

Company Registration Number 4241702  
Charity Number 1092000

**MOORLANDS COLLEGE**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED**  
**30 JUNE 2021**

**MOORLANDS COLLEGE**

**INDEX TO THE ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**For the year ended 30 June 2021**

	PAGE
Administrative Information	1
Annual Report of the Trustees	2 - 15
Independent Auditors' Report to the Trustees for the year ended 30 June 2021	16 - 18
Statement of Financial Activities (incorporating Income and Expenditure Account)	19
Balance Sheet	20
Cash Flow Statement	21
Notes to the Financial Statements	22 - 29

## MOORLANDS COLLEGE

### ADMINISTRATIVE INFORMATION For the year ended 30 June 2021

Charity Name:	Moorlands College
Registered Office and operational address:	Moorlands College Sopley Christchurch Dorset BH23 7AT
Registered Charity Number:	1092000
Company Number:	4241702
The Trustees:	Siân Baker Keith Brown Jason Coltman Ruth Flanagan John Fowler Tim Goulding (Treasurer) Jon Loose Steve May-Miller (Chair) Don McQueen (resigned in Dec 2020) Matthew Moore Mary Reeves Janice Tuck (resigned in Apr 2021)
Company Secretary:	David McLellan
Executive Leadership Team:	Principal: David Hilborn Executive Director: Andy du Feu Vice-Principal (Development): Colin Bennett (resigned in Dec 2020) Director of Academic Quality: Ian Kirby Vice-Principal (Academic): Helen Morris Vice-Principal (Strategy): Ian Coffey Director of Communications: Karen Todd Director of Finance: David McLellan (from Jan 2021) Director of Operations: Matt Mellor (from Jan 2021)
Auditors:	Jacob Cavenagh and Skeet 5 Robin Hood Lane Sutton Surrey SM1 2SW
Bankers:	Bank of Scotland plc 3 Town Quay Southampton Hampshire SO14 2AQ

**INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF MOORLANDS COLLEGE FOR THE YEAR ENDED 30 JUNE 2021**

The Trustees are pleased to present the annual and strategic report (which includes the Directors' Report required by company law) and financial statements for the year ended 30 June 2021.

**Corporate Governance**

The following have been in place for the year ended 30 June 2021 and up to the date of approval of the financial statements.

**Governing document and approach**

The College is a charitable company limited by guarantee, incorporated on 26 June 2001 and registered as a charity on 13 May 2002. In the event of the company being wound up members are required to contribute an amount not exceeding £10. The company was established under a Memorandum of Association that established the objects and powers of the charitable company; these were incorporated into the Articles of Association in 2010, and the Articles of Association now comprise the primary governing document. The Articles of Association were revised during 2019, in step with a new Governance Policy adopted in Jan 2019, and were approved by the Charity Commission in June 2019.

The College's approach to governance applies the Public Interest Governance Principles of the Office for Students. It also follows the good practice for the Higher Education sector identified in "The Higher Education Code of Governance" produced by the Council of University Chairs. In particular, the Board of Trustees adopts and implements the core values of that document. The College affirms and adopts the Nolan "Principles of Public Life", upon which the Higher Education Code of Governance builds.

**Organisational structure**

The Company Directors are the Trustees of the Charity. By virtue of office, as Directors and Trustees, they are voting Members of the Company and are fully responsible, under UK law, for the direction and development of the work of the College. Together they constitute the Board of Directors of the Company and the Board of Trustees of the Charity. Within this document the Directors are generally referred to as Trustees, and the Board of Directors as the Board of Trustees. This body is both unambiguously and collectively accountable for institutional activities and takes all final decisions on matters of fundamental concern to the College. Thus, the Board of Trustees is the governing body of Moorlands College in the terms of both the Office for Students and the Quality Code for Higher Education.

The Trustees who have served during the year are set out on page 1. In accordance with the Articles of Association, revised in June 2019, each Trustee is appointed for a term of three years and is required to retire at the end of that term, although they may be eligible for reappointment; Trustees must stand down for at least one year after three consecutive terms. No remuneration is paid to Trustees in the role of Trustee; expenses can be reimbursed for travel to Board meetings, for the cost of care for dependants or, for the Chair only, loss of income. Payments to Trustees for work in other capacities (usually teaching) are disclosed in Note 4 of the Financial Statements. The Trustees are supported administratively by an employee of the College in the role of Clerk to the Board.

The Executive Leadership Team (ELT) is the key management group, led by the Principal, for day-to-day operation of the College. ELT members attended Board meetings during the year for the majority of items. The processes to appoint and set pay for ELT members are determined by Trustees. The Trustees review staff salaries annually and take note of the CPI, cost of living and the financial situation of the College, with no automatic entitlement to an annual salary increase. The Trustees aim that College pay levels are appropriate both to the experience and responsibilities of staff members and to the market sector. During the year, as part of a management team review, operational responsibilities were split across two posts, Director of Operations and Director of Finance; and in adjustments following the resignation of the VP Development, the post of VP Academic was replaced on 1 July 2021 with the distinct posts of Head of Undergraduate Studies and Head of Postgraduate Studies.

**ANNUAL REPORT OF THE TRUSTEES (continued)**  
**For the year ended 30 June 2021**

**Representation at Board meetings**

The Principal, ELT and student and staff representatives are participants in Board of Trustee meetings, providing necessary perspectives for the Board to govern effectively. The Principal and the representatives have full rights of attendance and participation in meetings but, in line with the College's constitution as a charity, as employee and beneficiaries of that charity, they do not have voting rights. In particular, student representatives have no less rights of participation and are not in any way disadvantaged in comparison to student representatives in the governance arrangements of other Higher Education institutions where the governing body is not structured as a board of trustees bearing ultimate responsibility according to charity law. Neither the Principal nor representatives are routinely excluded from discussions, though representatives would not normally be present at discussions relating to individual, identifiable students or staff members.

**Recruitment and appointment of new Trustees**

The range of experience and professional expertise of Trustees is kept under review and, when seeking to appoint new Trustees, full consideration is given to any perceived gaps. New Trustees are normally identified through personal contact of existing Trustees, with the process then managed by the Nominations Committee. The Trustees have power to appoint additional Trustees; there is no maximum, but the number of Trustees should never be less than five. Prospective Trustees will normally be invited to two or three Board meetings, to observe how the Board functions, before an appointment is processed.

**Trustee induction and training**

New Trustees are inducted in accordance with an agreed procedure, meeting with key staff, and receiving details of the legal and governance structures of the College, and background to the history and current issues under consideration by the Board. Training needs of the Board and its individual Trustees are reviewed on a regular basis by the Board in conjunction with an annual self-assessment of Board performance. Trustees are regularly informed as to external trustee training courses that are available.

**Risk management**

The Trustees, through the Audit and Risk Committee (ARC), examine the major risks that the College faces each year, when reviewing and updating the risk register. The risk register outlines the most significant governance, academic, planning, operational, human resources, financial and external risks, and the control and monitoring processes in place to mitigate or eliminate the risks. Progress on further actions identified to mitigate risks or improve control processes are monitored and reported back to ARC and to the Board as required. Two of the major risks are loss of income through low student numbers, mitigated by continuous marketing and maintaining the quality of our educational provision; and the impact of government and regulatory requirements, mitigated by carefully meeting current submission deadlines and developing positive relationships to monitor future change.

**Advisors**

Details of the College's auditors and bankers are disclosed on page 1. During the year the College has also used the consultancy services of Ellis Whittam, Keelys and MSP Business Services to provide advice and support in employment law and HR, health and safety, and food safety management within the College.

