

# MARY HARE

Trustees' report and  
financial statements  
for the year ended  
31 August 2023

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*Securing the future of deaf children and young people*

Mary Hare (a company limited by guarantee)

Registered number 3085006 | Charity number 1048386

Reference and administrative details of the company, its Governors, Directors and Charity Trustees and advisors	3 - 4
Trustees' report	5 - 25
Independent auditors' report on the financial statements	26 - 29
Consolidated statement of financial activities	30
Consolidated balance sheet	31
Company balance sheet	32
Consolidated statement of cash flows	33
Notes to the financial statements	34 - 58



**Welcome**

The year started with the opening of our brand-new Primary School and the youngest Mary Hare pupils entering their new school for the first time. This was the culmination of a project of significant undertaking – both in the planning and financing. Our commitment to building a Primary School for young deaf children, that meets all their needs and enables them to learn in a language-rich environment, goes to the heart of what Mary Hare sets out to do. Every deaf child has the right to access the same curriculum as any other child in the UK.

At Mary Hare we choose to do this by focussing on a few key aspects of a child's education:

- A physical environment that enables maximum use of residual hearing
- Specialist teachers, speech therapists, audiologists and other professionals who understand their needs
- A focus on the development of written and spoken English

As the UK's largest single cohort of deaf children and young people, there is the added benefit of providing a large peer group for every child and, perhaps even more importantly, the opportunity to make lots of friends – something that is so often denied a deaf child attending a mainstream school.

So for the past year, we at Mary Hare have been continuing to do what we see as essential – that is to support young deaf people along their journey to academic or vocational success, with the aim of equipping them for life after school, whether that be further education or a career. We see this as our mission, especially as so many deaf young people do not benefit from the same opportunities as their hearing peers. According to a report published by the Education Policy Institute in March 2023, "In 2019, the deaf children's attainment gap was equivalent to 8.8 months of learning at key stage 1 (age seven), 12 months at key stage 2 (age eleven) and 17.5 months at key stage 4 (age sixteen). The deaf GCSE gap can also be expressed as a gap in the mean grades for GCSE English and maths of 1.3 grades per subject. The size of the gap in months is almost twice as large for GCSEs as at key stage 1, and this reflects larger learning gaps as children get older and the school curriculum expects a greater volume and complexity of knowledge."

In this Report we will highlight the achievements of the young people attending Mary Hare School and the support they get from a wide range of highly specialist, experienced professionals.

We hope you will enjoy reading about some of these inspirational young deaf people and everything we have achieved during the year.



**Andrew Strivens,**  
Chair of Governors



**Robin Askew,**  
CEO and Principal



#### Charity Trustees, Directors and Governors

A J Strivens (Chair)  
G M Bisset  
S A Butcher (Appointed 1 September 2022)  
D Clements (Appointed 1 September 2022)  
S Greenhalgh  
P J Ludlow (Resigned 7 July 2023)  
A N R McAlpine  
B J McGhie  
A W McPhail  
M J E Penfold (Appointed 1 September 2022)  
T M Polack (Appointed 1 September 2022 - Deputy Chair from 25 September 2023))  
C M Rowles  
R A G Sander-Rose OBE  
J P Sharpe (Resigned 31 July 2023 - Deputy Chair to 31 July 2023)  
J Shepherd (Appointed 16 January 2023)  
G L C Woods

#### Principal and Chief Executive Officer

R Askew (Appointed 1 September 2022)

#### Chief Operating Officer and Company Secretary

P K Robson

#### Executive Team

R A Askew Principal and Chief Executive Officer  
E L Kennett Vice Principal - Pastoral  
J L McMillan Development Director  
P K Robson Chief Operating Officer  
S Stefano Director of Care  
S J Strudley Vice Principal - Curriculum and Achievement

#### Company Registered Number

3085006

#### Charity Registered Number

1048386

#### Address and Registered Office

Arlington Manor  
Snelsmore Common  
Newbury  
Berkshire  
RG14 3BQ

#### Independent Auditor

Crowe U.K. LLP  
Aquis House  
49-51 Blagrove Street  
Reading  
Berkshire  
RG1 1PL

#### Bankers

National Westminster Bank PLC  
30 Market Place  
Newbury  
Berkshire  
RG14 5AJ

#### Solicitors

Spires Legal Limited  
Oxford House  
Parkway Court  
John Smith Drive  
Oxford Business Park  
Oxford  
OX4 2JY

Wilson's Solicitors  
Alexandra House  
St Johns Street  
Salisbury  
SP1 2SB

The Trustees submit their report and the audited accounts for the year ended 31 August 2023 prepared in accordance with applicable accounting standards and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Mary Hare Grammar School for the Deaf was established as a charity in the late 1940s in the form of a charitable trust. The charity was incorporated on 28 July 1995 under company number 3085006 and the name of the company was changed on 28 February 2005 to Mary Hare. The charity is registered with the Charity Commission under number 1048386. The Trustees, Directors and Governors, the principal Company officers, the registered office and the professional advisors are as shown under the Reference and Administrative details on pages 1 and 2.

#### Governing Documents

On 3 November 2016, a Resolution was passed to approve the revised Articles of Association which were thereby adopted as the document under which the company is governed. These replaced the former Memorandum and Articles of Association.

#### Board of Trustees / Governing Body

The Charity Trustees are directors, members and Governors of the Company.

The Trustees are appointed by the Board of Trustees, subject to retirement and re-election procedures at a General Meeting. Full details are contained in the company's Articles of Association.

The Board of Trustees has established sub-committees to deal with certain specific aspects of Mary Hare's affairs. The principal sub-committees and memberships in the year were:

#### Committee Membership

##### Care & Education Committee

J Sharpe (Chair to 31.07.23)  
S Butcher (from 1.09.22 – Chair from 27.11.23)  
D Clements  
S Greenhalgh  
P Ludlow (to 7.07.23)  
A McPhail  
M Penfold (from 1.09.22)  
R Sanders-Rose  
A Strivens

##### HR & Governance Committee

A Strivens (Chair)  
B McGhie  
T Polack (from 1.09.22)  
C Rowles  
J Sharpe (to 31.07.23)

##### Finance Committee

G Bisset (Chair)  
A McAlpine  
M Penfold (from 1.09.22)  
J Shepherd (from 16.01.23)  
A Strivens

##### CEO Performance Panel

J Sharpe (Chair to 31.07.23)  
P Ludlow (to 7.07.23)  
A McPhail (Chair from 27.11.23)  
A Strivens  
T Polack (from 27.11.23)



New Trustees are inducted into the workings of the Charity on appointment and appropriate training is arranged.



### Mary Hare

The Trustees determine the general policy and strategy of Mary Hare and have various duties in respect of appeals procedures and safeguarding. The Principal/Chief Executive Officer of Mary Hare coordinates total resources and activities across the range of Mary Hare interests and activities. Other senior roles also have responsibilities across the organisation, reflecting the broader structure of Mary Hare activities.



### Mary Hare School

For the year ended 31 August 2023, the day to day management of Mary Hare School was the responsibility of the Chief Executive Officer, Robin Askew, working with the Executive Team and for the school the Senior Leadership Team. Robin was appointed as Principal and CEO from 1 September 2022 following the retirement of Peter Gale on 31 August 2022.



### Mary Hare Professional Courses

This division coordinates the provision of training both in postgraduate education of teachers of the deaf and training of professionals and practitioners in deaf education and audiological science. As well as providing for a variety of award bearing courses, it runs a range of day courses and conferences.



### The Burwood Centre

The Centre provides independent assessments for babies and children diagnosed with a hearing loss. The Centre's income is derived from assessment fees paid by the families, charitable donations and support from unrestricted income. The reports produced are wholly independent and Mary Hare is determined to uphold the independence of the Burwood Centre.

### Mary Hare Services Limited

The company is a wholly owned trading subsidiary of Mary Hare carrying out commercial activities to raise funds for Mary Hare. Activities include rental of facilities including the Arlington Arts Centre for events and the main campus and grounds for a summer school. Mary Hare Services Limited is not a registered charity.



### The Mary Hare Foundation

The Mary Hare Foundation is a separate charity established under a trust deed in 1991. The sole purpose of the Foundation is to raise funding for major capital programmes and other projects undertaken by Mary Hare.

### Our Vision:

*Securing the future of deaf children and young people.*








### Our Mission:

Mary Hare transforms the lives of deaf children and young people by offering them a highly specialist teaching and learning environment where they develop their understanding and use of English and achieve their full potential. The School supports them to increase their confidence and self-esteem and the resilience they will need to succeed on leaving school. Pupils are educated in a safe and happy environment where friendships can flourish.

### Strategic Aims

1. Build our expertise in deaf education to further develop a curriculum which provides fulfilment to all our students and facilitates their becoming engaged members of society.
2. Evaluate the nature of MH students of the future to inform long term planning.
3. Work for continuous improvement in Care with the aim of achieving Outstanding in Care inspection.
4. Support families to secure a place at Mary Hare School and ensure whole school numbers remain viable.
5. Provide a voice for families of deaf children choosing a special school for their child by communicating our key messages to the outside world, including policy makers.
6. Revisit the site development plan with particular regard to the vocational building and new facilities for Sports, dance and drama while simultaneously addressing the fabric of the existing secondary school.
7. Maximise the return from our commercial activities, both existing and new developments, for the benefit of Mary Hare.
8. To develop staff unity by promoting a 'one school' approach with all departments working together in support of the overall aims and values of the school.

### Key messages

-  Mary Hare School is the largest special school for deaf children and young people serving the needs of deaf young people from all over the UK.
-  Mary Hare School immerses deaf children in spoken and written English with the aim of closing the language gap and enabling them to access the full national curriculum.
-  Mary Hare School removes barriers to learning for deaf children.
-  Mary Hare is one school serving the needs of deaf children from Reception age to Sixth Form.
-  Mary Hare School enables its pupils to learn and socialise within a peer group of deaf young people.
-  Mary Hare School supports the choice of parents about where they want their child to be educated.
-  Mary Hare School offers a full curriculum including GCSEs, BTECs and A levels with highly specialised support with the aim of improving the life chances of the young people attending.



Mary Hare School is at the heart of Mary Hare's work. Our focus is on providing an education for deaf children and young people through spoken and written English. We put language at the centre of our approach coupled with the expertise of teachers, speech therapists, audiologists and other specialist professionals. We use technology to optimise the learning experience along with a physical environment that favours the use of residual hearing.

Mary Hare is a Non-Maintained Special School for deaf children and young people from 4-18 years of age, operating from a single campus near Newbury. Pupils come from all over the UK with a small number from overseas.

Mary Hare's Professional Courses Division trains teachers of the deaf through postgraduate courses provided in partnership with the University of Hertfordshire.

Commercial activities carried out in Mary Hare Services Ltd include the letting of school facilities for an international language school and to other organisations, the letting of the swimming pool for swimming lessons and various other community uses; and the letting of the Arlington Arts Centre for commercial theatre, conferences and other events. Income from all Mary Hare's commercial activities provides the school with additional funds.



### Strategic Report

Robin Askew took up his new role as CEO and Principal on 1st September. Addressing the whole organisation at the start of the academic year, he said he was looking forward to focussing on the basics: Leading by example; being visible; listening and reflecting on feedback, demonstrating commitment; showing fairness and consistency and embracing change. He summarised by saying: "We are an inspirational school where pupils can achieve their ambitions and we help ensure their future independence. We are ambitious in what we want to achieve for our pupils and for our site development. We have the potential to be outstanding and we must work together as one co-ordinated body of staff who share the same high expectations and standards."

