of risk, the objective is to:

- Reduce the risks - set procedures in place to minimise the likelihood of occurrence of the risk
- Minimise the impact of the risk - for example, through contingency planning

A process is in place to review risks by the nominated risk management group and articulated via the Risk Management Register. An annual report is made to the Governing Body. However, the review process is ongoing and fluid in nature. This group:

- Identifies any additional risks that may need to be added to the register
- Reviews the likelihood and impact ratings of each risk
- Proposes the agreed accepted level of risk
- Identifies existing measures of mitigation and discuss their effectiveness
- Targets further mitigation measures to remedy weaknesses

The following risk categories are considered by the Committee, analysed and mitigation measures reviewed. The committee report to the Governing Body on the following categories of potential risk:

- Strategic
- Operational
- Transport
- Financial
- Regulatory
- People

The Governing Body is satisfied that major risks are clearly identified and, where possible, systems, action and/or contingency plans exist for avoiding risk and/or mitigating its effect.

It is recognised that systems can provide only reasonable but not absolute assurance that major risks have been managed.

The principal risks and uncertainties currently facing the Company are considered to be the possible impact on pupil numbers as State schools in the area convert to Academy status, price competition from rival independent schools investing heavily in state-of-the-art technology and sports facilities, the increasing competition for high-quality teaching and support staff and its effect on succession-planning and severe reputational damage in the unlikely event of a high profile legal action alleging lack of due care over our pupils as vulnerable beneficiaries.

Our plans and strategies for managing risk include maintaining effective internal controls, risk registers, incident-reporting and monitoring systems and insurance cover wherever appropriate.

**HOLME GRANGE LIMITED**  
**REPORT OF THE DIRECTORS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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**PROVISION OF INFORMATION TO AUDITORS**

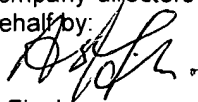
Each of the persons who are Directors at the time when this Report of Directors is approved has confirmed that:

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

**AUDITORS**

In accordance with Section 485 of the Companies Act 2006, a resolution proposing the reappointment of Crowe Clark Whitehill LLP as auditors to the Company will be put to the Annual General Meeting.

This Annual Report, prepared under the Charities Act 2011 and the Companies Act 2006, was approved by the Governing Body of Holme Grange Limited on ~~22 November 2017~~ including in their capacity as company directors approving the Strategic Report contained therein, and is signed as authorised on its behalf by:

  
A Finch  
Chairman

**HOLME GRANGE LIMITED**  
**STATEMENT OF DIRECTORS' RESPONSIBILITIES**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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The Directors are responsible for preparing the Report of the Directors' and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

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

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

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

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HOLME GRANGE LIMITED**

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We have audited the financial statements of Holme Grange Limited for the year ended 31 August 2017 which comprise the statement of financial activities, the balance sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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.

### **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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.



## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HOLME GRANGE LIMITED (CONTINUED)**

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### **Other information**

The trustees 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.

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 Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual 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 trustees' 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.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HOLME GRANGE LIMITED (CONTINUED)

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### Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 13 the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.



Janette Joyce

Senior Statutory Auditor

For and on behalf of

**Crowe Clark Whitehill LLP**

Statutory Auditor

Aquis House

49-51 Blagrove Street

Reading

RG1 1PL

12.12.17

**HOLME GRANGE LIMITED**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCLUDING AN INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2017 £	Total 2016 £
<b>INCOME FROM:</b>					
<b>Voluntary Sources</b>					
Donations		-	53,916	53,916	27,342
<b>Charitable activities:</b>					
School fees receivable	3a	4,975,081	-	4,975,081	4,141,698
Other income	3b	344,435	-	344,435	272,883
<b>Other trading activities:</b>					
Rent and other income		12,400	-	12,400	17,970
Investment income		<u>3,792</u>	<u>-</u>	<u>3,792</u>	<u>19,413</u>
<b>Total</b>		<u>5,335,708</u>	<u>53,916</u>	<u>5,389,624</u>	<u>4,479,306</u>
<b>EXPENDITURE ON:</b>					
<b>Charitable activities:</b>					
School operating costs		4,671,812	58,746	4,730,558	3,857,087
<b>Raising funds:</b>					
Fund raising costs		3,701	-	3,701	4,987
Financing costs		<u>47,931</u>	<u>-</u>	<u>47,931</u>	<u>27,999</u>
<b>Total</b>	5a	<u>4,723,444</u>	<u>58,746</u>	<u>4,782,190</u>	<u>3,890,073</u>
<b>NET INCOME BEFORE TRANSFERS</b>		612,264	(4,830)	607,434	589,233
Transfer between funds		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>NET MOVEMENTS IN FUNDS</b>		612,264	(4,830)	607,434	589,233
<i>Funds brought forward 1 September 2016</i>		<u>10,312,896</u>	<u>10,819</u>	<u>10,323,715</u>	<u>9,734,482</u>
<b>Funds carried forward at 31 August 2017</b>		<u>10,925,160</u>	<u>5,989</u>	<u>10,931,149</u>	<u>10,323,715</u>