**Primary responsibilities of the Board of Trustees:**

- to approve the mission and strategic vision of the College, its long-term academic and business plans and key performance indicators (KPIs), and to ensure that these meet the interests of stakeholders
- to ensure that processes are in place to monitor and evaluate the performance and effectiveness of the College against these plans, using approved KPIs
- to appoint the Principal as chief executive, and to put in place suitable arrangements for monitoring their performance
- to delegate authority to the Principal for the academic, corporate, financial, estate and human resource management of the College, and to establish and keep under regular review the policies,

## MOORLANDS COLLEGE

### ANNUAL REPORT OF THE TRUSTEES (continued) For the year ended 30 June 2021

- procedures and limits within such management functions as shall be undertaken by and under the authority of the Principal
- to oversee the assessment and management of risk, monitoring and reviewing a register of risks, and determining appropriate actions in response to risks
  - to ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls, and procedures for handling internal grievances and for managing conflicts of interest
  - to establish processes to monitor and evaluate the performance and effectiveness of the governing body itself
  - to conduct its business in accordance with best practice in HE corporate governance and with relevant principles, including both the principles of public life drawn up by the Committee on Standards in Public Life and the Public Interest Governance Principles of the Office for Students
  - to safeguard the good name and values of the College
  - to appoint a Clerk to the Board and to ensure that, if the person appointed has managerial responsibilities in the institution, there is an appropriate separation in the lines of accountability
  - to be the employing authority for all staff in the College and to be responsible for establishing a human resources strategy
  - to be the principal financial and business authority of the College, to ensure that proper books of account are kept, to approve the annual budget and financial statements, and to have overall responsibility for its assets, property and estate
  - to be the College's legal authority and, as such, to ensure that systems are in place for meeting all its legal obligations, including those arising from contracts and other legal commitments made in the College's name
  - to receive assurance that adequate provision has been made for the general welfare of students
  - to act as trustee for any property, legacy, endowment, bequest or gift in support of the work and welfare of the College
  - to ensure that the College's governing documents are followed at all times and that appropriate advice is available to enable this to happen.

#### Committees

The Trustees appoint Committees, comprising representatives of the Board, supported by staff, including the Clerk to the Board, to facilitate detailed areas of its work, with a duty to report back and make recommendations to the Board of Trustees. As at 30 June 2021, these Committees comprise:

Finance and Resources: T Goulding (Chair), J Coltman, M Moore; with D Hilborn, D McLellan, M Mellor  
Audit and Risk: K Brown (Chair), J Fowler, J Loose; with J Hazlett, D Hilborn, I Kirby, M Mellor  
Nominations: S May-Miller (Chair), S Baker; with J Hazlett, D Hilborn  
Remuneration: T Goulding (Chair), K Brown, S May-Miller; with D Hilborn, D McLellan.

From time to time, the Trustees will also set up specific Working Groups and during 20/21 the Working Group for Degree Awarding Powers has continued its work. Other groups covering Strategy, and Recruitment Marketing and Fundraising, and Racial Diversity, have been set up as Monitoring Groups or Steering Groups. Both are management-led, but with some Trustees involved to provide input and guidance.

#### Links with Other Educational Institutions

Links with the University of Gloucestershire have continued, both to maintain the validation requirement and also to facilitate improvement of academic standards at the College. Effectiveness of the partnership between the University and the College is monitored by a major review every five years, the most recent being April 2020 when a new five-year collaborative agreement was signed lasting until August 2025.

The College works in partnership with South West Youth Ministries (SWYM) to administer the delivery of our BA degree course via our regional centre of Moorlands South West. The partnership with SWYM was reviewed during the year and continues to operate effectively.



## **MOORLANDS COLLEGE**

### **ANNUAL REPORT OF THE TRUSTEES (continued) For the year ended 30 June 2021**

We have launched a similar administrative partnership with Youthlink: NI to support the delivery, which started in 20/21, of our BA degree course at our regional centre in Northern Ireland.

The College is a member of Guild HE, and we also maintain contact with like-minded theological colleges through informal networks of Principals, Bursars and Facilities staff.

#### **Accreditations**

Since October 2018, the College has been registered with the Office for Students (OfS) as a Higher Education Provider (Approved Fee Cap status). By this, our BA and MA courses are designated, at full-time and part-time levels, for support through Student Finance. This loan support can be accessed by eligible students from all parts of the UK. As required by OfS registration, we participate in the National Students Survey and provide data to the Higher Education Statistics Agency.

Our Youth and Community Work BA Applied Theology degree is validated by the National Youth Agency as meeting the Joint Negotiating Committee professional standards for youth workers. This validation was renewed in September 2019 for a further five years, through until 2024. The same degree, as delivered at our regional centre in Northern Ireland, has received professional endorsement from the North South Education and Training Standards (NSETS), from Jan 2021 to Dec 2025.

The College subscribes to the Quality Assurance Agency (QAA), the OfS designated body for quality, to provide assurance that we are meeting UK expectations for the academic standards of awards offered, and the quality, information and enhancement of student learning opportunities provided, through our undergraduate and postgraduate degree courses. The QAA approach has moved from a periodic assessment to one that is driven by sampling and risk-based factors.

The College is recognised by the MOD as an approved learning provider for training service personnel.

We work within the Home Office Prevent Duty framework to recognise and reduce risks of radicalisation.

#### **Objectives and activities**

##### **Charitable Objects**

The object of the College is to maintain, advance, and promote the Christian religion and, in particular, to conduct a college for the study and teaching of the Bible and the training of Christian ministers, teachers and workers in accordance with our agreed Statement of Faith.

##### **Vision and Mission**

The vision of the College is summarised by the statement:

*Equipping people, passionate about Jesus Christ, to impact the church and the world.*

Our mission is to lengthen and strengthen the College's activity as a teaching and training community, to pursue growth, development and expansion alongside depth, stability and continuity.

##### **Achievements, performance and public benefit**

For over 70 years now, the College has existed to train men and women who wish to make a difference in society and the world through their work in churches, youth work, education, social care, community work and NGOs. Most of our undergraduates are involved in weekly community service as part of their course. This supervised work takes place in local churches and other agencies and is an integral part of their training. Our graduates go on to impact people of all ages in many areas of society in the UK and around the world. The College aims to keep in touch with societal needs through the operation of

## MOORLANDS COLLEGE

### ANNUAL REPORT OF THE TRUSTEES (continued) For the year ended 30 June 2021

professional advisory groups, contact with graduates, other contacts working at the 'cutting edge', and partnership arrangements.

In June 2019, the College was awarded a two-year silver rating in the Teaching Excellence and Student Outcomes Framework (TEF), a national exercise that assesses excellence in teaching at universities and colleges across England. The silver award is given for delivering high quality teaching, learning and outcomes for its students, and consistently exceeding rigorous national quality requirements for UK Higher Education. The TEF panel particularly praised the College for the 'excellent physical and digital resources and extensive investment in online platforms', 'personalised learning supported by a robust personal tutoring system that is appreciated by students and secures high levels of engagement and commitment to learning', and the 'high levels of staff engagement with scholarly activities leading to a research informed curriculum which is highly valued by students'. With a silver award, the College is one of the highest rated non-denominational theological colleges.

A similarly positive picture is painted by the results of the National Student Survey (NSS), which independently gathers leaving students' opinions on the quality of their courses. For 2021, the College received an overall satisfaction rating of 96%, 21% higher than the sector average. We have maintained high responses in several areas, scoring 96% in teaching, 96% in learning opportunities, and 97% in academic support, despite the pandemic. This very positive feedback from our final year BA students reflects a huge amount of work and effort, especially given the challenges faced by both staff and students as a result of the covid pandemic.

At a much more local level of public benefit, Christchurch campus students served Sopley village community through a volunteer clean-up project. The annual Sopley Festival is normally hosted on our campus grounds but had to be cancelled this year due to covid restrictions. Our campus premises are also occasionally used by local churches for their Sunday services and other meetings, although this also has been disrupted by covid restrictions.

We have referred to the Charity Commission's general guidance on public benefit when reviewing our aim and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

#### **Student beneficiaries, funding sources and fees**

Our undergraduate and postgraduate students are drawn from across the UK and range in age from 18 to over 70. A high percentage of the smaller number of postgraduate students in our School of Language and Scripture come from a range of countries, primarily in Europe and Asia.

The College has significant success in enabling access of under-represented groups, especially:

- mature students
- students with disabilities
- students from disadvantaged socioeconomic backgrounds.

Our provision focusses on professional preparation for people-helping and leadership roles, so is more attractive to older students. This is not uncommon in theological colleges; however, we are comparatively more successful at enabling access to HE by those who do not have previous HE experience.

