THE ENA MAKIN EDUCATIONAL TRUST
(A COMPANY LIMITED BY GUARANTEE)
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST AUGUST 2016

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

Registered No: 865624
England and Wales

Charity Number: 307931

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The governors present their annual report and financial statements for the year ended 31 August 2016.

OBJECTIVES AND ACTIVITIES

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

PUPIL NUMBERS AND FEES

Our educational activities are carried out through our Nursery Department and Junior School. Our fees for the current year before the deduction of any means tested bursaries were:

<table>
<thead>
<tr>
<th>Class</th>
<th>Nursery</th>
<th>Full Day</th>
<th>£1,728 per term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class</td>
<td>Transition</td>
<td>Full Day</td>
<td>£2,969 per term</td>
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<tr>
<td>Class</td>
<td>Reception</td>
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</tr>
<tr>
<td>Class</td>
<td>1 &amp; 2</td>
<td>Full Day</td>
<td>£3,498 per term</td>
</tr>
<tr>
<td>Class</td>
<td>3</td>
<td>Full Day</td>
<td>£3,956 per term</td>
</tr>
<tr>
<td>Class</td>
<td>4, 5 &amp; 6</td>
<td>Full Day</td>
<td>£4,457 per term</td>
</tr>
</tbody>
</table>

Our pupil numbers rose from 193 to 210 during the year.

BURSARY AWARDS

This year the value of means tested bursaries totalled £52,926 and represented 2.5% of total fees. They provided assistance to 8 pupils.

The Governors regularly review the Bursary Policy and the advertising of the availability of bursaries to ensure that children from outside the school are able to access means tested fee assistance.

EDUCATIONAL AIMS

As an independent day preparatory school, the school takes girls from age 3 to 11 and boys from 3 to 4. The School aims to provide a first class education to its pupils. It promotes their academic, social and physical development through its academic curriculum, pastoral care, sporting and other extra-curricular activities. It seeks to provide an educational environment where every child can realise his or her true potential by developing knowledge, confidence and self-reliance within a supportive and happy school community.

MISSION STATEMENT

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

Academic

Providing a broad, stimulating and ambitious curriculum which encourages children to develop a love of lifelong learning.

Providing excellent teaching across the curriculum which enables all children to develop their natural talents. Setting high, but realistic, targets within an organised structure where there is an ethos of individual excellence and consistently high expectations.
Celebrating each child's unique abilities, progress and achievements.

To identify and support children with SEN ensuring that the curriculum is accessible and they can make good progress.

To provide challenge for our pupils who are recognised as being more Able, Gifted and/or Talented.

Teaching those skills which enable children to develop knowledge and understanding of the world, its people and cultures, both past and present.

Introducing the children to the skills and safe use of modern technology through high quality lessons which equip them for their future lives.

Encouraging children to develop an appreciation of art, drama and music and providing opportunities for everyone to perform to the best of their abilities.

Providing opportunities for all children to understand the importance of a healthy lifestyle, together with access to a full programme of high quality sporting activities.

Enhancing and fostering children's knowledge of the environment so that they become aware of the need to conserve and care for its resources.

Personal Development

Supporting children to allow them to develop the confidence to lead fulfilled and independent lives.

Encouraging children to display initiative and integrity by developing the confidence to take risks in their learning through critical thinking and problem solving.

Creating an atmosphere in which the children have respect for others within the whole school community through positive and proactive relationships.

Promoting organisational skills and self-evaluation.

Encouraging the children to contribute to the community beyond The Granville; respecting and appreciating the differences between cultures, religions and individuals.

Enhancing the children's knowledge, understanding and appreciation of British values.

Creating a happy environment in which children feel safe, secure and valued.

Offering a caring atmosphere where children's individual needs are respected and considered.

ACHIEVEMENTS AND PERFORMANCE

The School has been successful in meeting its main objectives for the year which were:

to ensure that each child is able to fulfil his or her full potential and achieve a place in a suitable senior school where they will thrive; and to continue a bursary scheme to give children who would otherwise be unable to afford the fees the opportunity to benefit from the school.

Our strategy for achieving this has been to maintain the high quality of our teaching and pastoral care and our teacher-to-pupil ratios, to tailor our services as appropriate to meet the individual needs of our pupils and to provide funds to help children who would otherwise be unable to afford the school fees to benefit from such an education. We are currently supporting a number of pupils through our bursary scheme, which is advertised locally and on the School's website. The School has also sought to make its pupils aware of the wider social context in which the School operates by supporting several local charities.
THE ENA MAKIN EDUCATIONAL TRUST
(A COMPANY LIMITED BY GUARANTEE)
ANNUAL REPORT

The governors are pleased that pupil numbers have remained buoyant, producing an income that enables the school to meet its day to day expenditure and to invest for the medium and long term. The waiting lists for entry remain healthy.