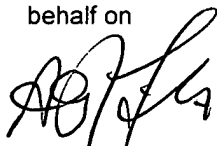
All incoming resources and resources expended are derived from continuing operations.

The notes on pages 20 to 31 form part of these financial statements

**HOLME GRANGE LIMITED**  
**REGISTERED NUMBER: 900240**  
**BALANCE SHEET**  
**31 AUGUST 2017**

	Notes	2017 £	2016 £
<b>FIXED ASSETS</b>			
Tangible assets	6	11,437,920	10,784,820
<b>CURRENT ASSETS</b>			
Stocks		971	981
Debtors	7	177,414	140,658
Cash		<u>1,286,433</u>	<u>2,423,544</u>
		1,464,818	2,565,183
<b>CREDITORS: Amounts falling due within one year</b>	8	<u>(1,221,924)</u>	<u>(2,184,950)</u>
<b>NET CURRENT ASSETS</b>		<u>242,894</u>	<u>380,233</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		11,680,814	11,165,053
<b>CREDITORS: Amounts falling due after more than one year</b>	9	<u>(749,665)</u>	<u>(841,338)</u>
<b>TOTAL NET ASSETS</b>		<u><u>10,931,149</u></u>	<u><u>10,323,715</u></u>
<b>Unrestricted funds</b>	10	10,925,160	10,312,896
<b>Restricted funds</b>	11	<u>5,989</u>	<u>10,819</u>
<b>TOTAL FUNDS</b>	12	<u><u>10,931,149</u></u>	<u><u>10,323,715</u></u>

These financial statements were approved and authorised for issue by the Board and were signed on its behalf on



Alan Finch  
Chairman

22/11/17

The notes on pages 20 to 31 form part of these financial statements

**HOLME GRANGE LIMITED**  
**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

	2017 £	2016 £
<b>Cash Flows from Operating Activities</b>		
Net movement in funds	607,434	589,233
Depreciation	260,538	126,811
(Increase)/decrease in debtors	(36,756)	(50,808)
(Decrease)/increase in creditors	(972,518)	1,044,540
Decrease/(increase) in stocks	10	(418)
(Profit)/loss on sale of fixed assets	-	10,993
Interest paid	36,367	17,899
Interest on finance lease	579	
Interest received	<u>(3,792)</u>	<u>(19,413)</u>
<b>Net cash provided by operating activities</b>	<b>(108,138)</b>	<b>1,718,837</b>
<b>Cash flows from investing activities</b>		
Interest received	3,792	19,413
Purchase of tangible fixed assets	(875,803)	(3,983,752)
Receipts from sale of fixed assets	<u>-</u>	<u>-</u>
<b>Net cash used in investing activities</b>	<b>(872,011)</b>	<b>(3,964,339)</b>
<b>Cash flows from financing activities</b>		
Net inflow/(outflow) from bank loans	(116,819)	728,504
Finance lease repayments	(3,197)	-
Interest on finance leases	(579)	-
Interest Paid	<u>(36,367)</u>	<u>(17,899)</u>
<b>Net cash provided by/(used) in financing activities</b>	<b>(156,962)</b>	<b>710,605</b>
Change in cash and cash equivalents in the year	(1,137,111)	(1,534,897)
Cash and cash equivalents at the beginning of the year	<u>2,423,544</u>	<u>3,958,441</u>
<b>Total cash and cash equivalents at the end of the year</b>	<b><u>£ 1,286,433</u></b>	<b><u>£ 2,423,544</u></b>

The notes on pages 20 to 31 form part of these financial statements

**HOLME GRANGE LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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**1. CHARITY INFORMATION**

The principal current activity of the Charity is the operation of an independent school. The incorporated charity (charity number 309105, company number 00900240), is domiciled in the UK. The address of the registered office is Holme Grange Limited, Heathlands Road, Wokingham, Berkshire, RG40 3AL.