With the building of the new Primary School on the main campus, Mary Hare has put an emphasis on promoting a 'one school ethos' throughout the organisation. This has meant that staff in the Secondary School have been able to support some teaching in the Primary School. On a more practical level the children at the Primary School can now walk to the swimming pool rather than travel the six mile journey from the old site, and have been able to join in whole school events like the Remembrance service in front of the manor.

In January 2023 the School was inspected by Ofsted Social Care and the School was judged to be 'Good'. The inspectors said: "Children receive support from dedicated staff who are passionate and enthusiastic. Children make great progress academically, and many spoke of their growing confidence and sense of identity since joining the school. Children speak powerfully of the journey from mainstream education into specialist provision, which for some through the tribunal process has been a challenging and protracted process. They highlight a sense of belonging, the value of a shared experience and the strong friendships and bonds that they make with other children."

'Thinking Matters' was launched in the Primary School and 'Thinking Frames' has been embedded across the curriculum in secondary. The aim is to strengthen pupil independent learning skills, equipping them with transferrable skills. There has also been an emphasis on encouraging reading for pleasure with a review of reading data and current assessments. Pupils showing less progress in reading have been offered additional support.

Further up the School in 6th Form there has been a review of pathways for KS4 including EBACC subjects and an alternative curriculum pathway, with the aim of offering pupils a more informed options process leading to appropriate pathways for individual pupils.

This year saw the introduction of BSL as a formal qualification at KS4/5 to reflect the Government's new recognised status of BSL.





The technology used in the classroom to amplify pupils and staff has been completely upgraded to a wireless system. This was achieved with some support from donations to the Mary Hare Foundation (£40,000). All pupils have microphones and are able to connect via streaming devices to their own personal amplification systems. All this continues to put the emphasis on being able to hear both the teacher and other pupils, to encourage peer to peer learning.

During the year we trialled the 'Brilliant Club' program to support disadvantaged pupils. The Brilliant Club is a registered charity that works with schools and universities across the UK. They mobilise the PhD community to support student who are less advantaged to access the most competitive universities and succeed when

they get there. PhD tutors share their subject knowledge and passion for learning with small groups of pupils – at Mary Hare we have concentrated on Year 8 and this project will continue into 2024.

We have been promoting opportunities for community engagement and inclusion of faith groups within assemblies and to that end welcomed two visiting speakers: Rabbi Zvi, leading work on understanding Judaism and Sakhya Prima delivered an assembly and workshops relating to Hinduism and Diwali. A full review of school software systems (including the use of SIMS) was introduced with the aim of consolidating data and making best use of existing and new software systems. This will take at least 2 years to complete.

During the year there were numerous events and extra-curricular activities for pupils throughout the school. September 1st saw the arrival of the youngest pupils on their first day at their new Primary School. There was great excitement as they discovered their new classrooms, art room, dining hall and all the other facilities in this purpose-built school for deaf children. The occasion was marked by BBC South Today on the evening news.

Another great excitement during the year was the King's Coronation, which pupils marked in a number of ways. The older children had a tea-party to mark the occasion and the Primary pupils welcomed the Mayor of Newbury who watched the children printing their own coronation t-shirts. Pupils went on many trips and outings, including a visit to the Roman remains at Littlecote, a chance to experience the life outdoors at Oxenwood for the Primary pupils. whilst pupils from Cole's Diner walked the canal path from Newbury to Hungerford - and back again.

The whole school joined together to mark Remembrance Day in a moving service in front of the Manor. Speech Day welcomed former pupils back to receive their awards for their many achievements during their time at Mary Hare. The sun shone for Sports Day and once again pupils of all ages showed their determination, teamwork and support for each other on the track and field.

On the May bank holiday, the School welcomed visitors to its Open Day. Thirty-six families were given tours of the site by year 11 pupils. The head prefects welcomed visitors with a talk about their time at Mary Hare, inspiring the young visitors and encouraging them to set their sights high during their school years.

Mental Health Awareness Week was marked activities organised by our Wellbeing team. Secondary pupils and staff enjoyed a Wellbeing Walk and used the time to connect with each other. Our Primary pupils played games around the beautiful grounds.



## Educational Achievements and Performance

### GCSE Results

The GCSE results were a demonstration of the hard work of the Year 11 students, with 72% of GCSE grades achieved at Grade 4 and above and 74% of students taking both English Language GCSE and Maths GCSE achieving a Grade 4 and above.

Jack Jennings, whose results included an 8 in English Language and 7 in Food Technology summed it up:

I am so relieved to have passed all nine of my GCSEs and, in particular, I am delighted to have achieved an 8 with Merit for English Language. I truly believe I could not have achieved these great results had I not moved to the Mary Hare School in Year 8. I would like to thank all my teachers and I am looking forward to Sixth Form at Mary Hare, studying A Level Economics and Media Studies, along with a BTEC in Business Studies plus AS Core Mathematics.

Another student, Eleanor Davis, achieved a 7 in Fine Art and a 6 in Textiles. Eleanor shared how she felt leading up to results day:

I felt nervous and scared before my results but I knew I had worked hard. Today I feel good, especially about my art and textiles, and also happy and proud of my friends.

Tilly Moutrie achieved an 8 in Mathematics and 7 in French, Chemistry and Performing Arts and shared her next plans for Sixth Form:

I am extremely pleased with my results and would never have gotten here without the amazing teachers at Mary Hare. I am now going into Sixth Form and will be studying Maths, Chemistry and French A Levels. I am especially proud of my French grade as this was always my favourite subject and I am now planning to get an A!



**Key Stage 4 GCSE results Summer 2023 summary**

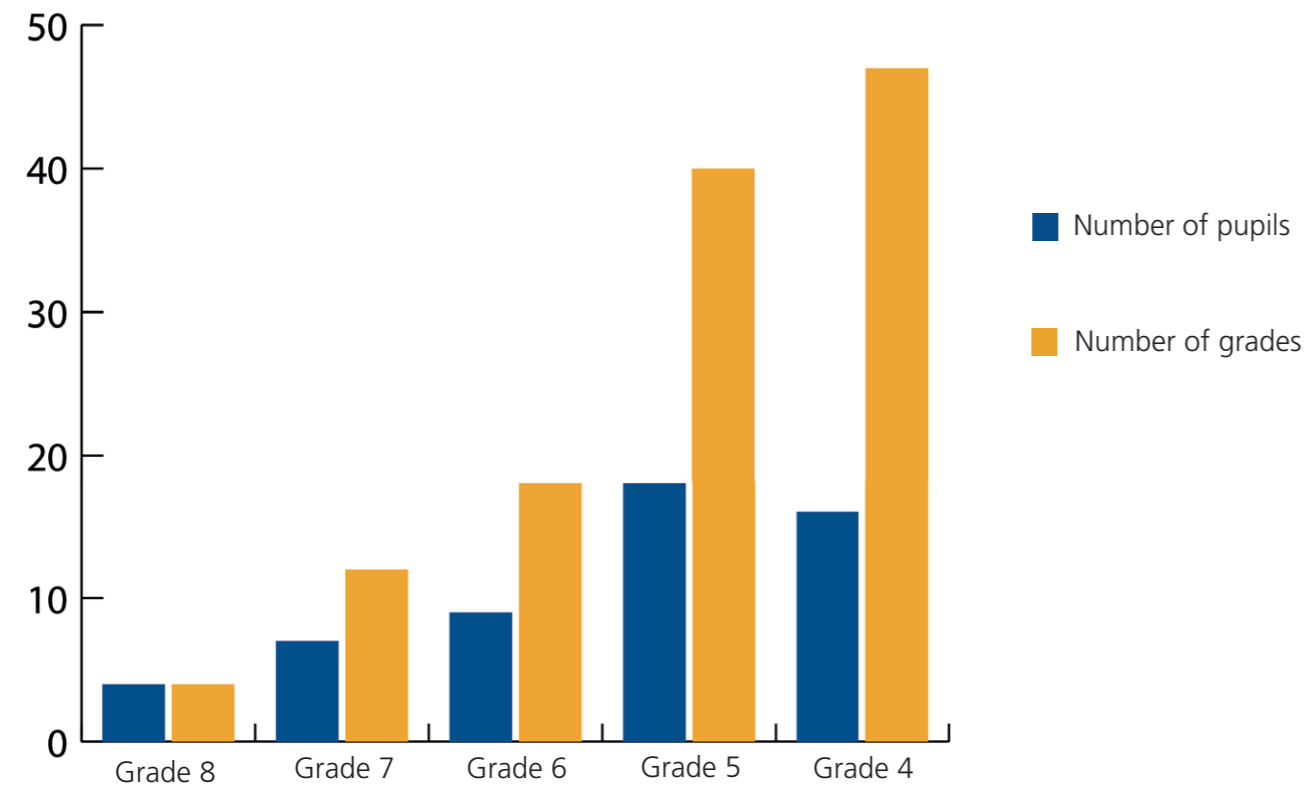
25 pupils took GCSE, Entry Levels and Level 1&2 courses exams at the end of Year 11. 72% of GCSE entries achieved grade 4 or above, with an average grade of 4.23.

**73% Mathematics**  
Overall percentage achieved levels 4-9. Four students (18%) gained a level 7 or above.

**74% English Language**  
Overall percentage achieved levels 4-9.

**79% English Literature**  
Overall percentage achieved 4-9.

19 students took Mathematics and English Language, 74% of students gained a Grade 4 or higher in both exams.



**Year 11 destinations**

8 students left Mary Hare at the end of Year 11. They left to go to mainstream colleges local to their home. The remainder moved on to the Sixth Form at Mary Hare.



**A Level and BTEC results summer 2023**

This year students achieved a 100% pass rate for grades A\* to E in A Levels and a Pass to Distinction \* in Level 3 Diplomas and BTECs. Students pursuing vocational qualifications at levels 1 and 2 also excelled, securing 100% of passes across qualifications including Beauty Therapy, Animal Care, Childcare, Catering and Construction, to name a few.

One student, Nicole, celebrate an A\* in her Level 3 Diploma in Childcare and reflected:

Achieving this grade in Childcare Level 3 has been an amazing way to end 2 years of essay writing and work placements. This will be a perfect stepping stone for me to study Occupational Therapy and then hopefully Play Therapy! Thank you so much to my teacher and TA for all their help and support.