The school was inspected by the Independent Schools inspectorate (ISI) in June 2011. The school was given the top grade of excellent/outstanding. In all areas for both the Main School and Early Years Foundation Stage.

ACADEMIC

During the academic year impressive entry examination results to senior school were achieved. In a cohort of twenty nine girls fifty five entries were made to independent schools. Out of these entries fifty three places were offered. Thirteen scholarships or exhibitions were awarded. These included three academic, four sport, four music, one drama and one art. Twenty seven girls took up their places.

In the Kent 11 + eight girls sat the test with six being offered grammar school places. The parents of the two who did not achieve enough marks for grammar school were all warned that this would happen. Two girls took up their place at grammar school.

CURRICULUM

The school offers a broad curriculum which enables pupils to have many different experiences, helping them to discover their natural talents. Subject specialist teaching increases through the school and this has been expanded in Key Stage 2 with new subject heads for Science and History making significant changes to their curriculum areas. These changes are reflected in their planning documents. Subject planning has been amended to incorporate significant changes to the National Curriculum. For example in Geography and Computing. Other curriculum changes have been made in Art and DT to ensure cross-curricular links with other subjects continues to be a strength of the school. For example:

In Year 3 - Stone Age related clay projects have been introduced. Neolithic coiled pottery techniques have been learnt this term.

Year 5 are now creating Maya-inspired Art/Design including battle masks.

Year 6 design costumes to link with their study of The Tempest in English and Drama.

ASSESSMENT

The school has a programme of regular testing using well known external tests which enable the School to benchmark the children against national data. Pupils in Key Stage 2 are completing many of the standardised tests including NGSRT, GL Verbal and Non-Verbal digitally in the IT suite rather than on paper to reflect changes in entrance testing for many senior schools. CAT tests for Year 6 have been reinstated in the Autumn Term to provide up-to-date data for senior school transfer reports and also to give the girls practice in sitting computer-based tests as many senior schools expect them to do Verbal and sometimes Non-Verbal on computers. Mock exams have also been introduced in the Great Hall in English and Maths for Year 6 pupils. Reception have introduced GL Baseline tests very successfully. These are used at the beginning and end of the academic year and have provided lots of useful information which has been disseminated to staff and parent.

The process for assessing prospective pupils has been formalised by creating a folder of assessments in Maths and English to be administered to Key Stage 2 pupils on taster days. In KS1, where much of the day is classroom based, form teachers see the potential pupil for much of the day. The results are discussed with the Head of Maths, Head of English and SMT.

A new format for the end-of-year work scrutiny was trialled very successfully. Subject Heads met in the Art room and worked in groups to review different subjects. Main findings were summarised and issued to Subject Heads.
ABLE, GIFTED AND TALENTED

The Granville School acknowledges the importance for girls who are able, gifted and talented. Every girl has the right to receive our assistance in achieving her potential. They should feel challenged and stimulated by the range of activities available to them. Teaching is planned to ensure that each girl reaches her highest level of personal achievement and this includes those girls who have been identified as being able, gifted or talented.

Many opportunities are provided for the girls to recognise and develop their gifts and talents, both within and outside the classroom setting. Our broad and varied curriculum, together with the extensive subject knowledge of our specialist teachers, enables them to develop their skills to their full potential. Girls can enter national competitions such as Primary Maths Challenge or participate in inter-school events for various subjects such as English or languages as well as sport and music.

Outside of the classroom we offer all the girls an extensive and exciting range of after-school clubs and a full programme of whole-school enrichment activities where they can broaden and deepen their learning experiences or discover new talents.

LEARNING

The school supports all children to reach the potential. For those who may find their learning difficult we have a thriving Learning Development department aimed to offer support which is tailored to the needs of the children. Two specialist teachers work in two bright, attractive designated classrooms. Pupils are taught the core subjects on a 1:1 basis or in small groups. Others may be supported within the classroom. This individual attention allows the pupils to resolve any problems they may be experiencing and helps to give them the all important feeling of confidence and achievement. Depending on the need, a child may continue to have support throughout her time at The Granville or a short period of extra help maybe all that is required. Close liaison is maintained between the Learning Development staff and each class teacher to agree individual education plans and to monitor progress. Parents’ contribution is essential and encouraged.

PASTORAL

The Granville prides itself on tradition and creating a whole school family. Many pupils are daughters of old girls who want to allow their children the opportunity to be part of the Granville family and share in the values and ethos which, 70 years later, are still at the heart of the school. Traditions such as ‘Stirring the Pudding’ and ‘Spring Festival’ bring the whole school together to celebrate the work of the children. The Granville also has a strong tradition of supporting many local and national charities which give the children a respect and understanding for the wider community. This year’s charity was Slide Away which was a charity that had worked very closely with a family at the school.