**2. ACCOUNTING POLICIES**

**a) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Holme Grange meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

**b) Going concern**

After making enquires, the Directors have a reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Directors Responsibilities.

**c) Company status**

The Charity is a Company limited by guarantee. The members of the Company are the Directors named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

**d) Fund accounting**

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

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

**e) Incoming resources**

All incoming resources are included in the Statement Of Financial Activities when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

**f) Resources expended**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources. Expenditure in respect of the Governance of the Charity includes Governors' expenses, audit and certain legal costs.

**HOLME GRANGE LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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**g) Tangible fixed assets**

Depreciation is provided on tangible fixed assets at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:-

Freehold buildings	- 2% per annum (straight line)
Fixtures, fittings and equipment	- 10% per annum (straight line)
Motor vehicles	- 25% per annum (reducing balance)
Computer equipment	- 10% - 33% per annum (straight line)

Assets under £1,000 are not capitalised.

From 1 September 2015 the School has applied the 'deemed cost' provisions of FRS102 in that valuations of previously revalued land and buildings will no longer be renewed.

**h) Stock**

Food is valued at cost. Stocks are valued at the lower of cost and estimated net realisable value.

**i) Assets held under finance lease and hire purchase contracts**

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the company. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Profit and loss account so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

**j) Fees**

Fees consist of charges for the School year ending 31 August 2017.

**k) Expenditure**

Resources expended are accounted for on an accruals basis. The irrecoverable element of VAT is included with the item of expense to which it relates.

**l) Pension costs**

The School contributes to the Teachers' Pension Defined Benefits Scheme at rates set by the Scheme Actuary and advised to the Board by the Scheme Administrator. The scheme is a multi-employer pension scheme and it is not possible to identify the assets and liabilities of the scheme which are attributable to the School. In accordance with FRS102 therefore, the scheme is accounted for as a defined contribution scheme. The School also operates a defined contribution group personal pension scheme for non-teaching staff.

**m) Financial instruments**

Basic financial instruments include debtors and creditors. Debtors and creditors are initially recognised at transaction value and subsequently measured at amortised cost. Note 16 provides more information on financial instruments where future cash flows are anticipated, with financial assets referring to cash debtor balances excluding prepayments, and financial liabilities referring to all creditor balances excluding deferred income and social security and other taxes.

**HOLME GRANGE LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

**n. Significant judgements and estimates**

In the application of the charity's accounting policies, which are described in note 1, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The Governors consider that there are no material judgements in applying accounting policies or key sources of estimation uncertainty.

**3a. FEES RECEIVABLE**

	2017 £	2016 £
Fees Nursery	310,389	301,237
Fee Pre-prep	1,129,705	1,068,657
Fees Prep	3,557,425	2,752,348
Schools After Care	47,185	37,474
Learning support fees	126,536	102,399
Music tuition	<u>123,417</u>	<u>103,161</u>
Gross Fees receivable	5,294,657	4,365,276
Less: Bursaries, scholarships and allowances	<u>(319,576)</u>	<u>(223,578)</u>
Net Fees receivable	<u><u>4,975,081</u></u>	<u><u>4,141,698</u></u>

**3b. OTHER INCOME**

Registration fees	25,900	18,300
Sundry income	<u>318,535</u>	<u>254,583</u>
	<u><u>344,435</u></u>	<u><u>272,883</u></u>



**HOLME GRANGE LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

**4. STAFF COSTS**

	2017 £	2016 £
Wages and salaries	2,530,228	2,076,606
Social security costs	229,513	165,392
Pension contributions	<u>306,476</u>	<u>249,725</u>
	<u><b>3,066,217</b></u>	<u><b>2,491,723</b></u>

The average number of employees in the year was:-

	No.	No.
Teaching	88	74
Domestic	4	3
Administration	<u>8</u>	<u>8</u>
	<u><b>100</b></u>	<u><b>85</b></u>

The number of employees whose remuneration exceeded £60,000 was:-

	No.	No.
Between £80,000 - £90,000	-	1
Between £90,000 - £100,000	<u><b>1</b></u>	<u><b>-</b></u>

In connection with the higher paid employee, retirements benefits are accruing for the employee under a multi-employer defined benefit scheme. Total employer contributions in the year to the scheme were £15,162 (2016: £14,420).