Vernon achieved an A in Biology and Chemistry and a B in Mathematics and shared his plans for his next steps:

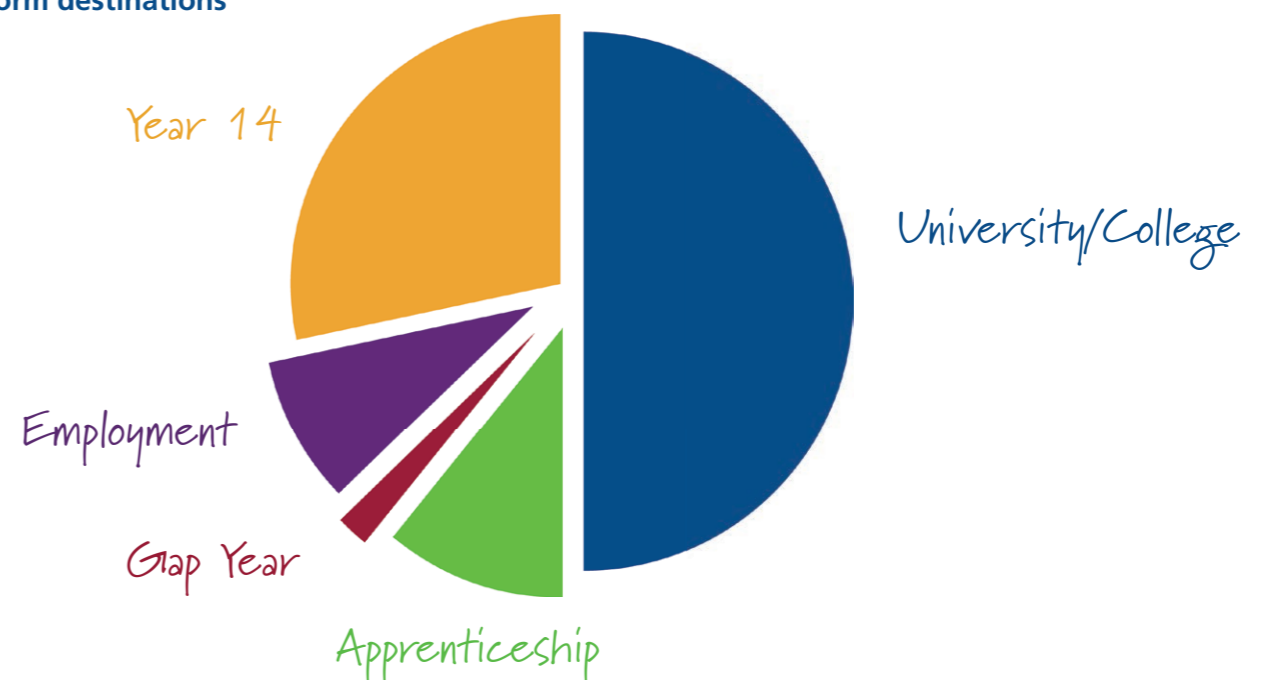
Looking at my results, I could not have been prouder. I have worked hard in every lesson and persevered through the years. This attitude is the reason I passed my exams with flying colours. I am looking forward to the next chapter of my life in University of Manchester to study Biomedical science.

Emily achieved two A\* and an A in Fine Art, Textiles, and Graphics and was involved in lots of arts projects in her time at Mary Hare.

I worked so hard. Some of the projects I really enjoyed and they made me feel happy. Thank you to my art teachers, they taught me everything. Now that I've passed my A Levels, I am going on to study Fine Art at University of Lancashire; I'm excited and at the same time nervous but I can't wait. I will miss Mary Hare.

Numerous stories of success are worthy of celebration as 100% of students were offered places in their first or second choice University placement, while others embarked on their next steps in college, apprenticeships, employment, or gap years. Students have accepted a range of courses including subjects such as Biomedical Sciences, Architecture, Childhood studies with therapeutic play, History, Fine Art and Graphics.

**Sixth Form destinations**



**Other achievements**

Throughout the year the Principal gives awards to students who have excelled in a wide range of ways.

Some examples this year included: Dylan, who demonstrated great care for the environment by picking up litter throughout the school; Lewis, who reached a fantastic milestone when he received a commendation certificate for his determination to learn how to swim, so that he could go on to participate in the school Swimming Gala; Year 7 pupil, Hazel, participated in the Newport Marathon completing the 2km Family Fun Run; and Kaiden was nominated for a commendation for his approach to speech and language therapy sessions. During the year he reached his full provision of individual therapy, achieved his speech therapy targets and showed great enthusiasm throughout his sessions.



Sixth Former Nicole is an activist at Young Minds, a mental health charity for children, young people and their parents. Nicole took part of their campaign #EndtheWait which also involved speaking in front of MPs in a 5 minute talk around the need for support for young people and their mental health.

Leading up to the event, I had been assigned as the Youth Speaker for the day. I spent hours on end preparing what I was going to say, and tried to think of all the different aspects of my journey and how this supported the #EndTheWait campaign that could be covered in 5 minutes. I had so much support from my mum and the staff from Young Minds. It was an amazing opportunity to talk to MPs and answer any questions they had regarding the campaign. Most MPs I spoke to were not that familiar with the work Young Minds do, so this event really spotlighted the whole ethos of the charity - working with young people to advocate for change for young people. Most MPs/ their secretaries listened attentively, and it felt as though they were keen to act and make a difference for the young people in their constituency.



**Streamlined Energy and Carbon Reporting (SECR)**

This is the first year of streamlined energy and carbon reporting for Mary Hare. Greenhouse gas (GHG) emissions and energy use data for the period 1 September 2022 to 31 August 2023 is as follows:

	UK GHG Emission and Energy Date 2022 - 23
Energy Consumption used to calculate emissions (KWh), all mandatory sources are included.	4,201,240.2
<b>Scope 1:</b> Emissions from the combustion of Gas Oil (tCO <sub>2</sub> e)	731.8
<b>Scope 1:</b> Emissions from the combustion of Natural Gas (tCO <sub>2</sub> e)	55.7
<b>Scope 1:</b> Emissions from the combustion of Fuel for Transport (tCO <sub>2</sub> e)	8.7
<b>Scope 2:</b> Emissions from purchased electricity (tCO <sub>2</sub> e)	207.9
<b>Scope 3:</b> Emissions from business travel in employee-owned vehicles, where mileage reimbursed by Mary Hare (tCO <sub>2</sub> e)	2.0
<b>Total Gross CO<sub>2</sub>e (tCO<sub>2</sub>e)</b>	1006.1
<b>Intensity Ratio:</b> Kg CO <sub>2</sub> e gross based on mandatory fields above per square metre of Gross Internal Area: (Kg CO <sub>2</sub> e m <sup>-2</sup> ), being 16,548m <sup>2</sup>	60.80 Kg CO <sub>2</sub> e m <sup>-2</sup>

**Methodology and Third Party Verification**

An evidence-based methodology was adopted in accordance with BS EN ISO 14064-3:2019, Section 4.3; verifiable data has been collected from the following sources:

**Energy Data:** Energy metering, Supplier invoices, summaries and statements, mileage logs for vehicle fleet expense claims for business mileage and correspondence with suppliers.

**Emission Conversions:** All emission factors for CO<sub>2</sub>e have been calculated using Defra Conversions 2023 in accordance with Defra guidelines, as the period covers four months of 2022 and eight months of 2023.

**Reporting Period:** The SECR disclosure is for the Financial year 1 September 2023 to 31 August 2023  
**Intensity Ratio:** The Intensity Ratio is based on the Gross Internal Area (GIA) as kilograms of Carbon-Dioxide equivalent (Kg CO<sub>2</sub>e m<sup>-2</sup>).

**Grey Fleet:** Where applicable, consumption was converted using Defra conversions, based on the information provided, miles reclaimed as a total cost at rates payable or miles claimed. Where size, type and fuel are unknown, these have been calculated using averages.





**Energy Action Plan**

A successful grant bid has facilitated the commissioning of consultants to develop a decarbonisation plan. The final report will be made available in Spring 2024 and recommendations will be considered for developing a long-term plan for reducing carbon emissions from activities.

Subject to capital expenditure prioritisation we will progress replacement of older legacy heating systems and lighting with more modern heat pump systems and LED lighting.

Mary Hare's Snelsmore Common Campus has approximately 55 acres of mature woodland. Each acre of woodland sequesters approximately 1.9 tCO<sub>2</sub> per annum (according to the Woodland Carbon Code) and therefore it is estimated that 105 tCO<sub>2</sub> helps to offset the total Greenhouse gas emissions by approximately 10%.

**Financial Review**

An analysis of Mary Hare's financial performance for the year by activity is as follows.

	2022/23	2021/22	2020/21
	£000	£000	£000
Mary Hare School	(504)	1,104	(370)
Burwood Centre	(53)	(66)	(61)
Trading Activities	250	202	55
	(308)	1,240	(377)
Joint Venture Activities	99	89	56
	(209)	1,329	(321)
Actuarial Gain/(loss) on DBPS	479	16,269	(1,250)
Pension costs	(97)	(1,428)	(1,146)
Exceptional item - Prior year accounts adjustment*	-	(216)	-
Exceptional item - Net gain on sale of Mill Hall	-	-	571
Exceptional item - Fundraising	444	1,530	2,066
<b>Total Surplus / (Deficit)</b>	<b>618</b>	<b>17,484</b>	<b>(80)</b>

The financial performance in 2022/23 was impacted by the external pressure from the general economic climate with significant pressure on costs, in particular, energy costs and the high general inflationary pressures through the year. Despite these pressures, overall the result for the year is encouraging. With the continuation of good levels of fundraised income thanks to the generosity of our donors and further growth in commercial activities contribution has helped offset the relatively small operational deficit.

Pupil numbers declined over the previous year with a large cohort leaving the Sixth Form having completed their studies. Additionally, there were fewer than expected new pupils at the Primary School, although these numbers have continued to rise since the opening of the new buildings. Despite the overall reduction in pupil numbers fee income was only marginally lower than the prior year at £14,525 (21/22 £14,551).

During the period the average number of employees rose by 2.7% to 301 (21/22 - 293) with full time equivalents being 250 (21/22 - 247). This increase was despite challenges in recruiting some vacancies which itself resulted in lower costs than anticipated. The majority of the additional roles are within Care reflecting the extra support needs of some students in our residential provision.

With the completion of the New Primary School in the previous year fundraised income was lower as expected, although still remains at a good level. The continued fundraised income into this financial period resulted in the Mary Hare Foundation and the Fundraising Team raising the target of £4 million, a remarkable achievement. The Mary Hare Trustees would like to acknowledge all the efforts by everyone involved in helping their vision become a reality.

Growth in income from the commercial activities continued this year following a strong performance post Covid-19 in 21/22. During the summer of 2023 the International Summer School was again held with more overseas students, again, helping the trading activities to deliver increased income over the previous year. Arlington Arts hosted more events in the year offering a wide variety of arts and cultural experiences.

Investment in the estate continued in 2022/23 with projects including the relaying of the main school driveway, a new lining for the School's swimming pool including further works replacing glazing in offices and residential houses. Given the age of some of the estate, there was also significant spend in the year for repairs and maintenance of core infrastructure including upgrades to some heating systems. The estates team also benefited from the acquisition of a new tractor.

The overall financial result has again been impacted by the annual revaluation of Mary Hare's share in the Royal County of Berkshire Pension Scheme (RCBPS), which following the exceptional positive movement in valuation saw a smaller improvement at 31 August 2023. In particular, changes in the discount rate during the year continued to positively impact the overall scheme valuation, resulting in an actuarial gain of £479k in the year for Mary Hare's share.



Mary Hare employees participate in three pension schemes:

- The Royal County of Berkshire Pension Scheme (RCBPS) defined benefit Scheme (closed to new members after 31 December 2018)
- The Teachers' Pension defined benefit Scheme (TPS); and
- The People's Pension defined contribution Scheme (established 1 January 2019 for all non-teaching staff joining from that date onwards).

The RCBPS scheme reflects the majority of Mary Hare's pension obligations. Each financial year end under the requirements of FRS 102, the amount of money owed to meet our pension obligations under the RCBPS has to be recalculated and netted against the revised asset value, resulting in a revised net liability or surplus.

For the accounting period ended 31 August 2022, pension scheme adjustments totalling £381k (net gain) were included, resulting in an overall liability under the scheme of £1,358k. This compares with a pension deficit liability in 2021/22 of £1,739k. The drivers for the valuation improvement were the financial assumptions used by the scheme actuary including the discount rate used is provided by pension advisers who refer to IBoxx AA rated over 15 years Corporate bond rates. The assumptions used in the valuation relate to the discount rate (investment return), pension increases and salary increase assumptions and are reviewed every year for the purposes of the FRS102 calculations.