At the Granville we believe that all pupils can achieve their best in an environment which is caring, safe and encouraging. Granville is a happy school which provides an atmosphere which supports pupils both academically and pastorally and allows them to grow and develop into confident young ladies who have the skills needed for their next school. Every child knows that they are valued as individuals and that they all have unique needs, strengths and potentials. The Granville creates a sense of family amongst the children, staff and parents, with many events taking place across the year which involves the whole school.

Through its pastoral care arrangements and provision, the School demonstrates its continuing concern for the personal and social development of all its pupils, regardless of their age or ability, as individuals and as successful and fully participating members of the school and its wider community. Pastoral care is at its most effective when it is all-pervasive and fully integrated into the school’s daily routines, its curriculum and extra-curricular activities. This approach has been adopted by all the staff.

Each class has a form tutor with whom they see every day and are directly responsible for every child in their form. Form time has been introduced which takes place very two weeks which allows the girls to share any worries or concerns with their form tutor in a whole class environment. All the girls belong to one of the four Houses where a sense of friendly competitiveness develops as well as allowing the children, of all ages, to
work together with children of other year groups and create a sense of belonging. This year House Assemblies have become more frequent, twice a term, proving very successful in raising the importance of the House System. All the girls visited their ‘House’ in the summer term which gave them a better understanding of the history behind their house name. Through the School Council the children all have a voice in how they want their school to work, where their ideas are considered carefully and fed back to the school via an assembly, which was introduced this year, in order that they children feel that their opinions are matter.

EARLY YEARS

Early Years is a professional, cohesive team housed in beautiful purpose built facilities designed specifically for Early Years. There is constant information sharing with regard to children so that staff know every child well and have good procedures in place to ensure that children are always accounted for and safe. Staff collaborate especially closely in the areas of child development, assessment and reporting, using tracking documents that begin in Nursery and carry through to the end of Reception. iPad based GL Baseline Assessments are used to provide excellent, quantifiable reports for both the teachers and the parents. These will be followed up with a similar Progress Assessment at the end of Reception to track the girls' progress and inform the Class 1 teacher of each girl’s specific strengths or areas needing attention.

Children can come to the school in the term of their third birthday. At this age there can be a huge variation in learning and socialisation skills. In order to maximise the children's potential many 1-1 and small group work is organising. These sessions are particularly important for those children with communication delay. Display boards are readily available for presenting work and providing a multi-sensory experience for the pupils. Interaction with the older children through joint activities including performances, assemblies, sharing facilities and playing together enables the whole school community to feel part of the Granville family. Younger children find this very stimulating.

Parents are always welcome in the classrooms. There are regular Open mornings and afternoon sessions when the parents come in and the children share their classroom experience with them. Excellent communication with parents and plenty of support and guidance on how to listen to support the children helps everyone to feel they are part of their child's learning journey.

When children leave Early Years they have built up knowledge and self-confidence in themselves for the next steps. The Granville boys have a good reputation at both local boys' prep schools.

CO-CURRICULAR ACTIVITIES

Sport

Sport has a very prominent place in the curriculum as the physical fitness and enjoyment of sport is important in the all-round development of our pupils. The curriculum offers children many opportunities to participate in a range of sports including: netball, cross-country running, gymnastics, ballet, netball, tennis, athletics, lacrosse skills, hockey skills and swimming. All pupils have the opportunity to work towards the following awards: BAGA awards for gymnastics, national swimming awards and Cecchetti ballet exams. All pupils have lessons with specialist sports teachers.

A full programme of fixtures take place throughout the year. Every girl from Years 3 - 6 had the opportunity to compete in a school team in netball. During this year there were many successes in a variety of tournaments: U11 netball tournament wins: Sevenoaks School, Cobham Hall, St Michael's. We were 11th in the IAPS national finals.

Cross Country: U11, U9 and U8 winners: IAPS district, Woodmansee Shield, Kent College Primary, Cobham Hall, Hilden Grange.

IAPS National Swimming Finals: we were placed third, twelfth and eleventh in a variety of races.

Tennis: winners U11 Green County Tennis Championships.

Rounders: IAPS Nationals runners up.
Music

Music plays a very important and much loved role in everyday life at The Granville. From daily singing in assemblies to elaborate festivals and large-scale performances, every girl learns the recorder in Year 2 and Year 3 and there are opportunities for starting piano and other orchestral instruments with individual lessons from Year 2. Currently 92% of pupils in Years 2 to 6 learn an instrument either within or without school. The children have the opportunity to perform in two orchestras, two choirs and numerous chamber groups. The girls have achieved success with ABRSM music exams; there were 43 entrants from Prep Tests to Grade 5, and twenty-four of these were graded either Merit or Distinction.