Of the College's students with disabilities a clear majority have learning disabilities (over 60%). We attribute this to the undergraduate programmes' vocational, professional focus and our reputation for Learning Assistance provision. These factors combine together to encourage students who would otherwise not enter HE to choose Moorlands.



## **MOORLANDS COLLEGE**

### **ANNUAL REPORT OF THE TRUSTEES (continued) For the year ended 30 June 2021**

Adding to the College's successful orientation towards those less-represented socio-economically, the opening of regional centres in more urban locations is intended to increase our reach towards areas of greater social deprivation.

A high percentage of the UK undergraduate and postgraduate students can obtain funding support through government-funded student loan financing, and many augment this with personal support through grant-funding charities and churches. In addition, the College has provided grant support to a range of undergraduate students, awards being considered on a case-by-case basis by a Financial Support Panel. In the past year, the College made scholarship, bursary, hardship and other awards, totalling £41,448 (19/20: £15,991), to 48 students. These included Enable grant awards, designed to help students with disabilities to overcome challenges that might impact their success in their studies. Partial grant support was also given towards diagnostic testing, where needed by those with learning difficulties. In a year when many students suffered from the effects of covid restrictions, hardship grants, augmented by funding from OfS, were allocated by the Financial Support Panel to appropriate applicants.

Our tuition fees and accommodation and catering charges have been maintained broadly in line with the norm within the non-government-funded bible college sector. Fees are set on an annual basis with the objective of achieving a breakeven operating budget position, after allowing for inflation and the anticipated level of other income and gifts. During the times of covid restrictions, no charges were made for accommodation or catering that could not be accessed by students.

The College has agreed an Access and Participation Plan for the five years from 20/21 to 24/25 with the Office for Students. This maps out how the College will widen access to Higher Education for those from disadvantaged backgrounds, support their success and enhance their progression to professional jobs or further studies.

#### **This year's activities**

The principal activity of the College during the year has been the provision of full-time courses in biblical, theological and related studies alongside vocational training and personal development. This is in accordance with the Memorandum and Articles of Association.

#### **1 Continuing course delivery**

Student enrolments at September 2020 rose overall by 2.5% FTE on 2019, despite six months of covid. Recruitment to our part-time MA programmes was particularly positive, with 45 new students enrolled against a target of 27. The total number of student learners engaged during the year on our degree training courses was 277 (19/20: 267), plus a further 18 in FE courses. Over the course of the year, 32 MA degrees, six Postgraduate Diplomas, ten Postgraduate Certificates, and 48 BA degrees have been awarded. The annual graduation event which was due to be held in October 2020 has been rearranged to combine two such events in November 2021.

In continuing the provision of our range of degree courses, we have had regular positive feedback from our External Examiners and the University of Gloucestershire about the high standard of those courses. In addition, as noted above, the College has been awarded a TEF silver rating for delivering high quality teaching, learning and outcomes for its students. Also noted previously, the latest NSS results show an overall satisfaction rating of 96% from our leaving students; nationally the average results fell 6 percentage points to 72%.

In August 2019 we launched the School of Language and Scripture (SLS), in collaboration with Wycliffe UK Ltd, to provide appropriate academic and professional training and qualifications for translation, literacy and language development workers. The focus of the School is the provision of postgraduate courses of study including an MA in Language, Community and Development, validated by the University of

## **MOORLANDS COLLEGE**

### **ANNUAL REPORT OF THE TRUSTEES (continued) For the year ended 30 June 2021**

Gloucestershire. SLS operated in premises in Gloucester during 19/20 but successfully transferred to Christchurch campus at the start of the 20/21 academic year.

The restrictions arising from the spread of the covid pandemic led to a closure of our campuses and offices, such that all our teaching from mid-November to end March had to migrate to online platforms. With significant cooperation from staff and students, this was successfully achieved across all our courses. Adjustments have been made where the practical side of learning could not be met in the normal way, and meetings, interviews and open days were also moved to online approaches. We have worked hard to make our Christchurch premises covid-secure and, from April 2021, most of our teaching delivery was again face to face, with social distancing and online alternatives being used where needed.

#### **2 Regional centres and related development**

The approach of regional centres has been a strategic initiative developed to extend the College's educational footprint in different regions and to increase the study options available to students. The College's two established regional centres, Midlands and South West, are well integrated in providing undergraduate degree courses. During 20/21, there were 29 undergraduate students at the Midlands Centre and 28 in the South West. These numbers reflect a reduction in intake in 20/21; initial evaluation suggests that covid was largely responsible.

For the second year running, the planned delivery of a Foundation Year at the Midlands Centre did not recruit enough students to launch. This has been reviewed and will not be marketed for a third year.

The past year did involve a successful launch in September 2020 of our new centre in Northern Ireland, in partnership with Youthlink: NI. Seven students were enrolled on the BA Applied Theology (Youth and Community Work). The intention was to teach partly in Belfast and partly at Christchurch, but the latter was thwarted by covid restrictions, and had to take place online. Work to establish a new centre in the North of England continues, with a 6-month scoping exercise led by a local consultant and covered by funding from a trust.

Covid restrictions affected our regional centre premises, and many study blocks had to migrate to online platforms. Our prior base for teaching in South West, Brunel Manor, has closed, with premises at Lee Abbey now being used. Alternative premises are also being explored in the Midlands, as our normal premises at Wallis House are also closing.

We have made use of NCFE accreditation of our level 3 (pre-degree) modules as part of the customised award known as Engaging with Applied Theology (EAT). We have worked with South West Youth Ministries (15 students), where three of the students have also gained the Award in Christian Leadership.

#### **3 Improvement of course management and quality**

In April 2020, the College carried out a major partnership review of the BA and MA Applied Theology programmes, involving representatives from the University of Gloucestershire, the student body and external advisers; this resulted in several commendations and a new five-year collaborative agreement through to August 2025. The University, which validates all the College's higher education awards, remains very positive about the College's provision, recently reporting the partnership as "excellent".

During the past year, Programme Periodic Review and Approval systems were applied to Foundation Year and the MA Language, Community and Development. The results in both cases were very positive with the College giving its own internal approval to the provision for the following five years.

Work has continued to strengthen the College's systems for the upholding of standards and assurance of quality, as we prepare to make an application (in autumn 2021) for authorisation to operate degree

## **MOORLANDS COLLEGE**

### **ANNUAL REPORT OF THE TRUSTEES (continued) For the year ended 30 June 2021**

awarding powers (DAPs). In 2019 an external consultant reviewed the updated governance arrangements and found that they “are fit for purpose and ... provide a firm basis for the delivery of effective governance.” The same consultant returned in 2021 and again reported favourably on the College’s progress in implementing and embedding the updated governance arrangements. A recent stress test by a different consultant provided a measure of confidence that our systems and standards are ready for such a DAPs application.

We encourage professional development of our staff as an important contributor in improving quality. Several of our staff and students have spoken at national and international events. Regular staff training events are held through the year.

#### **4 Campus Facilities**

On the Christchurch campus, we repurposed some teaching and residential spaces to accommodate the relocation of SLS from Gloucester, and we completed programmes of checking and improving fire safety doors and the refurbishment of some bedrooms, both started in the summer of 2020. Three new ensuite bedrooms were added to our residential block, the launch of an initiative that will extend to existing rooms as funds permit. We also enhanced security on campus with some additional CCTV cameras.

Significant resources were invested in making the campus as covid-secure for students and staff as possible, including developing a one-way system, adding signage, hand sanitisers and individual student desks, and operating an asymptomatic covid test site under guidance from DfE and DHSC. To enable better social distancing, we also combined two lecture rooms into one larger lecture room, with movable partitions, additional floor sockets, and improved audio/video facilities to facilitate teaching of students whether attending physically or digitally.

#### **5 Fundraising**

In line with reporting requirements included in the Charities Act 2016 the Trustees confirm that all fundraising is done in compliance with best fundraising practice. All fundraising activities follow traditional methods, recognised as ethical for many years, and during 2020/21 we did not employ any professional fundraisers. There were no complaints or criticisms during the year about our fundraising activities.