The net cost included in the accounts includes losses on fixed asset investments of £766k, principally negated by interest received on assets of £714k. In addition, £308k of positive contribution related to changes in demographic assumptions aligned to average life expectancy impacting the period members' pensions are expected to be paid out for.

Every three years a formal actuarial valuation of the entire RCBPS is undertaken. Its purpose is to value the assets and liabilities of each individual employer and the pension fund as a whole, with a view to setting employer contribution rates that will result in each employer's liabilities becoming as close to fully funded as possible over the agreed recovery period usually several years away. The latest valuation has resulted in an increase in the regular employer contribution rate effective April 2023 for three years of 21.7%. Additionally, the lump sum payments from April 2023 have been reduced to £125k per annum. These changes are reflected in the financial strategy and reflected in the three year forecast projections.

The TPS is a multiemployer defined benefit scheme, as such, it is not possible or appropriate to segregate the assets or liabilities that are attributable to Mary Hare, therefore, under the requirements of FRS 102 Mary Hare accounts for this scheme as if it were a defined contribution scheme.

The overall cash balance at the year-end was £2,206k, a decrease of £4,626k from the prior year. This was driven by operational cash inflows of £2,186k netted against outflows of £6,812k which primarily related to the purchase of fixed assets (Primary School build £6,419k and other fixed asset additions £406k).

Excluding the FRS 102 pension adjustments Mary Hare returned an operating deficit of £504k.



Every three years a formal actuarial valuation of the entire RCBPS is undertaken. Its purpose is to value the assets and liabilities of each individual employer and the pension fund as a whole, with a view to setting employer contribution rates that will result in each employer's liabilities becoming as close to fully funded as possible over the agreed recovery period usually several years away. The latest valuation has resulted in an increase in the regular employer contribution rate effective April 2023 for three years to 21.7%. Additionally, the lump sum payments from April 2023 have been reduced to £125k per annum. These changes are reflected in the financial strategy and reflected in the three year forecast projections.

The TPS is a multi-employer defined benefit scheme, as such, it is not possible or appropriate to segregate the assets or liabilities that are attributable to Mary Hare, therefore, under the requirements of FRS 102 Mary Hare accounts for this scheme as if it were a defined contribution scheme.

The overall cash balance at the year-end was £3,100k, an increase of £894k from the prior year. This was driven by operational cash inflows of £1,252k netted against outflows of £358k which primarily related to the purchase of fixed assets £323k.

Excluding the FRS 102 pension adjustments Mary Hare returned an operating deficit of £504k.

### Plans for the Future

The year ahead sees a focus on encouraging reading for pleasure throughout both primary and secondary schools. New initiatives and strategies with both staff and peer to peer support will be introduced, monitored and evaluated to help pupils progress in reading. Initiatives such as the introduction of reading buddies and paired reading sessions will be introduced as interventions where this improves the experience for pupils.

With the primary school settled in to the new building 2023/24 sees a continuation of the "One School" approach with primary and secondary staff sharing knowledge and sequencing of curriculums between key stage 2 and 3. As an example ELS phonic scheme will be used throughout primary with dedicated time allocated for phonics progression and clear sequencing of phonics at points of transition.

Following a review of staff rotas in our care teams, alternative rotas and practice will be introduced leading to a better work life balance for staff, designated admin time within the day thereby freeing staff to be directly engaging even more with pupils during core hours.

During the year the marketing team will be evaluating our digital strategies, reviewing impact and through engagement with our key stakeholders adopting new strategies to grow our online social media presence.

Working with NVB Architects, the School is developing a new Masterplan for the campus. The plan has been drawn up in consultation with key stakeholders: pupils, staff and parents. Some of the key items that have been identified include: better sports facilities, improvements to the vocational studies facilities, parking as well as the aim of working towards a net zero campus. To this end a grant was secured enabling the School to employ consultants to examine current energy provision and how that might be made more sustainable in the future.



### Principal Risks and Uncertainties

The Trustees regularly examine the major risks facing Mary Hare. There are systems to monitor and mitigate any impact they may have on the organisation and the Trustees are satisfied that adequate systems are in place.

Mary Hare relies on the funding of pupil places by Local Authorities and Trustees are aware of the financial situation in many Local Authorities and the resultant barriers to placement families may face. The current economic climate with high inflation and pressures on public spending provides significant uncertainty in relation to fee income. The economic realities result in additional financial and operational risks in respect of rising costs, staff recruitment and retention and the costs of energy supplies.

Additionally, pupil numbers are a critical success factor at Mary Hare given fee income is the primary source of income. Lower than anticipated pupil numbers has the resultant effect of having to prioritise the opportunities for investment and tighter management of day to day costs. Mary Hare has a dedicated marketing and admissions team to attract new pupils and their families and supports them through the application, assessment, funding processes and introduction when starting at the school.

Too many of our pupils' families have to endure substantial effort and stress of fighting for their child's placement at Mary Hare, despite the school being successfully named in virtually all tribunal outcomes. Delays in tribunals being scheduled and heard has significantly deteriorated with some now approaching 12 months. This results in delays to pupils joining Mary Hare.

Trustees remain alert to the need of ensuring the highest possible level of safeguarding for our pupils, which is of paramount importance in this school setting. Procedures and practices are regularly inspected by Trustees, Ofsted, the pupils' home local authorities and independent third parties, and their reports are scrutinised by management and the Board.

Mary Hare is set in a rural location and as a residential special school relies on consistent utility supplies. Mary Hare has worked hard to establish good relationships with all key utility suppliers and is registered as a priority service. Plans are in place to manage a major utility outage with minimal impact to the operations. There is a continued programme in the estate infrastructure to minimise the risks of significant plant failure.

Cyber crime remains a significant issue globally and in recent years there has been an increase in attacks on education establishments. Mary Hare has secure systems in place with continual monitoring and defensive strategies to help reduce the risk to our systems and data.

### Remuneration of Key Management Personnel

Key Management Personnel are remunerated at appropriate levels by referencing the national teaching and school leadership scales and the National Joint Council. These are reviewed by the HR & Governance Committee of the Board of Trustees.

### Equality, Diversity and Inclusion

Mary Hare recognises the value of every individual and actively promotes equality of opportunity. It is a welcoming organisation where everyone is valued highly and where tolerance, honesty, co-operation, and mutual respect for others are fostered. Mary Hare believes firmly in equality of opportunity in employment and education. The school is committed to developing policies, practices and procedures that promote equality of opportunity and anti-discriminatory practices, and ensuring that job applicants, employees and pupils receive equal treatment.

Mary Hare aims to promote equality and tackle any form of discrimination, challenging opinions or behaviours in the organisation that are contrary to fundamental British values, including democracy, the rule of law, individual liberty and mutual respect and tolerance of different faiths, cultures and beliefs and actively promotes harmonious relationships in all areas of organisation life. The school seeks to remove any barriers to access, participation, progression, attainment and achievement.

Practice is underpinned by the following values, principles and standards:

- Acknowledging and valuing diversity;
- Respect for others;
- Compliance with equal opportunities legislation;
- Commitment to inclusion;
- Elimination of unfair prejudice and discrimination; and
- Commitment to the positive development of all staff and pupils.



### Reserves Policy

Reserves are that part of a charity's unrestricted funds that are freely available to spend on any of the charity's purposes. Trustees take a risk-based approach in developing and determining the reserves policy. Principally, free reserves are held to be used in the event of a sudden or unforeseen loss or reduction in income that threatens the viability of the organisation. Mary Hare currently holds reserves in the form of fixed assets, mostly buildings. However, these do not offer the same liquidity as free reserves as it would be difficult to dispose of them quickly in the event of an emergency.

Mary Hare's core income is derived from contracted fees from Local Authorities together with additional fee-based income from the Education and Skills Funding Agency (ESFA). Due to the nature and tenure of the fee contracts, a sudden and significant reduction in fee income is deemed low risk. Any significant reduction in pupil numbers is known with some certainty in advance allowing the organisation to plan and adapt its costs to reflect the lower income.

Due to the nature and timing of core income the end of the financial year is the lowest point in the organisation's annual cash cycle with this low point only occurring for a very short period. This is directly attributable to two key factors, the first being that the summer holiday is the largest net cash outflow period in the financial year and coincides with the lowest period of income when fee income is limited. However, invoices for contracted fees are issued in August ahead of a new academic year and generally paid in September, quickly raising the level of cash and liquid assets.

Due to the relative certainty of this contracted income Trustees regard the risk of maintaining low levels of liquid reserves immediately after the year end as low. Through its Finance Committee Trustees monitor the organisation's financial health including the cashflow position with regular reviews of management accounts, budgets and forecasts. Mary Hare is able to adapt its controllable operating costs to reflect changes in income including slowing or postponing planned major projects and capital expenditure.

Reflecting on the cyclical nature of cashflows, the contracted fee income and the ability to address quickly controllable costs, Trustees have set a target level of cash reserves of between £1.5m and £2.5m at the end of the financial year. This level of reserves enables the organisation to financially manage its operations in the event of small delays in settlement by Local Authorities to their invoiced fee income.

The Reserves Policy is reviewed by the Finance Committee and the full Board of Trustees annually.

### Public Benefit

Mary Hare provides education to its pupils within the national curriculum and meets the standards set by Ofsted. This meets a fundamental test for the advancement of education for public benefit identified by the Charity Commission. The education is restricted to pupils who are moderately, severely or profoundly deaf or who have other hearing difficulties. This class of beneficiaries has a particular common charitable need which justifies restricting the benefit to them because of the special nature of the education required.

In setting the school's objectives and planning its activities, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

### Environmental Initiatives

Mary Hare continues to undertake a series of environmental initiatives. A wide range of projects have been rolled out recently to reduce energy consumption. These include continuing investment in installation of modern efficient light fittings and a programme to install new double-glazing windows, and in the older boarding houses sensors and new radiator heat controls. Both of the newer secondary school buildings are partly heated by PV panels and in both the newer houses, the highest levels of insulation have been

incorporated. The new primary school is heated using air sourced heat pumps and additionally has PV panels located on the roof of the new boarding house.

During the year we have continued to engage with our waste management partner exploring opportunities to reduce waste and improve recycling. School management continue to engage with pupils who are keen to identify and implement new initiatives. A significant initiative to reduce the school's single use plastics was implemented and has included the elimination of plastic cups for water machines and fountains with all pupils now having their own drinking bottle.

We were successful in a bid for grant funding for the development of a de-carbonisation plan for the site. Consultants are now working with the School to review the existing facilities and infrastructure with the aim of developing the de-carbonisation plan by Spring 2024.

### Section 172(1) Statement

The Board of Trustees is able to report that it has complied with its duty to have regard to the matters in Section 172(1) (a-f) of the Companies Act 2006. Trustees individually and collectively act in good faith in making decisions, the outcome of which, Trustees consider will be most likely promote the successful achievement of the Charity's objects in current periods and in the long term. In discharging their duties Trustees carefully consider amongst other matters, the impact on and interests of, other stakeholders in the organisation and factor these into their decision-making process. In particular:

#### Pupils and Families

Trustees commit considerable time, effort and resources into understanding and responding to the needs of pupils and their families. All Trustee decisions are taken with the impact on pupils and families firmly in mind, with the aim of seeking to achieve the best possible outcome for each pupil - to achieve their full potential. Trustees aim to continually build expertise in deaf education that further develops a curriculum which provides fulfilment to all our students and facilitates their becoming engaged members of society.