Granville girls enjoy regular performances outside school with annual trips to perform in local churches and festivals. Within the current year, Year 6 have sung Christmas carols in a local care home and have taken part in a lunchtime concert at St Luke's Church. The Senior Choir performed in the Sevenoaks School Prep and Primary Schools Concert.

Drama

Drama plays a very important role at The Granville and we strive to ensure that each child has their moment to "shine" in all of the productions and concerts produced. Our ethos is to nurture talent and to encourage and build confidence in every pupil. Team ethic plays a central role in our policy and there is a chance for each year group to perform in public each year. Year 1 and 2 have their annual Christmas show as well as taking Entry Level and Grade 1 Choral speaking LAMDA examinations. Everyone was awarded a distinction. Year 3 take their individual entry level LAMDA examination in verse and poetry. This year eighteen children were awarded a distinction and four a merit. Year 4 have an annual musical production, Year 5 have their Shakespeare project and Year 6 do their end of term "leavers' play. As well as this the girls are seen regularly performing in the Christmas and Easter concerts. It is important that we also encourage and use a diverse range of material in class. Folklore and stories from around the world are to play an important part in the schemes of work.

Included in the Drama curriculum are visits from outside facilitators and theatre companies for every year group. We regularly welcome the Young Shakespeare Company to our school and trips to prestigious theatres such as the Royal Shakespeare Company and Globe theatre are annually planned into the timetable. Year 6 are involved in workshops with the RSC and experience a live theatre show and drama workshop on their annual trip to Stratford upon Avon. LAMDA acting lessons are also offered at the school. At the moment the full complement of twenty girls take this subject and there is a waiting list.

Extra-Curricular Activities and Clubs

At our last inspection it was recommended that the school extended the availability, range and scope of the programme of extra-curricular activities. To this end there is a much wider range of clubs on offer to all children.

The school firmly believe that a full and exciting programme of extra-curricular activities helps enrich the girls' education beyond the classroom. They are given the chance to hone their skills and interests as well as develop new ones and it encourages them to explore their physical, creative, social, global, moral and cultural interests with like-minded people. They are also encouraged to find new friends who they didn't know shared the same interests. In addition, the girls are given the chance to learn discipline, leadership and teamwork.

With the appointment of a dedicated coordinator the school now offers a huge variety of clubs that cover performing arts, sport, creative and academic skills. These clubs run before school, at lunch time and after school and are incredibly popular. The list of clubs varies from term to term and a new Club timetable is sent to parents at the end of each term for the following term. Below is a list of the clubs that we have offered to the girls recently:
Creative Clubs
Art & Craft
Board Games
Circus Skills
Cookery
Eco Club
Gardening
Pottery/Sculpture
Relax Kids
Sewing/Textiles
Zentangle

Performing Arts
Ballet
Choir
LAMDA Acting Examinations
Maypole
Orchestras
Recorder Groups
String Groups

Sport
Dance
Gym
Netball
Netball Shooting Clinic
Rounders
Running Club
Swimming
Tennis
Tag Rugby

Academic Clubs
Book Club
Code Club
Computer Club
Languages Club
MyMaths
Space and Engineering Club
Touch Typing

Trips and Visits
School trips and workshops run by visiting specialists have been an important and enjoyable part of school life, providing pupils with an opportunity to learn first-hand and to reinforce class work. Places visited have been chosen carefully to complement the curriculum and make learning more fun and interesting. External places visited in 2015-16 included theatres, a local garden centre, wildlife centres, Eagle Heights Bird of Prey Centre, Chiddingstone Castle, Dover Museum and Carroty Wood Adventure Centre. The girls in Years 4, 5 and 6 went on residential visits to locations within the UK including Battle, Stratford and the Sussex coast. The children also had visits to the school from best-selling children's book authors (Kaye Umansky), theatre and musical workshops, Florence Nightingale and storytellers, to renowned artists who worked with the girls to inspire their art.

FUTURE PLANS
The Governors intend to continue their current strategies of maintaining the School's position in a competitive market by investing to provide high quality education for our pupils. Achieving a high standard of academic results is a constant aim whilst maintaining the breadth and depth of the education provided.

Our future plans are financed primarily from fee income and from our reserves. The Governors need to maintain an equitable balance ensuring our current pupils benefit whilst, at the same time, ensuring a sound infrastructure and financial base are preserved for the next generation of pupils in the same way as our current pupils benefit today from the investment made in the past.

The Governors view our bursary awards as important in widening access to the education our School provides. The Governors annually review our Bursary Awards policy to ensure that local children can accept offers of places at our School through the availability of means-tested fee assistance.