Fundraising through the year focused on enthusing potential donors and sharing our vision for the future. Smaller, undesignated gifts have been allocated to our general fund. Several small regular gifts are designated by donors for one of our three student support funds, restricted funds that are used to support and enhance the student experience at the College.

We continued to benefit from the generous financial support and partnership of several larger trusts, with a range of gifts that support teaching and events in Apologetics and Evangelism, provide partial support for a senior teaching post, or assist the College with strategic development, as we aim to maximise opportunities to widen and strengthen our course provision, and fulfil our mission and vision.

The recent launch of Friends of Moorlands is intended to improve connection with graduates and supporters of the College at various levels. One of those levels is fundraising, and Friends are being encouraged to consider financial support on a regular basis or through legacies. A new staff post has also been set up to work with donors, help with bid-writing and develop fundraising campaigns, such as one for creating more ensuite campus bedrooms. Increased options for easily donating through social media and our website have been implemented and we will be investing in a contactless giving point for anyone to give at any time.

## **MOORLANDS COLLEGE**

### **ANNUAL REPORT OF THE TRUSTEES (continued) For the year ended 30 June 2021**

#### **Financial Review**

##### **Income**

The total income for the year amounted to £2,250,205 (19/20: £2,247,508). Our primary source of income is unrestricted income of student fees plus charges for provision of our training and development courses. The total income in 20/21 arising from our charitable activities totalled £2,088,589 (19/20: £2,062,262).

Fundraising activity, with a little from the letting of our buildings to groups for holiday/non-educational purposes, generated income of £111,594 (19/20: £145,203). Included in this were donations of £27,436 (19/20: £10,484) for bursary funds and £555 (19/20: £1,060) for new projects. Bank interest income from College funds totalled £2,552 (19/20: £3,595).

##### **Expenditure**

Expenditure in the year totalled £2,230,610 (19/20: £2,185,043). Of this, £13,189 (19/20: £19,921) was spent on fundraising and other income-generating activity. Expenditure on main charitable activities was £2,217,421 (19/20: £2,165,122), which included depreciation charges of £96,773 (19/20: £125,488), and student support grants of £41,448 (19/20: £15,841). Capital expenditure spent on buildings, plant and equipment, totalled £127,496 (19/20: £68,887) of which £90,261 (19/20: £17,174) related to buildings investment.

##### **Financial Health**

The balance sheet shows that the College has assets in excess of liabilities. Land and freehold property is shown as the sum of purchase price and construction cost, less depreciation. The net book value of land and buildings is shown in note 5 as £4,543,357 (19/20: £4,500,620). At 1 August 2021, the buildings were insured for £12,164,663 (19/20: £11,640,826) in line with the insurance company's valuation of rebuilding costs.

Under Financial Reporting Standard 102, unconditional multi-year donations are recognised as and when committed, not when actually received. At 30 June 2021, £75,000 (19/20: £50,000) of grant income had been received in advance of the period to which the grant relates. This is shown as deferred grant income in Note 7.

The Trustees consider that the financial health of the College is satisfactory at the end of the year, with essential free reserves of £881,185 (19/20: £849,816), which equates to over four and a half months' normal operating expenditure, plus restricted funding available to fund continuing investment in the campus facilities and strategy implementation.

##### **Investment Policy**

The Trustees' investment powers are governed by the Memorandum and Articles, which permit the College's funds to be invested in stock funds, shares, securities or other investments or property. All the funds currently held are for operational and short-term purposes, rather than investment purposes, and are held in a range of bank deposits. Therefore, bank interest is the only investment income earned by the College during the year.

##### **Reserves Policy**

The College regularly reviews its reserves policy, covering both the purpose and levels of reserves held by the College, ensuring they remain appropriate to current levels of activity and proposed strategic developments. Note 9 to the financial statements shows the assets and liabilities attributable to the various funds by type. Note 8 describes the various funds of the College, summarises the year's movements on each fund, and shows the amounts held in each fund at the end of the year.



## **MOORLANDS COLLEGE**

### **ANNUAL REPORT OF THE TRUSTEES (continued) For the year ended 30 June 2021**

Unrestricted general funds amounted to £488,972 (19/20: £450,363) at the year-end, which are freely available funds, to apply to future activities as required. In addition, the College holds a designated contingency reserve of £186,300 (19/20: £186,300) for use should the annual operating budget and general fund fall into deficit.

The College also holds a designated fund for the purposes of funding the costs of cyclical refurbishment and maintenance of the College buildings, in order that we can aim to continue to maintain the buildings and upgrade the facilities in accord with the long-term development programme. The balance at year-end was £205,913 (19/20 £213,153). As the Trustees could readily re-designate these monies in the event of a financial crisis, this fund is regarded, together with the general fund and the contingency reserve, as part of the essential free reserves of the College.

The Trustees have concluded that target reserves of at least three and, preferably, between four and six months of average operating expenditure are required to meet working capital needs for normal operational purposes, and to cover financial obligations in the event of a financial crisis. The level of essential free reserves at the end of the year covers 4.7 months' activity at £186,000 per month.

Other restricted or designated funds are held to finance building development, student bursary awards and programme development, as detailed in note 8 to the financial statements, the balances of which are considered satisfactory to meet the projected needs of the College for the immediate future.

#### **Remuneration of the Principal**

The remuneration package for the Principal, as head of the College, is disclosed in Note 4. The process of setting this package is determined by the Trustees, with recommendations made by the Remuneration Committee, which is also responsible for annual reviews of the package, normally simple inflationary adjustments to salary. The Remuneration Committee considers comparative information from other organisations, especially charities in the HE sector, and must consider the public interest and the safeguarding of public funds alongside the interests of the College. The last major review of the package for the Principal was carried out in summer 2018, as part of the process for selecting and appointing a new Principal. That package comprises a basic salary and the standard employment pension scheme, as available to all College staff. The performance of the Principal is appraised each year by the Chair of Trustees but there are no performance-related components in the remuneration package.

#### **Plans for Future Periods**

The Trustees have approved a range of strategic principles covering the period up to 2024. These emerge from and are grounded in the vision, mission, ethics, ethos and values of the College. In line with the mission statement, they are categorized as "lengthening": pursuing growth, development and expansion, and "strengthening": pursuing depth, stability and continuity:

#### **Student recruitment**

- Widen access and participation in higher education at the College
- Maintain campus-based students at a level that makes proper use of the facilities at Christchurch

#### **Geographical reach**

- Make the College's courses accessible to anyone living in the UK wishing to study applied theology
- Widen the geographical reach of the College through establishing new regional centres
- When legislative and political constraints permit, encourage students from beyond the UK to study at the College

## **MOORLANDS COLLEGE**

### **ANNUAL REPORT OF THE TRUSTEES (continued) For the year ended 30 June 2021**

#### **National and international profile**

- Forge productive partnerships with like-minded organisations, delivery partners and alumni that will make the College more widely known in the UK and beyond, not restricted by its physical locations

#### **Influence**

- Influence the wider Christian community and society
- Serve and support the local community of Christchurch in appropriate ways
- Resource and inspire Christian leaders
- Provide encouragement in ministry and long-term relational support to former students

#### **Range of courses**

- Widen the portfolio of applied theology courses offered by the College

#### **Academic quality**

- Review continuously all aspects of course content and delivery in order to constantly improve quality of teaching and all aspects of delivery and maintain national standards
- Demonstrate thought-leadership by addressing contemporary cultural, pastoral and theological issues
- Encourage academic leadership and influence through research, publishing and engagement with the wider academic community
- Ensure that all students are engaged in the monitoring and review of their studies
- Recruit academic and support staff of high calibre

#### **Governance**

- Ensure the ongoing re-affirmation of the evangelical Christian beliefs at the core of the College.
- Give clear and effective leadership to the College at Board and management levels, ensuring that vision, mission, values and relevant strategic goals are understood and pursued
- Ensure that robust systems and structures exist, within which the Board and the College management can operate effectively and with appropriate accountability
- Ensure that the student voice is heard and taken account of at all levels of the College
- Plan ahead for operational continuity and leadership succession