#### Employees

Trustees receive through its HR and Governance Sub-Committee regular updates and information on a variety of staff matters and metrics. This Sub-Committee meets at least four times each year, has the Head of HR attending and discusses a variety of staff related matters including HR strategy, handbooks, policies, People initiatives and metrics. A staff representative attends each meeting of the full Board of Trustees providing a direct two-way dialogue between staff and the Trustees. Using the organisation's recruitment and development strategies, Trustees seek to attract and retain talented staff. Trustees are committed to promoting a healthy workforce comprising both physical and mental wellbeing.

The organisation embraces diversity and aims to employ a workforce that reflects this. In seeking to achieve a balanced workforce at all levels, the organisation ensures that no prospective employee or existing employee who is an applicant will be disadvantaged or treated less favourably because of conditions or requirements that are not related to the job. Reasonable adjustments will be made to arrangements and premises to ensure equal access for employees or potential employees who have particular needs or disabilities.

#### Suppliers

Trustees have established organisation procedures and protocols, primarily through its Financial Management and Health and Safety policies, ensuring external suppliers are individually compliant with the health and safety, regulatory and financial security standards required by Mary Hare. The organisation seeks to pay all suppliers any undisputed amounts due within agreed terms. Mary Hare has established financial controls for the safety and security of supplier bank information, reducing the risk of fraud against either the supplier or



Mary Hare. Mary Hare has procurement procedures in place that ensure fair competition amongst suppliers and aims to achieve the best value for the organisation.

### Community and the environment

Mary Hare takes its role within the community very seriously and promotes and encourages community and charitable contribution as part of the overall public benefit provided by the Charity. Although only a minority of pupils are from the immediate local community, Mary Hare is an important local employer and is well-respected within the local community for its engagement and the commercial and voluntary use of its facilities, including the Arlington Arts Centre and swimming pool.

The organisation also recognises the importance of its environmental responsibilities and is increasingly introducing measures to monitor and control its impact on the local environment and compliance with regulatory environmental standards. Work continues to engage with staff and pupils, implementing policies and initiatives aimed at reducing any potential detrimental environmental impact of its activities.

### Standards and conduct

Mary Hare sets itself high standards in the way it manages its relationships with families, pupils, staff, suppliers, customers and the wider community. The overall approach is founded on the principles of acknowledging and valuing diversity, respect for others, compliance with equal opportunities legislation, commitment to inclusion, elimination of unfair prejudice and discrimination, and a commitment to the positive development of all staff and pupils. This is supported by a number of codes of practice and policies relating to behavioural and ethical standards, both individually and collectively as an organisation. These are clearly communicated to every staff member at induction and through regular training and development days and adherence to which is expected and enforced.



### Accounting Responsibilities

The Trustees (who are also directors of Mary Hare for the purposes of company law) are responsible for preparing the Trustees' report (including the Group strategic report) and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the group and of the incoming resources and application of resources, including the income and expenditure, of the group for that period. In preparing these accounts, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the group and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Statement of Disclosure

So far as the Trustees are aware at the time the report is approved:

- there is no relevant audit information of which the charitable company's auditors are unaware, and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information (s. 234ZA(2)).

### Auditor

The auditors, Crowe U.K. LLP, will be proposed for reappointment in accordance with Section 485 of the Companies Act 2006.

Approved by order of the members of the board of Trustees and signed on their behalf by:

**A J Strivens (Chair)**  
(Chair of Trustees)

Date: 20th March 2024



## Independent Auditor's Report to the members of Mary Hare

### Opinion

We have audited the financial statements of Mary Hare for the year ended 31 August 2023 which comprise the consolidated Statement of Financial Activities, the consolidated Summary Income and Expenditure Account, the Group and Company Balance Sheets, the consolidated Cash flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

### Basis for opinion

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

### Conclusions relating to going concern

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 group's or 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.

Crowe U.K. LLP is a limited liability partnership registered in England and Wales with registered number OC307043. The registered office is at 55 Ludgate Hill, London EC4M 7JW. A list of the LLP's members is available at the registered office. All insolvency practitioners in the firm are licensed in the UK by the Insolvency Practitioners Association. Crowe U.K. LLP is a member of Crowe Global, a Swiss Verein. Each member firm of Crowe Global is a separate and independent legal entity. Crowe U.K. LLP and its affiliates are not responsible or liable for any acts or omissions of Crowe Global or any other member of Crowe Global.

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## Independent Auditor's Report to the members of Mary Hare (continued)

### 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.

### Opinions on other matters 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' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

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

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

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

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

### Responsibilities of trustees

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

## Independent Auditor's Report to the members of Mary Hare *(continued)*

In preparing the financial statements, the trustees are responsible for assessing the group's or 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.

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

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

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context were the Education Act, Employment Law, Health and Safety, General Data Protection Regulations, Safeguarding and Food Standards.

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

We identified the greatest risk of material impact on the financial statements is from irregularities, including fraud, to be within the override of controls by management. Our audit procedures to respond to these risks

## Independent Auditor's Report to the members of Mary Hare *(continued)*

included enquiries of management, and the Finance Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

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

### Use of our report

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



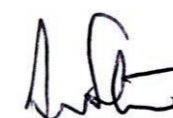
Janette Joyce  
Senior Statutory Auditor  
For and on behalf of  
**Crowe U.K. LLP**  
Statutory Auditor  
Reading

	Notes	Restricted Funds £000	Unrestricted Funds £000	Total 31 August 2023 £000	Total 31 August 2022 £000
<b>Income from:</b>					
Donations and legacies	4	925	-	925	1,923
Charitable activities	5	-	14,525	14,525	14,559
Other trading activities	6, 14	-	536	536	451
Investments		-	35	35	3
Other income	7	-	33	33	41
<b>Total income</b>		<b>925</b>	<b>15,129</b>	<b>16,054</b>	<b>16,977</b>
<b>Expenditure on:</b>					
Raising funds:					
Voluntary income		-	16	16	18
Other trading activities	14	-	286	286	249
Charitable activities:					
Charitable activities	8	476	15,103	15,579	14,095
Pension scheme costs		-	97	97	1,428
Governance		-	36	36	61
<b>Total Expenditure</b>		<b>476</b>	<b>15,538</b>	<b>16,014</b>	<b>15,851</b>
Net income from investments in joint ventures		-	99	99	89
<b>Net income/(expenditure) Transfer between funds</b>	17	<b>449 (154)</b>	<b>(310) 154</b>	<b>139 -</b>	<b>1,215 -</b>
<b>Net movement in funds before toher recognised gains/(losses)</b>		<b>295</b>	<b>(156)</b>	<b>139</b>	<b>1,215</b>
<b>Other recognises gains/(losses) actuarial gains/(losses) on defined benefit pension schemes</b>	24	<b>-</b>	<b>479</b>	<b>479</b>	<b>16,269</b>
<b>Net movement in funds</b>		<b>295</b>	<b>323</b>	<b>618</b>	<b>17,484</b>
<b>Reconciliation of funds:</b>					
Total fund brought forward		6,080	11,927	18,007	523
Net movement in funds		295	323	618	17,484
<b>Total fund carried forward</b>		<b>6,375</b>	<b>12,250</b>	<b>18,625</b>	<b>18,007</b>

All activities relate to continuing operations. The Statement of Financial Activities includes all gains and losses recognised in the period. The group's share of turnover from joint ventures was £310,000 (2022: £311,000). The notes on pages 34 to 58 form part of these financial statements.

	Notes	2023		2022	
		£000	£000	£000	£000
<b>Fixed assets</b>					
Tangible assets	13		19,288		19,509
Investments	14		71		76
			<b>19,359</b>		<b>19,585</b>
<b>Current assets</b>					
Stocks		52		55	
Debtors	15	2,038		1,915	
Cash at bank and in hand		3,100		2,206	
		<b>5,190</b>		<b>4,176</b>	
Creditors: amounts falling due within one year	16	(4,567)		(4,015)	
<b>Net current assets</b>			<b>623</b>		<b>161</b>
<b>Total assets less current liabilities</b>	24		<b>19,982</b>		<b>19,746</b>
Defined benefit pension scheme liability			(1,357)		(1,739)
<b>Total net assets</b>			<b>18,625</b>		<b>18,007</b>
<b>Charity Funds</b>					
Restricted funds	17		6,375		6,080
Unrestricted funds					
Unrestricted funds excluded pension deficit	17	13,607		13,666	
Defined benefit pension scheme liability	17	(1,357)		(1,739)	
Total unrestricted funds	17		<b>12,250</b>		<b>11,927</b>
<b>Total funds</b>	19		<b>18,625</b>		<b>18,007</b>

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



**A J Strivens**  
Trustee

Date: 20th March 2024





	Notes	2023		2022	
		£000	£000	£000	£000
<b>Fixed assets</b>					
Tangible assets	13		<b>19,288</b>		19,508
Investments	14		-		-
			<b>19,288</b>		19,508
<b>Current assets</b>					
Stocks		<b>41</b>		44	
Debtors	15	<b>2,123</b>		2,256	
Cash at bank and in hand		<b>2,787</b>		1,741	
		<b>4,951</b>		4,041	
Creditors: amounts falling due within one year	16	<b>(4,468)</b>		(3,941)	
<b>Net current assets</b>			<b>483</b>		100
<b>Total assets less current liabilities</b>	24		<b>19,771</b>		19,608
Defined benefit pension scheme liability			<b>(1,357)</b>		(1,739)
<b>Total net assets</b>			<b>18,414</b>		17,869
<b>Charity Funds</b>					
Restricted funds	17		<b>6,375</b>		6,080
Unrestricted funds					
Unrestricted funds excluded pension deficit	17	<b>13,396</b>		13,528	
Defined benefit pension scheme liability	17	<b>(1,357)</b>		(1,739)	
Total unrestricted funds	17		<b>12,039</b>		11,789
<b>Total funds</b>	19		<b>18,414</b>		17,869

The net surplus of the parent company was £545,000 (2022: £17,469,000).

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



**A J Strivens**

Trustee

Date: 20th March 2024

	Notes	2023 £000	2022 £000
<b>Cash flows from operating activities</b>			
Net cash used in operating activities	20	<b>1,252</b>	2,186
<b>Cash flows from investing activities</b>			
Dividends, interest and rents from investments		<b>(35)</b>	(3)
Proceeds from the sale of tangible fixed assets		-	16
Prurchase of tangible fixed assets		<b>(323)</b>	(6,825)
<b>Net cash used in investing activities</b>		<b>(358)</b>	(6,812)
<b>Change in cash and cash equivalents in the period</b>			
Cash and cash equivalents at the beginning of the period		<b>2,206</b>	6,832
<b>Cash and cash equivalents at the end of the period</b>	21	<b>3,100</b>	2,206

The notes on pages 34 to 58 form part of these financial statements



**1. Charity Information**

The School's principal activity in the period under review was the provision of education for deaf children using an auditory oral method with spoken and written English and the use of the best technology at its heart. The incorporated charity (registered number 03085006 and charity number 1048386), is incorporated and domiciled in the UK. The address of the registered office is Arlington Manor, Snelsmore Common, Newbury, Berkshire, RG14 3BQ.

**2. Accounting Policies****a) Basis of preparation of financial statements**

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

Mary Hare meets the definition of a public benefit entity under FRS 102.

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

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

**b) Going concern**

The Trustees have reviewed Mary Hare's available funds and expected future cash outflows alongside anticipated demand for school places and have a reasonable expectation that the organisation has adequate resources to continue its activities into the foreseeable future. This decision has been taken with consideration of the potential impacts of the wider economic environment on Mary Hare's operational activities and finances.