Maintaining and, where necessary, developing the fabric and facilities of the School are central to our strategy. Our plans are primarily focused on providing a new school hall. The completion of the construction of the new Hall is eagerly awaited. The additional gym facilities and drama space that it will provide will be used by the whole school and will be available to the local community. This will provide a community facility outside of school hours capable of accommodating an audience of approximately 375 people. It is hoped that building work will commence in 2017.
OUR FINANCES

The financial statements show net incoming resources for the year on School activities of £299,342 (£248,410). The principal source of income is fees accounting for 99.8% of the School’s income. The Governors are continuing their strategy of deploying all net incoming resources to investing in the educational purposes and fabric of the School. As a charity the parents of our pupils have the assurance that all the income of the School must be applied for educational purposes. As an educational charity we enjoy tax exemption on our educational activities these are applied for our charitable aims. As a Charity we are also entitled to an 80% reduction on our business rates on the property we occupy for our charitable purposes. The financial benefits we receive from these tax exemptions are all applied for educational purposes and indirectly help us to maintain our business policies. However, as an educational charity, we are unable to reclaim VAT input tax on our costs as we are exempt for VAT purposes. We also pay tax as an employer through the national insurance contributions we make.

Reserves and Financial Health

The Governors regularly review the finances, budgets and spend against budget together with a termly cash flow analysis as part of the effective governance of the School. In common with other independent schools, the Governors have invested substantial sums into new School buildings in recent years and have a continuing programme of refurbishment, development and investment to maintain excellent teaching facilities for our pupils. The closing value of our tangible assets, property, plant and equipment, was £3,532,610.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Governors, who are also the charity trustees, are responsible for the overall management and control of The Granville School and meet three times a year. The work of implementing most of their policies is carried out by the Senior Management Team. The Granville School Bursar, who is also Clerk to the Governors, is responsible for co-ordinating the work of the Board and their Committees, preparation of papers and management accounts and the review of matters arising. All Governors give of their time freely and no remuneration or expenses were paid in the year. No Governor or person connected with a Governor received any benefit from means tested bursaries. The pay and remuneration of the Headmistress and senior staff is set by the Finance Committee and is kept under annual review. A number of criteria are used in setting pay:

* nature of the role and responsibilities
* the sector average salary for comparable positions using AGBIS surveys and IAPS advice
* trends in pay in recent years

The Governors determine the general policy of the School. The day to day running of the School is delegated to the Headmistress, supported by senior staff. The Headmistress undertakes the key leadership role overseeing educational, pastoral and administrative functions in consultation with the senior staff. The day to day administration of the School is undertaken within the policies and procedures approved by the Governors which provide for only significant expenditure decisions and major capital projects to be referred to the Governors for prior approval. The Headmistress oversees the recruitment of all educational staff and administrative staff, whilst under delegated authority the Bursar oversees the recruitment of non-teaching support staff. The Headmistress and Bursar are invited to attend Governors’ meetings.

The Headmistress attends the IAPS Conference and the Bursar attends the ISBA Conference (annually) which is an opportunity to share expertise, knowledge and experience across the independent school sector. The Conference also permits appropriate representation to Government and regulators of the views of the sector.

The Governors are responsible for the overseeing of the risks faced by the School. Detailed considerations of risk are delegated to the Senior Management of the School. Risks are identified, assessed and controls established throughout the year. A risk register is maintained by the Bursar. It is reviewed at each Committee and Board meeting.
Risk is managed under the headings of:

- Educational
- External
- Financial
- Operational

The main risk that the Governors have identified is reputation. The School’s success is built on its reputation for the education and well-being of our pupils. We manage this risk through safeguarding policies, staff recruitment policies, pastoral support for both pupils and staff and active identification and resolution of health and safety related issues.

Through the risk management processes established for the School, the Governors are satisfied that the major risks identified have been adequately mitigated where necessary. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed.

The Governing body requires breadth and depth of experience to carry out its duties effectively and efficiently. Where possible, the Governors consider that the skills and experience of the Board should comprise of governors with the following skills:

- Safeguarding
- Health and safety
- a legal background
- a financial/accounting background
- educational experience
- senior managerial or business experience
- experience of Human Resources
- premises management

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

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

Ron Crocker
Richard Den
John Gyatt
Patrick Reynolds
Elizabeth Sindall

The Governors are the Directors of the Ema Makin Educational Trust

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

Jonathan Sorrell (Chairman)
Elizabeth Sindall (Deputy Chair)
Elizabeth Brown
Rowland Constantine
Charlotte Glanville
Lorna Kelly – resigned during the year
Mark Kilblewhite
Jane Holland
Paul Steddon

Headmistress: Jane Scott

Bursar and Clerk to the Governors: Victoria Seymour
CONTACT DETAILS

Address:
The Granville School
2 Bradbourne Park Road
Sevenoaks
Kent TN13 3LJ
Website www.granvilleschool.org
Registered Charity No. 307931

PROFESSIONAL ADVISERS

Auditors:
Gilbert Allen and Co.
Churchdown Chambers
Bordyke
Tonbridge
Kent TN9 1NR

Bankers:
Adam and Co.
22 King Street
London SW1Y 6QY

GOVERNORS' RESPONSIBILITIES

Company law requires the governors to prepare accounts for each financial year which give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing those accounts the governors are required to:
- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue in business.