#### **Financial stability and resourcing**

- Continue the development of a healthy financial culture, enabling confident medium and long-term planning
- Develop income streams other than student fees, reducing dependency on student numbers and enabling strategic planning and development
- Take the costs and risks associated with validation arrangements under the College's own control, investigating and determining whether to apply for Degree Awarding Powers
- Make best use of the College buildings, campus and other assets both physical and intellectual

#### **Key Priority Objectives (KPOs) associated with these principles and agreed by the Trustees (in Nov 2019) are that:**

- By 2023-4 we shall see student undergraduates at current locations increase by 5% based on 2019-20 numbers
- By 2023-4 we shall open two more regional centres in the UK that are viable both educationally and financially
- By September 2023 we shall have developed at least three new partnerships with Christian agencies, that will provide access to a broader marketplace and increased recruitment
- By September 2023 our influence will have increased significantly, demonstrated by
  - hosting a series of successful theological conferences through the period 2019-23
  - increased publication of books and papers by staff
  - increase of staff speaking at churches, conferences and large-scale events
  - increased presence of staff on national and international boards
- By September 2021 we will have been authorised to operate Degree Awarding Powers



## MOORLANDS COLLEGE

### ANNUAL REPORT OF THE TRUSTEES (continued) For the year ended 30 June 2021

- By September 2023, in the context of expansion of provision across new locations, we will have grown in the quality of our academic delivery reflected in external benchmarking
- By November 2023 we will have a full-strength Board of Trustees, with a range of appropriate skills and backgrounds, providing effective governance and leadership of the College
- On revenue and surplus, we require annual growth over and above cost increases to enable reinvestment back into achieving our strategy, including reserves cover of 6 months by June 2024.

Each of the above KPOs has several Key Performance Indicators aligned with it and these are being overseen by the Strategic Monitoring Group.

Our undergraduate degree student intake for 21/22 is expected to be 26 for all our BA courses, significantly lower than the last few years. This includes an intake of 7 students in the regional centre in Belfast, and 5 in the South West. Sadly, low application levels have caused us not to run Foundation Year at Christchurch in 21/22 and to run Midlands without an intake cohort. Our intake for MA Applied Theology is also low at 10, but we will be teaching 18 students for the various courses run by SLS.

The engagement of a Blended and Digital Learning consultant is assisting in transforming the College's learning and teaching environment to meet current and emerging digital opportunities, especially in the area of blended learning, covering both face-to-face and virtual environments.

New opportunities within the Higher Education sector are being pursued. Work continues to strengthen the College's systems for the upholding of standards and assurance of quality, as we prepare to make an application (in autumn 2021) for authorisation to operate Degree Awarding Powers. Our development of Regional Centres has aimed to provide flexibility of study modes and locations to students; opportunities and partnerships in other regions are being paused whilst the blended learning project is conducted, as this will inform our regional delivery models.

Our Friends of Moorlands initiative, while delayed by coronavirus, is being revitalised with the aim of strengthening our engagement with alumni and their churches or key organisations. We aim to build a strong base of connected Friends who see Moorlands as a first port of call for training and, where possible, to assist with fundraising.

We are also committed to research-based teaching and scholarship, one aspect of which is our work towards establishing a Centre for Evangelical Studies; a development group has been set up to take this vision through into more detailed plans during the year.

Finally, the year's planned facility development includes the replacement of the main residential heating system, enhancement of the campus wifi network, and, subject to fundraising, conversion of more of our bedrooms to include ensuite facilities. We will aim to maximise use of our campus premises for students during term time – bedroom occupancy at the start of the academic year is 95% – and to generate letting income at other times of the year, as restrictions permit.

#### **Statement of Internal Control**

As governing body of the College, the Board of Trustees recognises that it has responsibility for maintaining a sound system of internal control to support the achievement of policies, aims and objectives, whilst safeguarding the public and other funds and assets for which it is responsible, in accordance with the responsibilities assigned to it in the Articles of Association, and the requirements of such bodies as the Office for Students.

The system of internal control is intended to manage rather than eliminate the risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing review process intended to identify

## MOORLANDS COLLEGE

### ANNUAL REPORT OF THE TRUSTEES (continued) For the year ended 30 June 2021

the principal risks to the College, to evaluate the nature and extent of those risks, and to manage them efficiently, effectively and economically. The risk management approach is summarised on page 3 and is a major aspect of the work of the Audit and Risk Committee. This process has been in place for the year ended 30 June 2021 and up to the date of approval of the financial statements.

In addition to this, the Trustees oversee the College's performance in meeting its strategic objectives through the planning and monitoring of the annual plan and budget. Regular updates on performance are presented to Trustees during the year, with a full year-end report considered in October/November. A provisional plan and budget for the following year is approved by Trustees every June, followed by the approval of a final revision in October/November, once confirmed student numbers for the academic year are known.

The Trustees have responsibility for reviewing the effectiveness of the College's system of internal control and, via the Audit and Risk Committee, conducts periodic reviews. Trustees consider the plans and strategic direction of the College and receive reports from the Chair of Audit and Risk Committee and have access to the minutes of Audit and Risk Committee meetings. The review of the effectiveness of the system of internal control is also informed by the work of the Executive Leadership Team, who have responsibility for the development and maintenance of the internal control framework, and by comments made by the external auditors in their annual reports.

The Trustees are of the view that the College has an appropriate framework for delivering assurance on key aspects of governance, risk management and internal control, and that there is clarity in terms of the respective roles of the Audit and Risk Committee, the Finance and Resources Committee and the Board of Trustees.

With regard to regularity and propriety of public funding, the Trustees are of the view that all reasonable steps have been taken, through the College's senior management and the above committees, to:

- ensure that funds from the Department for Education (DfE), the Office for Students (OfS) and other funding bodies are used only for the purposes for which they have been given and in accordance with OfS' Financial Memorandum and the Funding Agreement with DfE and any other conditions which DfE or OfS may from time to time prescribe;
- ensure that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources;
- safeguard the assets of the College and prevent and detect fraud; and
- secure the economic, efficient and effective management of the College's resources and expenditure.

#### **Statement of Trustees' Reporting Responsibilities**

The Trustees (who are also directors of Moorlands College for the purposes of company law) are responsible for preparing the annual report of the Trustees and the financial statements in accordance with applicable UK law and accounting standards (see Note 1).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the College and of the income and expenditure of the College for the year. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements

## MOORLANDS COLLEGE

### ANNUAL REPORT OF THE TRUSTEES (continued) For the year ended 30 June 2021

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the College will continue in operation.

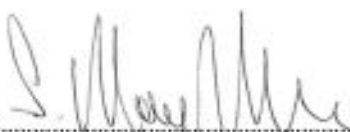
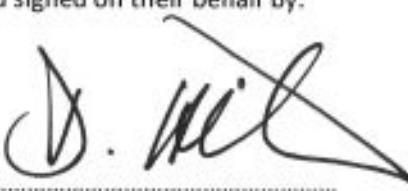
The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the College and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets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

#### Information provided to Auditors

In so far as the Trustees are aware:

- there is no relevant audit information of which the College'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.

Approved by the Trustees on 15 November 2021 and signed on their behalf by:

  
Steve May-Miller (Chair of Trustees)  
David Hilborn (Accountable Officer)

## MOORLANDS COLLEGE

### INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF MOORLANDS COLLEGE FOR THE YEAR ENDED 30 JUNE 2021

#### Opinion

We have audited the financial statements of Moorlands College (the 'charity') for the year ended 30 June 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 June 2021 and of its incoming resources and application of resources 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 and the Office for Students.

#### Basis for opinion

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

#### Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

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

#### Other information

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

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

We have nothing to report in this regard.

#### 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 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 directors' report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

#### Opinions on other matters prescribed by the Office for Students' (OfS) terms and conditions of funding for higher education institutions and the OfS's accounts direction

In our opinion, in all material aspects:

- funds from whatever source administered by the charity for specific purposes have been properly applied to those purposes and managed in accordance with the relevant legislation;
- funds provided by OfS have been applied in accordance with the relevant terms and conditions, and any other terms and conditions attached to them; and
- the requirements of the OfS's accounts direction have been met.



**INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF MOORLANDS COLLEGE FOR THE YEAR ENDED 30 JUNE 2021 (continued)**

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

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included with the directors' report.