Trustees believe that the organisation can continue to manage its operations, provide safe levels of staffing cover and have sufficient reserves to deal with any related additional expenditure. Cost management remains a high priority with the organisation's finances being continually monitored by the Executive Team and Trustees. The Board of Trustees regularly reviews and updates the organisation's three-year plan, providing further reassurance of the financial strategy and its sustainability. In conclusion, the Trustees continue to adopt the going concern basis in preparing the financial statements.

**c) Fund accounting**

The nature and purpose of each fund are explained in note 17.

**d) Fees and similar income****Fees**

Fees receivable and charges for services and use of premises are accounted for in the period in which the service is provided.

**2. Accounting Policies (continued)****Donations and legacies**

Income from donations and legacies is recognised in the year in which the school becomes legally entitled to the relevant income and the amount can be quantified with reasonable certainty.

Donations received for the general purposes of the charity are included within unrestricted funds.

Donations for activities restricted by the provider are taken to restricted funds where these wishes are legally binding on the Trustees.

Donations in kind are reflected in the financial statements at their estimated value to Mary Hare.

**Grants receivable**

Grants are normally recognised as income in the period to which they relate.

Grants received in respect of property or other fixed asset additions are credited to a fixed asset grant fund within restricted funds. An annual transfer to unrestricted funds is made in respect of the amortisation of the grants over the estimated useful life of the relevant asset.

**Deferred income**

Income is deferred for grants and other income where a deposit or receipt for a future service has been received.

**e) Expenditure**

All expenditure is included on an accruals basis and is recognised where there is a legal or constructive obligation to pay. Expenditure is shown gross of any irrecoverable VAT.

**Fundraising and publicity costs**

Fundraising and publicity costs to promote the awareness of Mary Hare with the aim of generating fees and increasing donated income are treated as costs of generating funds.

Other informative publicity is treated as charitable expenditure.

**f) Group financial statements**

The financial statements consolidate the results of the charity, Mary Hare, and its wholly owned subsidiary, Mary Hare Services Ltd. The financial statements also reflect the group's share of the retained profit, assets and liabilities in respect of its investments in 50% joint ventures (all unaudited), the Hearing Aid Repair Shop (UK) Ltd and Mary Hare Hearing Centres LLP, in accordance with the Charities SORP (FRS 102).

The accounting treatment is to reflect these transactions, assets and liabilities on a gross basis. Income received by Mary Hare and Mary Hare Services Ltd as Gift Aid, management charges and rent is included as net income from investments in joint ventures. The joint venture in Mary Hare Total Hearing Solutions Ltd is not consolidated into the financial statements on the grounds of the entity being dormant and its net liability position being immaterial.



## 2. Accounting Policies (continued)

### g) Tangible fixed assets and depreciation

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

Assets in the course of construction are included at costs incurred to date. Depreciation on these assets is not charged until they are brought into use.

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

Depreciation is provided on the following bases:

- Freehold property - 2% on cost
- Improvements to freehold property - 10% on cost
- Motor vehicles, tractors & mechanical implements - 20% on cost
- Furniture, fittings & equipment - 10% and 25% on cost

Items costing in excess of £1,000 with an estimated useful life of several years are capitalised and depreciated. Items costing less than £1,000 are written off as an expense when acquired.

### h) Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities.

#### **Investments in subsidiaries are valued at cost less provision for impairment.**

Investments in joint ventures are stated at the amount of the group's share of net assets. The Consolidated Statement of Financial Activities includes the group's share of the joint ventures' net income or expenditure using the equity accounting basis.

### i) Operating leases

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

### j) Stocks

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

### k) Debtors

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

## 2. Accounting Policies (continued)

### l) Cash at bank and in hand

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

### m) Liabilities

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

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

### n) Financial instruments

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

### o) Pensions

Teaching staff employed by Mary Hare are eligible for membership of the Teachers' Pension Scheme, which is a national, statutory contributory, unfunded defined benefit scheme administered by the Teachers Pension Agency, an executive agency of the Department for Education. Pension costs are assessed in accordance with the advice of the Government Actuary. As this is a multi-employer scheme whose assets and liabilities are not separately identifiable, under Charities SORP (FRS 102) it is treated as a defined contribution scheme with a charge to the financial statements for the contributions paid and relevant disclosures about the scheme as a whole provided in note 24.

Mary Hare has a funded defined benefit scheme for those members of staff who are not eligible to join the Teachers' Pension Scheme. The assets of this scheme are administered by the Royal County of Berkshire Pension Scheme. This is also a multi-employer scheme, but the assets and liabilities relating to Mary Hare are separately identifiable and are accounted for as belonging to Mary Hare.

The financial statements take account of the annual valuation of the defined benefit scheme undertaken by the pension fund's actuaries. The scheme deficit is the shortfall of the value of the assets of the scheme compared with the present value of scheme liabilities. The deficit is shown as a liability in the balance sheet.

The current service cost, expected return on pension scheme assets, interest on pension scheme liabilities and past service gains and costs are within the resources expended section of the Statement of Financial Activities. Actuarial gains and losses arising from updating the latest actuarial valuation to reflect conditions at the balance sheet date are recognised in the gains and losses section of the Statement of Financial Activities. More details are included in note 24.

Mary Hare also operates the People's Pension defined contribution scheme and the pension charge represents the amounts payable by the group to the fund for the period.

## 3. Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.



### 3. Critical accounting estimates and areas of judgement (continued)

#### Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

#### Critical areas of judgement:

##### Pensions (see note 24)

The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost or income for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 24, will impact the carrying amount of the pension liability. Furthermore, a roll forward approach which projects results from the latest full actuarial valuation performed at 31 March 2022 has been used by the actuary in valuing the pensions liability at 31 August 2023. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

The asset values are reported using estimated asset allocations prepared by the scheme Actuary. The asset value is calculated at each triennial valuation. Thereafter it is rolled forward to accounting dates using investment returns, contributions received, and benefits paid out. During each annual reporting period between triennial valuations, asset returns are estimated using 11 months of market experience and 1 month of projected experience.

### 4. Income from donations and legacies

	Restricted Funds £000	Unrestricted Funds £000	Total 31 August 2023 £000	Total 31 August 2022 £000
Donations from Mary Hare Foundation	444	-	444	1,530
Legacy reversal	-	-	-	(140)
Other donations	3	-	3	15
DfE grants received	478	-	478	518
	925	-	925	1,923
<b>Total 2022</b>	<b>1,834</b>	<b>89</b>	<b>1,923</b>	<b>1,923</b>

### 5. Income from charitable activities

	Restricted Funds £000	Unrestricted Funds £000	Total 31 August 2023 £000	Total 31 August 2022 £000
Schools fees	-	14,254	14,254	14,227
Burwood centre for childhood deafness fees	-	33	33	28
Hertfordshire University/Oxford Brookes training courses	-	232	232	197
Music Therapy	-	6	6	6
Other educational income	-	-	-	101
	-	14,525	14,525	14,559
<b>Total 2022</b>	<b>98</b>	<b>14,461</b>	<b>14,559</b>	<b>14,559</b>

### 6. Other trading activities

Other trading activities represents the turnover of the trading subsidiary, Mary Hare Services Limited, net of gift aid and management fees which have been eliminated on consolidation.

### 7. Other income

	Unrestricted Funds £000	Total 31 August 2023 £000	Total 31 August 2022 £000
Other income	33	33	25
Profit on disposal of tangible assets	-	-	16
	33	33	41
<b>Total 2022</b>	<b>41</b>	<b>41</b>	<b>41</b>

### 8. Analysis of expenditure on charitable activities

#### Summary by fund type

	Restricted Funds £000	Unrestricted Funds £000	Total 31 August 2023 £000	Total 31 August 2022 £000
Teaching and support costs	225	9,321	9,546	10,439
Welfare	-	3,774	3,774	3,358
Premises	251	2,105	2,356	1,726
Governance	-	36	36	61
	476	15,236	15,712	15,584
<b>Total 2022</b>	<b>477</b>	<b>15,107</b>	<b>15,584</b>	<b>15,584</b>



8. Analysis of expenditure on charitable activities (continued)

Summary of expenditure type

	Staff Costs £000	Depreciation £000	Other Costs £000	Total 31 August 2023 £000	Total 31 August 2022 £000
Teaching and support costs	8,550	82	914	9,546	10,439
Welfare	3,176	-	598	3,774	3,358
Premises	246	461	1,649	2,356	1,726
Governance	-	-	36	36	61
	11,972	543	3,197	15,712	15,584
<b>Total 2022</b>	<b>12,118</b>	<b>372</b>	<b>3,094</b>	<b>15,584</b>	<b>15,584</b>

9. Analysis of expenditure by activities

	Activities undertaken directly £000	Support cost £000	Total 31 August 2023 £000	Total 31 August 2022 £000
Teaching and support costs	7,826	1,720	9,546	10,439
Welfare	3,774	-	3,774	3,358
Premises	1,895	461	2,356	1,726
Governance	-	36	36	61
	13,495	2,217	15,712	15,584
<b>Total 2022</b>	<b>13,377</b>	<b>2,207</b>	<b>15,584</b>	<b>15,584</b>

Analysis of support costs

	Total 31 August 2023 £000	Total 31 August 2022 £000
Staff costs	1,060	1,060
Depreciation	543	372
Other costs	578	714
Governance costs	36	61
	2,217	2,207

10. Auditors' remuneration

	Total 31 August 2023 £000	Total 31 August 2022 £000
<b>Fees payable to the company's auditor for:</b>		
The audit of the company's annual accounts	22	20
The audit of the subsidiary annual accounts	5	5
All non-audit services not included above	3	3

11. Staff costs

	Group 31 August 2023 £000	Group 31 August 2022 £000	Company 31 August 2023 £000	Company 31 August 2022 £000
Wages and salaries	9,347	8,790	9,292	8,745
Social security costs	864	791	864	791
Other pension costs	1,761	2,582	1,761	2,582
	11,972	12,163	11,917	12,118

Included within other pensions costs are costs of £ 97,000 (2022: £1,428,000) relating to the Royal County of Berkshire Pension Scheme. Of this amount, cost of £ 40,000 (2022: £1,160,000) represents the service cost less employer contributions during the year and costs of £57,000 (2022: £268,000) represents the net return on assets as shown in note 24.

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

	Total 31 August 2023	Total 31 August 2022
Teaching staff	64	64
Care staff	72	66
Teaching support	78	76
Management and administration	36	34
Catering, cleaning and maintenance	43	45
Burwood Centre for childhood deafness	2	2
Arlington Arts Centre	6	6
<b>Total</b>	<b>301</b>	<b>293</b>



### 11. Staff costs (continued)

The average headcount expressed as full-time equivalents was:

	Total 31 August 2023	Total 31 August 2022
Teaching staff	58	59
Care staff	57	54
Teaching support	60	62
Management and administration	32	29
Catering, cleaning and maintenance	37	39
Burwood Centre for childhood deafness	2	1
Arlington Arts Centre	4	5
	<b>250</b>	<b>249</b>

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

	Group 31 August 2023	Group 31 August 2022
In the band £60,001 - £70,000	1	1
In the band £70,001 - £80,000	3	1
In the band £80,001 - £90,000	1	2
In the band £90,001 - £100,000	-	1
In the band £100,001 - £110,000	1	-
In the band £110,001 - £120,000	1	1

With the exception of the Principal, neither the Trustees nor persons connected with them received any remuneration or other benefits during the period other than the reimbursement of travel expenses incurred. Total reimbursements during the period were £ 271 (2022: £166) in respect of 3 trustees (2022: 1 trustee). All other trustees incurred expenses without reimbursement.