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

Approved by the governors at its meeting on:
and signed on its behalf by:
Jonathan Sorrell
21.4.17
REPORT OF THE INDEPENDENT AUDITOR TO THE MEMBERS OF

THE ENA MAKIN EDUCATIONAL TRUST

We have audited the financial statements of The Ena Makin Educational Trust for the year ended 31 August 2016 which comprise the statement of financial activities, the profit and loss account, the balance sheet, the cash flow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Respective responsibilities of the Governors and Auditors
As described in the Statement of Governors' responsibilities on page 4, the company's Governors' are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit
An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This included an assessment: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Governors; and the overall presentation of the financial statements.

Opinion on other matter prescribed by the Companies Act 2006
In our opinion, the information given in the Governors' report for the financial year for which the financial statements are prepared, is consistent with the financial statements.

Matters on which we are required to report by exception

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

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

Opinion on financial statements
In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 August 2016 and of the profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

John Duan (Senior Statutory Auditor)
for and on behalf of Gilbert Allen & Co,
Statutory Auditor
Chartered Accountants

Dated: 25.4.17

Churchdown Chambers
Bordyke
Tonbridge
Kent TN9 1NR
# THE ENA MAKIN EDUCATIONAL TRUST
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST AUGUST 2016

<table>
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<tr>
<td>Fees receivable</td>
<td>2b</td>
<td>2,446,942</td>
<td>2,374,189</td>
</tr>
<tr>
<td>Other income</td>
<td>3</td>
<td>5,288</td>
<td>4,841</td>
</tr>
<tr>
<td><strong>Total incoming resources</strong></td>
<td></td>
<td></td>
<td>2,452,230</td>
</tr>
<tr>
<td><strong>Resources expended</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charitable activities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct charitable expenditure</td>
<td></td>
<td>2,145,229</td>
<td>2,124,390</td>
</tr>
<tr>
<td>Costs of generating funds</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment management fees and bank interest</td>
<td></td>
<td>1,532</td>
<td>1,735</td>
</tr>
<tr>
<td>Governance costs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit fee</td>
<td></td>
<td>6,127</td>
<td>4,495</td>
</tr>
<tr>
<td><strong>Total resources expended</strong></td>
<td></td>
<td></td>
<td>2,152,888</td>
</tr>
<tr>
<td><strong>Net incoming resources for the year</strong></td>
<td></td>
<td></td>
<td>299,342</td>
</tr>
<tr>
<td><strong>Net movement in funds</strong></td>
<td></td>
<td></td>
<td>299,342</td>
</tr>
</tbody>
</table>

Balances brought forward at 1 September 2015

|       | 4,290,366 | 4,041,956 |

Balances carried forward at 31 August 2016

|       | 4,589,708 | 4,290,366 |
THE ENA MAKIN EDUCATIONAL TRUST  
(A COMPANY LIMITED BY GUARANTEE)  
PROFIT AND LOSS ACCOUNT  
FOR THE YEAR ENDED 31ST AUGUST 2016

<table>
<thead>
<tr>
<th>Unrestricted funds</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>£</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross income</td>
<td>2,452,230</td>
<td>2,379,030</td>
</tr>
<tr>
<td>Total expenditure</td>
<td>(2,151,356)</td>
<td>(2,128,885)</td>
</tr>
<tr>
<td></td>
<td>300,874</td>
<td>250,145</td>
</tr>
<tr>
<td>Interest payable and similar charges</td>
<td>(1,532)</td>
<td>(1,735)</td>
</tr>
<tr>
<td>Surplus for Companies Act purposes</td>
<td>299,342</td>
<td>248,410</td>
</tr>
</tbody>
</table>

This information has been derived from the Statement of Financial Activities on page 6.
THE ENA MAKIN EDUCATIONAL TRUST
(A COMPANY LIMITED BY GUARANTEE)
BALANCE SHEET
AS AT 31 AUGUST 2016