None of the Governors, or any person connected with them, received any remuneration during the year (2016: £nil). During the year no Governors were reimbursed travelling expenses (2016: £nil).

Key management personnel received aggregate remuneration of £163,351 (2016: £144,003).

Included within wages and salaries costs are non-statutory/ non-contractual severance payments to one employee totalling £8,827 (2016: £nil).

**HOLME GRANGE LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

**5a. EXPENDITURE – Analysis of total resources expended**

	Staff costs £	Other £	Depreciation £	2017 £	2016 £
<b>Charitable activities:</b>					
Teaching costs	2,725,908	565,869	158,287	3,450,064	2,729,477
Welfare costs	-	254,016	6,461	260,477	214,252
Premises costs	108,250	483,893	95,790	687,933	619,678
Support costs	<u>232,059</u>	<u>100,025</u>	<u>-</u>	<u>332,084</u>	<u>293,680</u>
	3,066,217	1,403,803	260,538	4,730,558	3,857,087
<b>Cost of generating funds:</b>					
Fund raising costs	-	3,701	-	3,701	4,987
Bank charges	-	970	-	970	3,442
Bank interest	-	36,367	-	36,367	17,899
Bad debt provision	-	3,500	-	3,500	-
Finance lease interest	-	579	-	579	-
Fees protection premium	<u>-</u>	<u>6,515</u>	<u>-</u>	<u>6,515</u>	<u>6,658</u>
<b>TOTAL RESOURCES EXPENDED</b>	<u><b>3,066,217</b></u>	<u><b>1,455,435</b></u>	<u><b>260,538</b></u>	<u><b>4,782,190</b></u>	<u><b>3,890,073</b></u>

Included within support costs are governance costs of £17,909 (2016: £18,385).

**5b. NET INCOMING RESOURCES**

	2017 £	2016 £
These are stated after charging:		
Auditors' remuneration : audit fees	11,800	11,470
Depreciation on tangible fixed assets : owned assets	252,971	126,811
: financed assets	7,567	-
(Loss)/profit on sale of tangible fixed assets	<u>-</u>	<u>(10,993)</u>

**HOLME GRANGE LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

**6. TANGIBLE FIXED ASSETS**

	Freehold land & buildings £	Assets under the course of construction £	Furniture & equipment £	Computer equipment £	Motor vehicles £	Total £
<b>Deemed cost</b>						
1 September 2016	7,123,517	3,576,298	413,515	312,069	60,101	<b>11,485,500</b>
Additions	441,942	-	427,898	39,478	4,320	<b>913,638</b>
Disposals	-	-	-	-	-	-
Transfers	<u>3,576,298</u>	<u>(3,576,298)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
31 August 2017	<u>11,141,757</u>	<u>-</u>	<u>841,413</u>	<u>351,547</u>	<u>64,421</u>	<u><b>12,399,138</b></u>
<b>Depreciation</b>						
1 September 2016	244,517	-	163,319	254,631	38,213	<b>700,680</b>
Charge for the year	158,287	-	74,270	21,520	6,461	<b>260,538</b>
Disposals	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
31 August 2017	<u>402,804</u>	<u>-</u>	<u>237,589</u>	<u>276,151</u>	<u>44,674</u>	<u><b>961,218</b></u>
<b>Net book values</b>						
31 August 2017	<u><b>10,738,953</b></u>	<u>-</u>	<u><b>603,824</b></u>	<u><b>75,396</b></u>	<u><b>19,747</b></u>	<u><b>11,437,920</b></u>
31 August 2016	<u><b>6,879,000</b></u>	<u><b>3,576,298</b></u>	<u><b>250,196</b></u>	<u><b>57,438</b></u>	<u><b>21,888</b></u>	<u><b>10,784,820</b></u>

If freehold land and buildings had not been revalued in the past, they would have been included at the following amounts:-

	2017 £	2016 £
Cost	<b>1,995,464</b>	<b>1,995,464</b>
Aggregate depreciation	<u><b>(404,337)</b></u>	<u><b>(394,589)</b></u>
Net book value	<u><b>1,591,127</b></u>	<u><b>1,600,875</b></u>

All assets are used for direct charitable purposes.