The seven (2022: six) employees receiving a salary above £60,000 this year are also accruing benefits either under a defined contribution or a defined benefit scheme (Teachers' Pension Scheme, The Royal County of Berkshire Pension Scheme and The People's Pension Scheme). The contributions in the year were £124,000 (2022: £122,000).

The charity considers its key management personnel comprise the trustees and senior management team as noted on page 1. The total employment benefits, including employer pension contributions and social security costs, of the key management personnel for the year were £659,000 (2022: £599,000).

### 12. Parent company results

The parent company has taken advantage of Section 408 Companies Act 2006 in not preparing its own Statement of Financial Activities.

The net surplus of the parent company was £545,000 (2022: £17,469,000).

### 13. Tangible fixed assets

#### Groups and Company

	Freehold property £000	Freehold improvements £000	Furniture, fittings and equipment £000	Motor vehicles, tractors and mechanical implements £000
<b>Costs or Valuation</b>				
at 1 September 2022	20,256	-	3,223	194
Additions	5	119	197	2
Disposals	-	-	-	(27)
At 31 August 2023	20,261	119	3,420	169
<b>Depreciation</b>				
at 1 September 2022	1,315	-	2,707	143
Charge for the period	351	9	167	16
On disposals	-	-	-	(27)
at 31 August 2023	1,666	9	2,874	132
<b>Net book value</b>				
<b>At 31 August 2023</b>	<b>18,595</b>	<b>110</b>	<b>546</b>	<b>37</b>
At 31 August 2022	18,941	-	516	51

All tangible fixed assets owned by the group are held within the parent company, Mary Hare.

For both the group and the company, included in freehold property is freehold land at valuation of £3,600,000 (2022: £3,600,000) which is not depreciated.



#### 14. Fixed asset investments

Group	Investment in joint ventures £000
<b>Cost or valuation</b>	
At 1 September 2022	76
Movement	(5)
At 31 August 2023	<b>71</b>
<b>Net book value</b>	
<b>At 31 August 2023</b>	<b>71</b>
At 1 September 2022	76

The charity holds £2 investment, this is a 100% shareholder in Mary Hare Services Limited (company no, 03280117), a subsidiary which is used to carry out trading activities including letting the buildings and grounds of Mary Hare, providing catering and other function facilities where required, sale of sculptures, and the provision of training. Its registered office is as per Note 1.

	31 August 2023 £000	31 August 2022 £000
Income	536	437
Expenditure	(401)	(341)
Income from joint venture	93	24
<b>Profit for the period/year</b>	<b>228</b>	<b>120</b>

	31 August 2023 £000	31 August 2022 £000
Net assets	166	88
	<b>166</b>	<b>88</b>

Expenditure includes a management charge paid to the School of £115,000 (2022: £92,000) which is eliminated on consolidation. Gift Aid of £146,056 (2022: £168,694) is donated to the School and is also eliminated on consolidation.

#### 14. Fixed asset investments (continued)

The group's joint venture investments comprise:

The subsidiary's investment in the Hearing and Repair Shop (UK) Ltd, Mary Hare Total Hearing Solutions Ltd and Mary Hare Hearing Centres LLP. All are incorporated in England and Wales.

	31 August 2023 £000	31 August 2022 £000
Share of gross assets	158	198
Share of gross liabilities	(87)	(122)
	<b>71</b>	<b>76</b>

#### 15. Debtors

	Group 31 August 2023 £000	Group 31 August 2022 £000	Company 31 August 2023 £000	Company 31 August 2022 £000
Trade debtors	1,834	1,745	1,831	1,740
Amounts owed by group undertakings	53	53	144	400
Other debtors	5	37	2	36
Prepayments and accrued income	146	80	146	80
	<b>2,038</b>	<b>1,915</b>	<b>2,123</b>	<b>2,256</b>

#### 15. Creditors: Amounts falling due within one year

	Group 31 August 2023 £000	Group 31 August 2022 £000	Company 31 August 2023 £000	Company 31 August 2022 £000
Trade creditors	383	158	378	151
Other taxation and social security	453	400	405	371
Other creditors	522	601	511	601
Deferred income	3,209	2,856	3,174	2,818
	<b>4,567</b>	<b>4,015</b>	<b>4,468</b>	<b>3,941</b>

	Group 31 August 2023 £000	Group 31 August 2022 £000	Company 31 August 2023 £000	Company 31 August 2022 £000
Deferred income at 1 September 2022	2,856	2,454	2,818	2,405
Resources deferred during the period	(2,856)	(2,454)	(2,818)	(2,405)
Amounts released from previous period	3,209	2,856	3,174	2,818
	<b>3,209</b>	<b>2,856</b>	<b>3,174</b>	<b>2,818</b>



17. Statement of funds

Statement of funds: current period

	Balance at 1 September 2022 £000	Income £000	Expenditure £000	Taxation £000	Transfers in/out £000	Gains/Losses £000	Balance at August 2023 £000
<b>Unrestricted funds</b>							
<b>Designated funds</b>							
Art and Design Centre	168	-	-	-	(6)	-	162
Sixth Form Centre fund	654	-	-	-	(28)	-	626
Property grants fund	517	-	-	-	(23)	-	494
Arlington Arts Centre	1,381	-	-	-	(38)	-	1,343
	2,720	-	-	-	(95)	-	2,625
<b>General funds</b>							
Reserves	9,475	15,129	(15,441)	-	(352)	99	8,910
Revaluation reserve	1,471	-	-	-	601	-	2,072
Pension reserve	(1,739)	-	(97)	-	-	479	(1,357)
	9,207	15,129	(15,538)	-	249	578	9,625
	11,927	15,129	(15,538)	-	154	578	12,250

17. Statement of funds (continued)

	Balance at 1 September £000	Income £000	Expenditure £000	Taxation £000	Transfers in/out £000	Gains/Losses £000	Balance at August 2023 £000
<b>Restricted funds</b>							
Burwood centre for childhood deafness	2	-	-	-	-	-	2
Group Hearing project	8	35	-	-	(7)	-	36
Arlington Arts Centre car park	16	-	-	-	(2)	-	14
The Big Lottery Fund	139	-	-	-	(4)	-	135
Nordoff Robbins	93	-	-	-	(3)	-	90
Swimming Pool	375	-	-	-	(9)	-	366
Devolved formula capital	119	255	(251)	-	-	-	123
Teachers pay grant	-	37	(37)	-	-	-	-
16-19 Bursary	8	-	-	-	(2)	-	6
Teachers pension grant	-	188	(188)	-	-	-	-
Murray House	1,573	-	-	-	(40)	-	1,533
Howard House II	151	-	-	-	(2)	-	149
New Primary School	3,596	310	-	-	(78)	-	3,828
JC Hall	-	100	-	-	(7)	-	93
	6,080	925	(476)	-	(154)	-	6,375
<b>Total of funds</b>	18,007	16,054	(16,014)	-	-	578	18,625





17. Statement of funds (continued)

Statement of funds: prior period

	Balance at 1 September 2021 £000	Income £000	Expenditure £000	Taxation £000	Transfers in/out £000	Gains/ Losses £000	Balance at August 2022 £000
<b>Unrestricted funds</b>							
<b>Designated funds</b>							
Art and Design Centre	175	-	-	-	(7)	-	168
Sixth Form Centre fund	686	-	-	-	(32)	-	654
Property grants fund	543	-	-	-	(26)	-	517
Arlington Arts Centre	1,425	-	-	-	(44)	-	1,381
New Primary School	140	-	-	-	(140)	-	-
School renovations	49	-	-	-	(49)	-	-
	3,018	-	-	-	(298)	-	2,720
<b>General funds</b>							
Reserves	8,048	15,045	(13,946)	-	239	89	9,475
Revaluation reserve	1,471	-	-	-	-	-	1,471
Pension reserve	(16,580)	-	(1,428)	-	-	16,269	(1,739)
	(7,061)	15,045	(15,374)	-	239	16,358	9,207
	(4,043)	15,045	(15,374)	-	(59)	16,358	11,927

17. Statement of funds (continued)

	Balance at 1 September £000	Income £000	Expenditure £000	Taxation £000	Transfers in/out £000	Gains/ Losses £000	Balance at August 2023 £000
<b>Restricted funds</b>							
Burwood centre for childhood deafness	2	3	-	-	(3)	-	2
Group Hearing project	-	8	-	-	-	-	8
Arlington Arts Centre car park	18	-	-	-	(2)	-	16
The Big Lottery Fund	143	-	-	-	(4)	-	139
Nordoff Robbins	95	-	-	-	(2)	-	93
Swimming Pool	383	-	-	-	(8)	-	375
Devolved formula capital	72	220	(174)	-	1	-	119
Teachers pay grant	-	37	(37)	-	-	-	-
16-19 Bursary	-	15	(7)	-	-	-	8
Pupil Premium	-	72	(72)	-	-	-	-
Teachers pension grant	-	187	(187)	-	-	-	-
Murray House	1,610	-	-	-	(37)	-	1,573
Howard House II	156	-	-	-	(5)	-	151
New Primary School	2,066	1,390	-	-	140	-	3,596
Other amounts	21	-	-	-	(21)	-	-
	4,566	1,932	(477)	-	59	-	6,080
<b>Total of funds</b>	523	16,977	(15,851)	-	-	16,358	18,007



### 17. Statement of funds (continued)

#### Sixth form Centre

This represents donations received towards the building of our four sixth form boarding houses. A transfer from designated funds to general funds will be made over the useful economic life of the property.

#### Property Grants

These are government grants received historically to support specific applications for property works in the school. A transfer from designated funds to general funds will be made over the useful economic life of the related properties.

#### Art & Design Centre

This is fundraised monies for the new Art and Design block at school. A transfer from designated funds to general funds will be made over the useful economic life of the property.

#### Arlington Arts Centre

This represents donations received towards the Arlington Arts Centre. Certain funds are classified as designated funds within unrestricted funds and other funds are classified as restricted funds. In respect of restricted funds, a transfer will be made from restricted to unrestricted funds over the useful economic life of the Centre.

#### Burwood Centre for childhood deafness

Mary Hare operates the Burwood centre for childhood deafness, a facility which assesses the level of deafness in young children, while ensuring it maintains its professional independence. The centre exists on donations and invoiced services provided. Any deficit in annual running costs is funded from unrestricted reserves.

#### Swimming pool

This represents donations from the Mary Hare Foundation for the refurbishment of the swimming pool. A transfer will be made from restricted to unrestricted funds over the useful economic life of the asset.

#### Devolved formula capital

This income is to be spent on items deemed as capital by the Department of Education. The balance at the year end represents equipment for senior teachers purchased in previous periods. A transfer is made from restricted to unrestricted funds in respect of depreciation on equipment funded by the grant.

#### Murray House

This represents donations from the Mary Hare Foundation for the building of Murray House. A transfer will be made from restricted to unrestricted funds over the useful economic life of the property.

#### Howard House II

This represents donations from the Mary Hare Foundation for the building of Howard House II. A transfer will be made from restricted to unrestricted funds over the useful economic life of the property.

#### New Primary School

This represents donations from the Mary Hare Foundation for the building of the new primary school. A transfer will be made from restricted to unrestricted funds over the useful economic life of the property. Various other revenue grants and donations have been received during the period.

#### Transfers

Transfers out of restricted funds relate to depreciation on restricted fixed assets. Transfers out of designated funds relate to non-capital items which have been purchased out of the general reserves.