<table>
<thead>
<tr>
<th>Notes</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>FIXED ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>2c</td>
<td></td>
</tr>
<tr>
<td>School's land, buildings and equipment</td>
<td>7</td>
<td>3,532,610 3,486,641</td>
</tr>
<tr>
<td>CURRENT ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>8</td>
<td>12,476 13,595</td>
</tr>
<tr>
<td>Bank</td>
<td></td>
<td>1,294,878 1,007,915</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1,307,354 1,021,510</td>
</tr>
<tr>
<td>CREDITORS:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts falling due within one year</td>
<td>9</td>
<td>250,256 217,785</td>
</tr>
<tr>
<td>NET CURRENT ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>1,057,098 803,725</td>
</tr>
<tr>
<td>NET ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4,589,708 4,290,366</td>
</tr>
<tr>
<td>UNRESTRICTED FUNDS</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Fixed asset reserve</td>
<td></td>
<td>3,532,610 3,486,641</td>
</tr>
<tr>
<td>Revenue reserve</td>
<td></td>
<td>1,057,098 803,725</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4,589,708 4,290,366</td>
</tr>
</tbody>
</table>

The notes on pages 17 to 20 form part of these financial statements.

The financial statements on pages 13 to 20 were approved by the Board of Governors' and were signed on its behalf by:

Dated: 21.4.17
THE ENA MAKIN EDUCATIONAL TRUST

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31ST AUGUST 2016

<table>
<thead>
<tr>
<th>Year</th>
<th>£</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating profit</td>
<td>248,410</td>
<td>299,342</td>
</tr>
<tr>
<td>Reconciled to cash generated from operations:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>112,213</td>
<td>117,913</td>
</tr>
<tr>
<td>Cash inflow due to decrease in debtors</td>
<td>(6,134)</td>
<td>1,119</td>
</tr>
<tr>
<td>Cash inflow due to increase in creditors</td>
<td>8,093</td>
<td>32,471</td>
</tr>
<tr>
<td>Cash generated from operations</td>
<td>114,172</td>
<td>151,503</td>
</tr>
<tr>
<td>Application of cash</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments to acquire tangible fixed assets</td>
<td>(133,841)</td>
<td>(163,882)</td>
</tr>
<tr>
<td>Increase in cash</td>
<td>228,741</td>
<td>286,963</td>
</tr>
<tr>
<td>Bank balance at 1st September 2015</td>
<td>779,174</td>
<td>1,007,915</td>
</tr>
<tr>
<td>Bank balance at 31st August 2016</td>
<td>1,007,915</td>
<td>1,294,878</td>
</tr>
</tbody>
</table>
THE ENA MAKIN EDUCATIONAL TRUST
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST AUGUST 2016

1. COMPANY STATUS
The Ena Makin Education Trust is a Company limited by guarantee. The liability of the members is limited to £1 each in the event of the Company being wound up. The Company has five members. The Company is a registered charity, number 307931.

2. ACCOUNTING POLICIES

a) Basis of accounting
The Financial Statements are prepared under the historical cost convention, except that investments are carried at market value, and in accordance with applicable accounting standards, including the Financial Reporting Standard for Smaller Entities (effective April 2008). In preparing the Financial Statements the Charity follows best practice as laid down in the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2005) and complies with the Charities (Accounts and Reports) Regulations 2005 issued under the Charities Act 1993.

b) Fees
Fees receivable represents the invoiced value of tuition and associated fees, less bursaries and allowances.

c) Tangible fixed assets
Provision is made for depreciation on all tangible fixed assets at rates calculated to write off the cost or valuation, less estimated residual value, of each asset over its expected useful life, as follows:

- Freehold buildings: 2% per annum on cost
- Fixtures, fittings and equipment: 10% per annum on cost
- Computer equipment: 25% per annum on cost
- Motor vehicles: 25% per annum on cost

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

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

f) Pensions
The School contributes to the Teachers' Superannuation Scheme at rates set by the Scheme Actuary and advised to the School by the Scheme Administrator.

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 £206,232 (2015: £199,055) and at the year-end £17,432 (2015 - £18,359) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by 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 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.
2. ACCOUNTING POLICIES (continued)

f) Pensions

The next revision to the employer contribution rate is not expected to take effect until 1 April 2019. This will follow on from the next actuarial valuation which is due at 31 March 2016. 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.

3. OTHER INCOME

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donation from Friends of Granville</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sundry income</td>
<td>5,288</td>
<td>4,841</td>
</tr>
<tr>
<td></td>
<td>5,288</td>
<td>4,841</td>
</tr>
</tbody>
</table>

4. BURSARIES

Bursaries during the year amounted to £51,586 (2015 £60,547).