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

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

**Responsibilities of directors**

As explained more fully in the directors' 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.

In preparing the financial statements, the directors are responsible for assessing the charity'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 directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity, we identified that the principal risks of non-compliance with laws and regulations related to employment and financial reporting legislation and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011. We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management, considering the internal controls in place and discussion amongst the engagement team.

We determined that the principal risks were related to management bias in accounting estimates, presentation of separately disclosed items, incorrect claiming of government assistance (furlough income) and management override of controls. In response to the risks identified we designed procedures which included, but were not limited to challenging significant accounting estimates, evaluating the internal controls, agreeing financial statement disclosures to underlying supporting documentation, testing the calculation of claims made under the Coronavirus Job Retention Scheme, reviewing trustees minutes and identifying and testing journal entries.

There are inherent limitations in the audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

## MOORLANDS COLLEGE

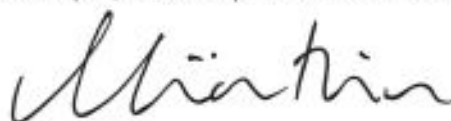
### INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF MOORLANDS COLLEGE FOR THE YEAR ENDED 30 JUNE 2021 (continued)

#### 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 and regulations made under that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

**Miriam Hickson FCA (Senior Statutory Auditor)**  
for and on behalf of Jacob Cavenagh & Skeet  
Statutory Auditor, Chartered Accountants

Dated: 23/11/2021



5 Robin Hood Lane  
Sutton  
Surrey  
SM1 2SW



**MOORLANDS COLLEGE**

**STATEMENT OF FINANCIAL ACTIVITIES (including Income and Expenditure Account)**  
For the year ended 30 June 2021

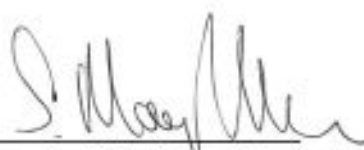
	Unrestricted general fund 2021 Note	Designated funds 2021	Restricted funds 2021	Total 2021	Unrestricted general fund 2020	Designated funds 2020	Restricted funds 2020	Total 2020	
	£	£	£	£	£	£	£	£	
<b>INCOME</b>									
<b>Income from generated funds:</b>									
Donations and Legacies	2a	81,938	-	27,991	109,929	121,933	-	11,544	133,477
Other Trading Activities:									
Lettings income		760	-	-	760	4,352	-	-	4,352
Other events & sales		905	-	-	905	7,374	-	-	7,374
Investment income		2,552	-	-	2,552	3,595	-	-	3,595
<b>Income from charitable activities</b>									
Educational and related income	2b	1,784,719	-	303,870	2,088,589	1,788,495	-	273,767	2,062,262
Other income	2c	47,470	-	-	47,470	36,448	-	-	36,448
<b>Total Income</b>		<b>1,918,344</b>	<b>-</b>	<b>331,861</b>	<b>2,250,205</b>	<b>1,962,197</b>	<b>-</b>	<b>285,311</b>	<b>2,247,508</b>
<b>EXPENDITURE</b>									
Raising Funds		-	-	13,189	13,189	1,529	-	18,392	19,921
Charitable Activities		1,757,184	113,794	346,443	2,217,421	1,795,549	158,091	211,482	2,165,122
<b>Total Expenditure</b>	<b>3</b>	<b>1,757,184</b>	<b>113,794</b>	<b>359,632</b>	<b>2,230,610</b>	<b>1,797,078</b>	<b>158,091</b>	<b>229,874</b>	<b>2,185,043</b>
<b>Net Income / (Expenditure) before Transfers</b>		<b>161,160</b>	<b>(113,794)</b>	<b>(27,771)</b>	<b>19,595</b>	<b>165,119</b>	<b>(158,091)</b>	<b>55,437</b>	<b>62,465</b>
Transfers	8	(122,551)	136,925	(14,374)	-	(99,898)	111,713	(11,815)	-
<b>NET MOVEMENT IN FUNDS</b>		<b>38,609</b>	<b>23,131</b>	<b>(42,145)</b>	<b>19,595</b>	<b>65,221</b>	<b>(46,378)</b>	<b>43,622</b>	<b>62,465</b>
Balances at start of year (1 July)		450,363	5,010,252	146,558	5,607,173	385,142	5,056,630	102,936	5,544,708
Balances at end of year (30 June)		488,972	5,033,383	104,413	5,626,768	450,363	5,010,252	146,558	5,607,173

All of the College's activities are classed as continuing.  
The College has no recognised gains or losses other than the result for the year.  
The notes numbered 1 to 12 form part of these financial statements.

**MOORLANDS COLLEGE**  
**Registered company number 4241702**  
**BALANCE SHEET**  
**As at 30 June 2021**

	Note	2021 £	2020 £
<b>FIXED ASSETS</b>			
Tangible assets	5	4,641,171	4,610,800
<b>CURRENT ASSETS</b>			
Stocks		19,791	18,656
Debtors	6	148,798	108,241
Cash at bank and in hand		<u>1,062,803</u>	<u>1,063,533</u>
		1,231,392	1,190,430
<b>CREDITORS: Amounts falling due within one year</b>	7	<u>(245,795)</u>	<u>(194,057)</u>
<b>NET CURRENT ASSETS</b>		985,597	996,373
<b>NET ASSETS</b>		<u>5,626,768</u>	<u>5,607,173</u>
<b>RESERVES</b>			
Unrestricted General Funds	8, 9	488,972	450,363
Designated Funds	8, 9	5,033,383	5,010,252
Restricted Funds	8, 9	<u>104,413</u>	<u>146,558</u>
		<u>5,626,768</u>	<u>5,607,173</u>

These financial statements were approved and authorised for issue by the Trustees on 15 November 2021 and are signed on their behalf by:

  
Steve May-Miller (Chair of Trustees)

  
David Hilborn (Accountable Officer)

The notes numbered 1 to 12 form part of these financial statements.

# MOORLANDS COLLEGE

## CASH FLOW STATEMENT

For the year ended 30 June 2021

	2021	2020
	£	£
<b>OPERATING ACTIVITIES</b>		
Surplus (deficit) after depreciation and before tax	19,595	62,465
Adjustment to add back depreciation	96,773	125,488
Adjustment to add back loss (deduct surplus) on disposal	352	2,256
Adjustment to deduct interest	( 2,552)	( 3,595)
Net changes in working capital	10,046	120,237
Income tax paid	-	-
<b>Net cash inflow (outflow) from operating activities</b>	<b>124,214</b>	<b>306,851</b>
<b>INVESTMENT ACTIVITIES</b>		
Purchase of fixed assets	( 127,496)	( 68,887)
Interest received	2,552	3,595
<b>Net cash inflow (outflow) from investing activities</b>	<b>( 124,944)</b>	<b>( 65,292)</b>
<b>FINANCING ACTIVITIES</b>		
<b>Net cash inflow (outflow) from financing activities</b>	<b>-</b>	<b>-</b>
<b>Overall net cash inflow (outflow)</b>	<b>( 730)</b>	<b>241,559</b>
Cash at start of year	1,063,533	821,974
Cash at end of year	1,062,803	1,063,533

The notes numbered 1 to 12 form part of these financial statements.

## MOORLANDS COLLEGE

### NOTES TO THE FINANCIAL STATEMENTS For the year ended 30 June 2021

#### 1 ACCOUNTING POLICIES

##### **Basis of preparing the financial statements**

Moorlands College is a charitable company registered in England & Wales. The address of the registered office is given in the charity information on page 1 of these financial statements.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared under the Companies Act 2006 and in accordance with the Charities Statement of Recommended Practice (Charities SORP (FRS 102)), Financial Reporting Standard 102 (FRS 102), the Charities Act 2011, and the requirements of the Office for Students.

The financial statements have been prepared on the going concern basis. There are no material uncertainties about the College's ability to continue. The financial statements have been prepared under the historical cost convention, modified to include certain items at fair value, and are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

##### **Income**

Income, including grant, government grant and legacy income, is recognised on an accruals basis, when the College is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is more likely than not that the income will be received. Income is deferred if time-related conditions or performance conditions require deferral of the amount. Job Retention Scheme government grant income is recognised in the period to which the underlying furloughed staff costs relate.