At 31 August 2017 the net book value of computer equipment includes an amount of £30,268 in respect of an asset held under finance lease (2016: £nil). The depreciation charge for the year on this asset was £7,567 (2016: £nil).

**HOLME GRANGE LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

**7. DEBTORS**

	2017 £	2016 £
Fees and disbursements	112,085	64,448
Other debtors	24,676	27,368
Prepayments	<u>40,653</u>	<u>48,842</u>
	<u><b>177,414</b></u>	<u><b>140,658</b></u>

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

	2017 £	2016 £
Bank loan	152,617	150,798
Trade creditors	225,124	1,014,950
Other taxes and social security	59,454	47,960
Other creditors	326,087	305,590
Accruals and deferred income	450,969	665,652
HP and finance leases	<u>7,673</u>	<u>-</u>
	<u><b>1,221,924</b></u>	<u><b>2,184,950</b></u>

Included within accruals and deferred income are tuition fees received in advance for future terms.

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

	2017 £	2016 £
Bank loan	722,700	841,338
HP and finance leases	<u>26,965</u>	<u>-</u>
	<u><b>749,665</b></u>	<u><b>841,338</b></u>

**9a. BANK LOANS**

The bank loans are repayable as follows:-

	2017 £	2016 £
Within one year	152,617	150,798
Between one and two years	118,638	118,638
Between two and five years	355,915	355,915
Over five years	<u>248,147</u>	<u>366,785</u>
	<u><b>875,317</b></u>	<u><b>992,136</b></u>

The bank loan is with NatWest and secured by legal charges over the freehold properties. It has a fixed interest rate of 3.62% which is repayable by monthly instalments over 10 years.

**HOLME GRANGE LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

**10. UNRESTRICTED FUNDS**

<b>Fund name</b>	<i>At 1 September 2016 £</i>	<b>Incoming Resources £</b>	<b>Resources expended £</b>	<b>Transfer of funds</b>	<b>At 31 August 2017 £</b>
<b>Designated funds:</b>					
Caudwell Hall	307,787	-	(307,787)	-	-
Improvements to existing facilities	-	-	-	-	-
<b>Unrestricted funds</b>	<u>10,005,109</u>	<u>5,335,708</u>	<u>(4,415,657)</u>	<u>-</u>	<u>10,925,160</u>
<b>Total</b>	<u>£10,312,896</u>	<u>£5,335,708</u>	<u>£(4,723,444)</u>	<u>£ -</u>	<u>£10,925,160</u>

The Designated funds represent amounts set aside for building improvement projects around the School. In particular last year £307,787 was designated for the development of Caudwell Hall.

**11. RESTRICTED FUNDS**

<b>Fund name</b>	<i>At 1 September 2016 £</i>	<b>Incoming Resources £</b>	<b>Resources expended £</b>	<b>Transfer of funds</b>	<b>At 31 August 2017 £</b>
The Arts Fund	3,443	5,885	(7,945)	-	1,383
Early Years Quality Supplement Fund	1,982	-	(1,982)	-	-
Parent Amenities Association	<u>5,394</u>	<u>48,031</u>	<u>(48,819)</u>	<u>-</u>	<u>4,606</u>
<b>Total</b>	<u>£ 10,819</u>	<u>£ 53,916</u>	<u>£ (58,746)</u>	<u>£ -</u>	<u>£ 5,989</u>

**Parent Amenity Association Fund**

The parent amenity fund relates to income received for specific projects or fundraising. The closing balance on this restricted fund at 31 August 2017 relates to donations towards library and other books and a minibus.