### 18. Summary of funds

#### Summary of funds: current period

	Balance at 1 September £000	Income £000	Expenditure £000	Taxation £000	Transfers in/out £000	Gains/Losses £000	Balance at August 2023 £000
Designated funds	2,720	-	-	-	(95)	-	2,625
General funds	9,207	15,129	(15,538)	-	249	578	9,625
Restricted funds	6,080	925	(476)	-	(154)	-	6,375
	18,007	16,054	(16,014)	-	-	578	18,625

#### Summary of funds: prior period

	Balance at 1 September 2021 £000	Income £000	Expenditure £000	Taxation £000	Transfers in/out £000	Gains/Losses £000	Balance at August 2022 £000
Designated funds	3,018	-	-	-	(298)	-	2,720
General funds	(7,061)	15,045	(15,374)	-	239	16,358	9,207
Restricted funds	4,566	1,932	(477)	-	59	-	6,080
	523	16,977	(15,851)	-	-	16,358	18,007

### 19. Analysis of net assets between funds

#### Analysis of net assets between funds: current period

	Restricted Funds 2023 £000	Unrestricted Funds 2023 £000	Total Funds 2023 £000
Tangible fixed assets	6,246	13,042	19,288
Fixed asset investments	-	71	71
Current assets	129	5,061	5,190
Creditors due within one year	-	(4,567)	(4,567)
Provisions for liabilities and charges	-	(1,357)	(1,357)
<b>Total</b>	<b>6,375</b>	<b>12,250</b>	<b>18,625</b>



19. Analysis of net assets between funds (continued)

Analysis of net assets between funds: prior period

	Restricted Funds 2022 £000	Unrestricted Funds 2022 £000	Total Funds 2022 £000
Tangible fixed assets	5,945	13,564	19,509
Fixed asset investments	-	76	76
Current assets	135	4,041	4,176
Creditors due within one year	-	(4,015)	(4,015)
Provisions for liabilities and charges	-	(1,739)	(1,739)
<b>Total</b>	<b>6,080</b>	<b>11,927</b>	<b>18,007</b>

Group and charity restricted funds

	Tangible fixed assets 2023 £000	Other assets (liabilities) 2023 £000	Total funds 2023 £000	Total funds 2022 £000
<b>Restricted funds</b>				
Burwood Centre for childhood deafness	2	-	2	2
Arlington Arts Centre Car Park	14	-	14	16
Group Hearing project	-	36	36	8
Arlington Arts Centre other costs	225	-	225	232
	<b>241</b>	<b>36</b>	<b>277</b>	258
<b>DfE grants</b>				
Devolved Formula Capital	-	123	123	118
<b>Other funds</b>				
Murray House	1,533	-	1,533	1,573
16-19 Bursary	-	6	6	8
Howard House II	149	-	149	152
Swimming Pool	366	-	366	375
New Primary School	3,828	-	3,828	3,596
Other amounts	93	-	93	-
	<b>6,210</b>	<b>165</b>	<b>6,375</b>	6,080

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

	Group 2023 £000	Group 2022 £000
Net income/expenditure for the period (as per Standard of Financial Activities)	139	1,215
<b>Adjustments for:</b>		
Depreciation charges	543	372
Profit on the sale of fixed assets	-	(16)
Decrease/(increase) in stocks	3	(6)
(Increase)/decrease in debtors	(123)	(365)
Increase/(decrease) in creditors	553	(437)
Investment income	35	3
Pension scheme costs	97	1,428
Movements on joint venture investments	5	(8)
<b>Net cash provided by operating activities</b>	<b>1,252</b>	<b>2,186</b>

21. Analysis of cash and cash equivalents

	Group 2023 £000	Group 2022 £000
Cash in hand	3,100	2,206
<b>Total cash and cash equivalents</b>	<b>3,100</b>	<b>2,206</b>

22. Analysis of changes in net debt

	2022 £000	Cash flows £000s	2023 £000
Cash in bank and in hand	2,206	894	3,100
	2,206	894	3,100



### 23. Capital commitments

	Group 2023 £000	Group 2022 £000	Company 2023 £000	Company 2022 £000
<b>Contracted for but not provided in these financial statements</b>				
Acquisition of tangible fixed assets	-	116	-	116
	-	116	-	116

### 24. Pension commitments

The company participates in the Teachers' Pension Scheme (England and Wales) (the "TPS") and the Royal County of Berkshire Pension Scheme (RCBPS). The company makes contributions to both in accordance with recommended rates. These are both defined benefit schemes. In 2023 the cost of pension contributions was £1,531,000 (2022: £1,422,000) including £779,000 (2022: £693,000) to the TPS and £752,000 (2022: £568,000) to the RCBPS. At the year end contributions of £165,000 (2022: £162,000) were outstanding. The schemes are accounted for differently as the assets and liabilities of the RCBPS scheme can be separately identified as belonging to Mary Hare. This is not the case for the TPS scheme and only summary information for the scheme as a whole is provided.

Mary Hare also operates the People's Pension defined contribution scheme and the pension charge represents the amounts payable by the group to the fund for the period.

The company made contributions of £233,000 (2022: £161,000) during the year. At the year end contributions of £33,000 (2022: £22,000) were outstanding.

#### The Teachers' Pension Scheme

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

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

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

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

### 24. Pension commitments (continued)

#### The Royal County of Berkshire Pension Scheme

The group operates a defined benefit pension scheme, which has been closed to new members from 1 January 2019.

The last formal valuation on the assets and liabilities of the whole scheme was performed on 31 March 2019 and updated to 31 August 2021, identifying specific assets and liabilities relating to Mary Hare, by a qualified independent actuary. The major assumptions used by the actuary were:

#### Principal actuarial assumptions at the Balance sheet date (expressed as weighted averages):

	2023 %	2022 %
Discount rate	5.30	4.25
Future salary increases	3.00	3.00
Future pension increases	2.90	2.95

#### Mortality rates (in years)

	2023 %	2022 %
for male aged 65 now	20.7	21.0
at 65 for a male aged 45 now	22.0	22.3
for a female aged 65 now	23.6	23.8
at 65 for a female aged 45 now	25.0	25.3

#### The group's share of the assets in the scheme was:

	2023 £000	2022 £000
Equities	11,167	10,281
Credit	2,098	2,562
Property	1,649	2,201
Cash and other liquid assets	128	277
Longevity insurance	(810)	(668)
Infrastructure	2,221	1,783
	16,453	16,436



#### 24. Pension commitments (continued)

The amounts recognised in the Consolidated statement of financial activities are as follows:

	2023 £000	2022 £000
Current service cost	806	1,911
Net interest on the defined liability	57	268
Administrative expenses	13	16
<b>Total amount recognised in the consolidated statement of financial activities</b>	<b>876</b>	<b>2,195</b>

#### Present values of scheme liabilities, fair value of assets, (deficit)/surplus:

	2023 £000	2022 £000
Fair value of assets	16,453	16,436
Present value of liabilities	(17,810)	(18,175)
<b>Net (liability) to be recognised</b>	<b>(1,357)</b>	<b>(1,739)</b>

#### Movements in the present value of the defined benefit obligation were as follows:

	2023 £000	2022 £000
Opening defined benefit obligation	18,175	31,482
Contributions by scheme participants	198	255
Actuarial losses	(1,889)	(15,528)
Benefits paid	(251)	(463)
Current service cost	806	1,911
Interest cost	771	518
<b>Closing defined benefit obligation</b>	<b>17,810</b>	<b>18,175</b>

#### Movements in the fair value of the group's share of scheme assets were as follows:

	2023 £000	2022 £000
Opening fair value of scheme assets	16,436	14,902
Interest income	714	250
Actuarial gains	(1,410)	741
Contributions by employer	779	767
Contributions by scheme participants	198	255
Benefits paid	(251)	(463)
Administration expenses	(13)	(16)
<b>Closing fair value of scheme assets</b>	<b>16,453</b>	<b>16,436</b>

#### 25. Related Party Transactions

Close family members of trustees are paid a total salary of £23,887 (2022: *£nil*). All close relatives who are, or have been, employed by the School have a standard contract of employment and their salaries are determined by the role within the School's pay banding structure and approved by the School's standard authorisation processes. Any general pay award increases across all staff or cohorts of staff are approved by the Trustees.

#### 26. Mary Hare Foundation

As noted in the Report of the Board of Trustees, Mary Hare is associated with the Mary Hare Foundation, a charitable trust (Registration No. 1002680). The purpose of the Mary Hare Foundation is to raise significant funding for major capital and other projects undertaken by Mary Hare.

The Foundation financial statements are made up to 31 August. Its net assets at 31 August 2023 were £96,000 (2022: £134,000). Total funds raised in the year to 31 August 2023 were £431,000 (2022: £1,166,000). Mary Hare bears the administration costs of the Foundation. In the year to 31 August 2023 total costs were £105,000 (2022: £103,000). Further details of the Foundation can be obtained from Arlington Manor, Snelsmore Common, Newbury.

During the period the Foundation has donated funds of £442,000 (2022: £1,530,000) to Mary Hare.

#### 27. Subsidiary joint venture investments

Mary Hare Services Ltd has investments in three other entities. Two are incorporated as limited companies in England and Wales, the Hearing Aid Repair Shop (UK) Ltd and Mary Hare Total Hearing Solutions Ltd. During the year ended 10 July 2008 a limited liability partnership venture was set up, Mary Hare Hearing Centres LLP. All are jointly managed and controlled by Mary Hare Services Ltd and a third party, with the risks and rewards of ownership split equally between these parties. Therefore, in accordance with relevant accounting standards all have been treated as 50% joint ventures of Mary Hare Services Limited.



#### The Hearing Aid Repair Shop (UK) Ltd

Mary Hare Services Ltd has a 50% interest in this company by way of owning issued share capital of £1. The Hearing Aid Repair Shop (UK) Ltd was incorporated on 5 January 2001 with its principal activity being the repair of hearing aids. It prepares accounts to 31 December. For the year ended 31 December 2022 the company reported a profit of £12,000 (2021: £13,000) and as at 31 December 2022 had net assets of £48,000 (2021: £47,000).

#### Mary Hare Total Hearing Solutions Ltd

During the year ended 10 July 2008 the company transferred all assets and liabilities with the exception of the intercompany balance to the new joint venture partnership, Mary Hare Hearing Centre LLP, and is dormant, with net liabilities of £45,000 (2022: £45,000).

#### Mary Hare Hearing Centres LLP

Mary Hare Hearing Centres LLP commenced trading on 1 January 2008 with its principal activity being the assessment of hearing and provision of aids for the hearing impaired. It prepares accounts to 31 December. For the year ended 31 December 2022 the LLP reported a profit of £70,000 (2021: £135,000) and as at 31 December 2022 had net assets of £187,000 (2022: £135,000). Mary Hare Services Ltd has an interest in Mary Hare Hearing Centres LLP by way of loan. As at 31 August 2023 the loan was £53,000 (2022: £53,000).

### 28. Financial Instruments

Financial instruments held at amortised cost are trade debtors, other debtors, intercompany debtors, cash at bank, trade creditors, other creditors and accruals.

	2023 £000	2022 £000
<b>Group</b>		
Financial assets measured at amortised cost	4,992	4,041
Financial liabilities measured at amortised cost	905	759
<b>School</b>		
Financial assets measured at amortised cost	4,765	3,917
Financial liabilities measured at amortised cost	890	752

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

	2023	2022
<b>Group and School</b>		
Total interest income for financial assets held at amortised cost	35,140	3,000



# MARY HARE

## Trustees' report and financial statements for the year ended 31 August 2023

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*Securing the future of deaf children and young people*

Mary Hare (a company limited by guarantee)

Registered number 3085006 | Charity number 1048386

[www.maryhare.org.uk](http://www.maryhare.org.uk)