##### **Expenditure**

Expenditure is accounted for on an accruals basis, inclusive of irrecoverable VAT. Certain expenditure is directly attributable to specific activities and has been allocated to those cost categories and governance costs in accordance with the requirements of the Statement of Recommended Practice. Certain other costs and some staff costs are attributable to more than one activity. In these cases the costs have been apportioned to the individual activities on the basis of the time spent by staff on matters relating to those activities.

Governance costs comprise all costs relating to the public accountability of the College and its compliance with regulation and good practice. These costs include costs relating to the statutory audit.

##### **Bursaries**

Bursaries from restricted funds are included as expenditure in the period for which the award is given.

##### **Tangible fixed assets**

Assets are only capitalised, at cost, where they cost £1,000 or more. Assets costing less than £1,000 may be capitalised where these form part of a set or a wider equipment package.

Freehold land is not depreciated. Depreciation of buildings is based on useful economic life and residual value of each main building. Depreciation of other fixed assets is provided for at the following rates to write off the original cost of each asset over its estimated useful life. Depreciation on assets is charged from date of first use or, where more appropriate, from the date of purchase.

Freehold buildings	Between 20 and 100 years straight line
Fixtures, fittings and equipment	20% per annum straight line, unless useful economic life is deemed to be longer or shorter than 5 years
Motor vehicles	20% per annum straight line

## MOORLANDS COLLEGE

### NOTES TO THE FINANCIAL STATEMENTS For the year ended 30 June 2021

#### 1 ACCOUNTING POLICIES (*continued*)

##### **Debtors**

Debtors are included at the settlement amount due. Prepayments are valued at the amount prepaid.

##### **Creditors and provisions**

Creditors and provisions are recognised where the College has a present obligation arising from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be reliably measured or estimated. Creditors and provisions are recognised at their settlement amount.

##### **Stock**

This is valued at the lower of cost and net realisable value, after allowing for slow moving or obsolete items.

##### **Library**

The cost of additions to the library is written off in the year in which the items are purchased.

##### **Pensions**

The College offers a defined pension contribution scheme to its employees and makes contributions to this pension scheme on behalf of its employees. The scheme is open to all qualifying employees and enrolment in the scheme is optional. The contributions payable for the scheme for the period are charged in the income and expenditure account. The charge for the year is shown in Note 4.

##### **Foreign currencies**

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Exchange differences are taken into account in the Statement of Financial Activities.

##### **Tax status**

The College is a registered charity and therefore it is not assessable to corporation tax on any surplus charitable funds.

##### **Funds accounting**

Funds held by the College are:

*Unrestricted general funds* are funds that can be used in accordance with the charitable objects at the discretion of the Trustees.

*Designated funds* are funds set aside by the Trustees out of unrestricted general funds for specific future purposes or projects.

*Restricted funds* are funds that can only be used for particular purposes within the objects of the College. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

The nature and purpose of each fund is explained further in note 8 to the financial statements.

# MOORLANDS COLLEGE

## NOTES TO THE FINANCIAL STATEMENTS For the year ended 30 June 2021

### 2a DONATIONS AND LEGACIES

	Unrestricted	Restricted	2021	2020
	£	£	£	£
General donations	81,938	-	81,938	121,933
Donations for new projects	-	555	555	1,060
Donations for student bursaries	-	27,436	27,436	10,484
	<u>81,938</u>	<u>27,991</u>	<u>109,929</u>	<u>133,477</u>

### 2b GRANT AND FEE INCOME

	2021	2020
	£	£
Grant income from the Office for Students	73,374	59,919
Grant income from other bodies	52,031	50,180
Fee income for taught HE awards	1,474,531	1,408,890
Fee income for research awards	-	-
Fee income from non-qualifying courses	10,505	19,050
Total Grant and Fee Income	<u>1,610,441</u>	<u>1,538,039</u>
Other Educational and related income	478,148	524,223
Total Educational and related income	<u>2,088,589</u>	<u>2,062,262</u>

### 2c GRANT AND FEE INCOME

	2021	2020
	£	£
Job Retention Scheme government grant	47,470	36,448

### 3 ANALYSIS OF EXPENDITURE

	Staff costs	Premises	Depreciation	Other costs	Total 2021	Total 2020
	£	£	£	£	£	£
Costs of generating voluntary income	4,696	-	-	8,493	13,189	18,392
Costs of activities for generating income	-	-	-	-	-	1,529
Total cost of raising funds	<u>4,696</u>	<u>-</u>	<u>-</u>	<u>8,493</u>	<u>13,189</u>	<u>19,921</u>
Teaching and related costs	850,424	-	48,439	341,101	1,239,964	1,259,649
Other student costs	96,693	-	-	144,930	241,623	219,172
Support Costs	436,858	148,832	48,334	90,849	724,873	675,347
Governance costs	-	-	-	10,961	10,961	10,954
Total costs of charitable activities	<u>1,383,975</u>	<u>148,832</u>	<u>96,773</u>	<u>587,841</u>	<u>2,217,421</u>	<u>2,165,122</u>
Total Expenditure	<u>1,388,671</u>	<u>148,832</u>	<u>96,773</u>	<u>596,334</u>	<u>2,230,610</u>	<u>2,185,043</u>

Other costs:	2021	2020
	£	£
Teaching costs	346,387	335,740
Library and study materials	31,774	35,076
Catering and student welfare	85,550	65,371
Advertising and promotion of the College	22,833	39,580
Office costs	24,070	30,156
Fees payable for the audit	10,553	10,156
Consultants and legal fees	51,111	21,800
Travel and subsistence	17,154	30,713
Bad debts & provision for doubtful debts	4,279	6,942
Sundry expenses	2,623	2,490
	<u>596,334</u>	<u>578,024</u>



# MOORLANDS COLLEGE

## NOTES TO THE FINANCIAL STATEMENTS For the year ended 30 June 2021

### 4 STAFF COSTS

	2021	2020
	£	£
Wages and salaries	1,145,970	1,131,091
Social Security costs	75,188	75,127
Other pension costs	110,435	105,331
	<u>1,331,593</u>	<u>1,311,549</u>
Remuneration of the Principal		
Salary	50,750	50,438
Pension contributions	5,202	5,170
	<u>55,952</u>	<u>55,608</u>
Median pay ratios		
All staff basic salary	1.71	1.89
All staff total pay	1.72	1.85

At 30 June 2021 there were no accrued amounts in respect of pension costs (2020: £Nil).

No staff received remuneration in excess of £60,000 per annum (2020: £Nil).

Included in the above are redundancy payments of £348 (2020: £Nil); these are recognised when legal agreement is reached.

In addition to the above, termination payments of £30,000 were made during the year (2020: £Nil); these are recognised when legal agreement is reached.

No remuneration was paid to Trustees for their role as Trustees. No travel expenses were reimbursed to three Trustees during the year (2020: £664 to three Trustees). Nothing was paid on behalf of Trustees to third parties for training or accommodation (2020: £50). Payments of £160 were made to one Trustee for lectures carried out during the year (2020: £761 to two Trustees). Remuneration of close family members of Trustees totalled £Nil (2020: £481) for teaching.

During the year the College had transactions with South West Youth Ministries, a charity with which it shares a Trustee. The College received income of £3,840 (2020: £12,449) and incurred expenses of £59,312 (2020: £76,231). There was no balance outstanding at year-end (2020: £Nil). These transactions were carried out at an 'arm's length' basis. The Trustee received no benefit for the transactions.

Remuneration (inc employer NI & pension) of key management totalled £390,462 for 8 posts (2020: £338,369 for 7 posts).

Remuneration (inc employer NI & pension) of close family members of key management totalled £36,865 (2020: £36,367).

During the year, payments totalling:

£140 were received from, and £Nil made to, Christchurch Baptist Church of which David McLellan is a trustee (2020: £1,200 received, £66 made).

£Nil were received from, and £128 made to, Evangelical Alliance of which David Hilborn is a trustee (2020: £3,514 received, £563 made).