**HOLME GRANGE LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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**12a. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted funds £	Restricted funds £	Total funds £
Tangible fixed assets	11,437,920	-	11,437,920
Current assets	236,905	5,989	242,894
Long term liabilities	<u>(749,665)</u>	<u>-</u>	<u>(749,665)</u>
Total	<u>£10,925,160</u>	<u>£ 5,989</u>	<u>£ 10,931,149</u>

**12b. COMPARATIVE ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted funds £	Restricted funds £	Total funds £
Tangible fixed assets	10,784,820	-	10,784,820
Current assets	369,414	10,819	380,233
Long term liabilities	<u>(841,338)</u>	<u>-</u>	<u>(841,338)</u>
Total	<u>£10,312,896</u>	<u>£ 10,819</u>	<u>£ 10,323,715</u>

**13. COMMITMENTS**

At the year end, the school had a contracted capital commitment of £nil (2016: £424,416).

**HOLME GRANGE LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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**14. PENSION SCHEME**

The School participates in the Teachers' Pension Scheme (England and Wales) ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £282,748 (2016: £229,241) and at the year-end £36,138 (2016: £29,338) 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 and, from 1 April 2014, the Teachers' Pension Scheme Regulations 2014. 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 following scheme valuations undertaken by the Government Actuary's Department. The latest actuarial valuation of the TPS was prepared as at 31 March 2012 and the valuation report, which was published in June 2014, confirmed an employer contribution rate for the TPS of 16.4% from 1 September 2015. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 16.48%.

This employer rate will be payable until the outcome of the next actuarial valuation, which is due to be prepared as at 31 March 2016, with any resulting changes to the employer rate expected to take effect from 1 April 2019. This valuation will also determine the opening balance of the cost cap fund and provide an analysis of the cost cap as required by the Public Service Pensions Act 2013.

***Other Pensions***

In addition to the above, the Company contributes on a defined contribution basis to personal pension plans. Contributions totalling £23,728 (2016: £20,483) were payable to these funds for the year.

There were £nil unpaid contributions (2016: £Nil) at the year end.

**15. RELATED PARTY TRANSACTIONS**

During the year the School was gifted £3,500 to fund the purchase of a piano by a Governor. This was fully spent during the year. There were no other related party transactions during the year ended 31 August 2017 (2016: Nil).

**HOLME GRANGE LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

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**16. FINANCIAL INSTRUMENTS**

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Financial assets measured at amortised cost	<b>1,423,194</b>	<b>2,515,360</b>
Financial liabilities measured at amortised cost	<b>1,520,620</b>	<b>2,671,185</b>

The school's income, expense, gains and losses in respect of financial instruments are summarised below:

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
<b>Interest income and expense:</b>		
Total interest income for financial assets held at amortised cost	<b>3,792</b>	<b>19,413</b>
Total interest expense for financial liabilities held at amortised cost	<b>36,367</b>	<b>17,899</b>

Included within Financial instruments held at amortised cost are trade debtors, other debtor's, cash at bank, trade creditors, bank loans, other creditors and accruals excluding deferred income.



**HOLME GRANGE LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 AUGUST 2017**

**17. Comparative Statement of Financial Activities**

	Unrestricted Funds £	Restricted Funds £	Total 2016 £
<b>INCOMING AND ENDOWMENTS FROM:</b>			
<b>Voluntary sources:</b>			
Donations		27,342	27,342
<b>Income from charitable activities:</b>			
School fees receivable	4,141,698	-	4,141,698
Other income	272,883	-	272,883
<b>Income from generated funds:</b>			
Rent and other income	17,970	-	17,970
Investment income	<u>19,413</u>	<u>-</u>	<u>19,413</u>
<b>Total</b>	<u>4,451,964</u>	<u>27,342</u>	<u>4,479,306</u>
<b>RESOURCES EXPENDED</b>			
<b>Charitable activities:</b>			
School operating costs	3,832,719	24,368	3,857,087
<b>Expenditure on raising funds:</b>			
Fund raising cost	4,987	-	4,987
Financing costs	<u>27,999</u>	<u>-</u>	<u>27,999</u>
<b>Total</b>	<u>3,865,705</u>	<u>24,368</u>	<u>3,890,073</u>
<b>NET INCOME/EXPENDITURE</b>	586,259	2,974	589,233
Transfer between funds	<u>-</u>	<u>-</u>	<u>-</u>
<i>Funds brought forward 1 September 2015</i>	<u>9,726,637</u>	<u>7,845</u>	<u>9,734,482</u>
<b>Funds carried forward at 31 August 2016</b>	<u>10,312,896</u>	<u>10,819</u>	<u>10,323,715</u>