5. EXPENDITURE

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct charitable expenditure includes:</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Depreciation of owned assets</td>
<td>117,913</td>
<td>112,213</td>
</tr>
<tr>
<td>Wages and salaries</td>
<td>1,216,802</td>
<td>1,220,914</td>
</tr>
<tr>
<td>Social security costs</td>
<td>126,956</td>
<td>115,142</td>
</tr>
<tr>
<td>Pension contributions</td>
<td>159,854</td>
<td>150,188</td>
</tr>
<tr>
<td></td>
<td>1,503,612</td>
<td>1,485,344</td>
</tr>
</tbody>
</table>

6. STAFF COSTS

The average number of employees in the year was:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching</td>
<td>24</td>
<td>25</td>
</tr>
<tr>
<td>Other</td>
<td>31</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>55</td>
<td>51</td>
</tr>
</tbody>
</table>

There were 3 employees earning more than £50,000 during the year (2015: 3).

The governors received no remuneration, or reimbursement of expenses during the year.

<table>
<thead>
<tr>
<th>Management and Administration of the charity includes:</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auditors' remuneration</td>
<td>6,127</td>
<td>4,495</td>
</tr>
</tbody>
</table>

7. TANGIBLE FIXED ASSETS

<table>
<thead>
<tr>
<th></th>
<th>Freehold land and buildings £</th>
<th>Furniture and equipment £</th>
<th>Total £</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 September 2015</td>
<td>4,290,572</td>
<td>382,707</td>
<td>4,673,279</td>
</tr>
<tr>
<td>Additions</td>
<td>133,596</td>
<td>30,286</td>
<td>163,882</td>
</tr>
<tr>
<td>Disposals</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>31 August 2016</strong></td>
<td>4,424,168</td>
<td>412,993</td>
<td>4,837,161</td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 September 2015</td>
<td>871,295</td>
<td>315,343</td>
<td>1,186,638</td>
</tr>
<tr>
<td>Charge for year</td>
<td>90,371</td>
<td>27,542</td>
<td>117,913</td>
</tr>
<tr>
<td>On disposals</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>31 August 2016</strong></td>
<td>961,666</td>
<td>342,885</td>
<td>1,304,551</td>
</tr>
<tr>
<td><strong>Net book values</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31 August 2016</td>
<td>3,462,502</td>
<td>70,108</td>
<td>3,532,610</td>
</tr>
<tr>
<td>31 August 2015</td>
<td>3,419,277</td>
<td>67,364</td>
<td>3,486,641</td>
</tr>
</tbody>
</table>

8. DEBTORS

<table>
<thead>
<tr>
<th></th>
<th>2016 £</th>
<th>2015 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepayments</td>
<td>12,476</td>
<td>13,595</td>
</tr>
</tbody>
</table>

9. CREDITORS: Amounts falling due within one year

<table>
<thead>
<tr>
<th></th>
<th>2016 £</th>
<th>2015 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxation and social security</td>
<td>33,352</td>
<td>31,627</td>
</tr>
<tr>
<td>Other creditors (including pupil deposits)</td>
<td>126,791</td>
<td>132,474</td>
</tr>
<tr>
<td>Accruals and deferred income</td>
<td>91,113</td>
<td>53,684</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>250,256</td>
<td>217,783</td>
</tr>
</tbody>
</table>
10. UNRESTRICTED FUNDS

<table>
<thead>
<tr>
<th></th>
<th>Balance 1 September 2015</th>
<th>Incoming resources</th>
<th>Resources expended</th>
<th>Transfers re tangible assets</th>
<th>Balance 31 August 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed asset reserve</td>
<td>£3,486,641</td>
<td>£</td>
<td>(117,913)</td>
<td>163,882</td>
<td>£3,532,610</td>
</tr>
<tr>
<td>Revenue reserve</td>
<td>£803,725</td>
<td>£2,452,230</td>
<td>(2,034,975)</td>
<td>(163,882)</td>
<td>£1,057,098</td>
</tr>
<tr>
<td></td>
<td><strong>4,290,366</strong></td>
<td><strong>2,452,230</strong></td>
<td><strong>(2,152,888)</strong></td>
<td></td>
<td><strong>4,589,708</strong></td>
</tr>
</tbody>
</table>

11. CONTRACTS, COMMITMENTS AND CONTINGENCIES

Lease commitments - operating leases
At 31 August 2016 the company had annual commitments of £Nil (2015 - £5,538) under an operating lease which expires in two to five years.

12. PENSION COSTS

The company contributes to a superannuation scheme operated by the Department of Education and Science for teaching staff. The superannuation charge represents payments made during the year amounting to £128,419 (2015: £116,856). At the year end £17,432 (2015: £18,359) was accrued in respect of contributions to the scheme.

13. TRUSTEES' REMUNERATION AND EXPENSES

Trustees are not remunerated for their services. In addition, no expenses were paid or reimbursed to the trustees in the year (2015: £0).