£52,212 were received from, and £5,116 made to, Wycliffe Bible Translators (UK) of which Ian Kirby is a trustee (2020: £54,095 received, £5,000 made).

£500, £64 and £50 were made resp to Cedarwood, Faithworks Wessex and Truth Be Told, of which Karen Todd is a trustee (2020: £Nil, £50 and £Nil).

£6,853 were made to Simplicite of which Karen Todd is a director (2020: £575).

The average weekly number of employees was:

		2021		2020	
		Actual	FT equivalent	Actual	FT equivalent
Academic	Full time	11	10.5	11	11
	Part time	26	8	24	6.5
Support	Full time	7	6.7	7	5.8
	Part time	20	11	21	11.2
Total	Full time	18	17.2	18	16.8
	Part time	46	19	45	17.7
Overall Total		64	36.2	63	34.5

The above employee numbers exclude Students and Visiting lecturers who have been employed on a casual basis during the year, however the related payroll costs are included in the above staff costs.

# MOORLANDS COLLEGE

## NOTES TO THE FINANCIAL STATEMENTS For the year ended 30 June 2021

### 5 TANGIBLE FIXED ASSETS

	Land	Freehold Buildings	Equipment	Total
	£	£	£	£
<b>COST:</b>				
at 30 June 2020	282,299	5,213,617	600,796	6,096,712
Additions	-	90,261	37,235	127,496
Disposals	-	-	(1,175)	(1,175)
at 30 June 2021	282,299	5,303,878	636,856	6,223,033
<b>DEPRECIATION:</b>				
at 30 June 2020	-	995,296	490,616	1,485,912
Charge for the year	-	47,524	49,249	96,773
Eliminated on disposals	-	-	(823)	(823)
at 30 June 2021	-	1,042,820	539,042	1,581,862
<b>NET BOOK VALUE:</b>				
at 30 June 2021	282,299	4,261,058	97,814	4,641,171
at 30 June 2020	282,299	4,218,321	110,180	4,610,800

All of the assets are used for charitable purposes.

### 6 DEBTORS

	2021	2020
	£	£
Fees outstanding	94,284	74,597
Prepayments	31,013	11,771
Other debtors	23,501	21,873
	<u>148,798</u>	<u>108,241</u>

### 7 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Fees in advance	19,979	7,019
Trade Creditors	42,008	25,441
Deferred income (Grants)	75,000	50,000
Taxes and social security	36,753	38,314
Accruals	33,055	31,283
Holiday pay accrual	39,000	42,000
	<u>245,795</u>	<u>194,057</u>

#### Movement on Deferred Income (Fees in advance):

	2021	2020
	£	£
Deferred income brought forward	7,019	12,202
Income released in the year	(2,539)	(9,003)
Income deferred in the year	15,499	3,820
Deferred income carried forward	<u>19,979</u>	<u>7,019</u>

#### Movement on Deferred Income (Grants):

	2021	2020
	£	£
Deferred income brought forward	50,000	-
Income released in the year	(50,000)	-
Income deferred in the year	75,000	50,000
Deferred income carried forward	<u>75,000</u>	<u>50,000</u>

# MOORLANDS COLLEGE

## NOTES TO THE FINANCIAL STATEMENTS For the year ended 30 June 2021

### 8 RECONCILIATION ON MOVEMENTS OF FUNDS

For the year ended 30 June 2021

	At 1 July 2020	Income	Expenditure	Transfers	At 30 June 2021
	£	£	£	£	£
<b>Unrestricted Funds</b>					
General fund	450,363	1,918,344	(1,757,184)	(122,551)	488,972
<b>Designated funds</b>					
Contingency Fund	186,300	-	-	-	186,300
Cyclical Refurbishment & Maintenance	213,153	-	(16,979)	9,739	205,913
Building Fixed Assets	4,500,619	-	(47,524)	90,261	4,543,356
Equipment Fixed Assets	110,180	-	(49,291)	36,925	97,814
	5,010,252	-	(113,794)	136,925	5,033,383
<b>Total unrestricted funds</b>	5,460,615	1,918,344	(1,870,978)	14,374	5,522,355
<b>Restricted funds</b>					
New Projects Fund	32,298	51,380	(77,877)	-	5,801
Student Bursary Fund	42,729	26,286	(11,207)	-	57,808
Student Hardship Fund	8,196	15,426	(19,241)	-	4,381
Brenda Brady Bursary Fund	23,969	850	(11,040)	-	13,779
Misc. Other Restricted Funds	39,366	237,919	(240,267)	(14,374)	22,644
<b>Total restricted funds</b>	146,558	331,861	(359,632)	(14,374)	104,413
<b>Total funds</b>	5,607,173	2,250,205	(2,230,610)	-	5,626,768

For the year ended 30 June 2020

	At 1 July 2019	Income	Expenditure	Transfers	At 30 June 2020
	£	£	£	£	£
<b>Unrestricted Funds</b>					
General fund	385,142	1,962,197	(1,797,078)	(99,898)	450,363
<b>Designated funds</b>					
Contingency Fund	186,300	-	-	-	186,300
Cyclical Refurbishment & Maintenance	200,674	-	(30,347)	42,826	213,153
Building Fixed Assets	4,529,283	-	(45,838)	17,174	4,500,619
Equipment Fixed Assets	140,373	-	(81,906)	51,713	110,180
	5,056,630	-	(158,091)	111,713	5,010,252
<b>Total unrestricted funds</b>	5,441,772	1,962,197	(1,955,169)	11,815	5,460,615
<b>Restricted funds</b>					
New Projects Fund	(321)	51,060	(18,441)	-	32,298
Student Bursary Fund	38,800	7,414	(3,485)	-	42,729
Student Hardship Fund	9,960	1,170	(2,934)	-	8,196
Brenda Brady Bursary Fund	31,531	1,900	(9,462)	-	23,969
Misc. Other Restricted Funds	22,966	223,767	(195,552)	(11,815)	39,366
<b>Total restricted funds</b>	102,936	285,311	(229,874)	(11,815)	146,558
<b>Total funds</b>	5,544,708	2,247,508	(2,185,043)	-	5,607,173

## MOORLANDS COLLEGE

### NOTES TO THE FINANCIAL STATEMENTS For the year ended 30 June 2021

#### 8 RECONCILIATION ON MOVEMENTS OF FUNDS (continued)

The funds shown on the previous page have the following purposes:

**Unrestricted Funds:**

General Fund - available for the general operation of the College's main activities

**Designated funds:**

Contingency Fund – to support the General Fund in the event that income declines.

Cyclical Refurbishment & Maintenance Fund – to fund ongoing building refurbishment and maintenance.

Building Fixed Assets – holds fixed assets arising from capitalisation of land and building assets.

Equipment Fixed Assets – holds fixed assets arising from capitalisation of plant, equipment and vehicles.

**Restricted Funds:**

New Projects Fund – held for new specific building or equipping projects.

Student Bursary Fund – held for bursary funding of student tuition fees.

Student Hardship Fund – held to provide financial hardship support for students.

Brenda Brady Bursary Fund – held for funding needs of student body or individuals.

Miscellaneous Other Restricted Funds – held for various specific purposes as received.

The fund transfers indicated on the previous page are explained as follows:

**From General Fund to Designated Funds:**

Transfer of surplus funds from operations: £100,000 to Cyclical Refurbishment & Maintenance (2019/20: £60,000).

Net capitalisation of fixed assets purchased in the year, and transferred to the designated fund for Equipment Fixed Assets: £22,551 (2019/20: £39,898).

**Between Designated Funds:**

Capitalisation of fixed assets purchased under Cyclical Refurbishment & Maintenance and transferred to the designated fund for Building Fixed Assets: £90,261 (2019/20: £17,174).

**From Restricted Funds to others:**

Capitalisation of fixed assets, purchased from Misc Other Restricted Funds, and transferred to the designated funds for Equipment Fixed Assets: £14,374 (2019/20: £11,815).

# MOORLANDS COLLEGE

## NOTES TO THE FINANCIAL STATEMENTS For the year ended 30 June 2021

### 9 ANALYSIS OF NET ASSETS BETWEEN FUNDS

2021	Unrestricted Funds			
	General	Designated	Restricted	Total
	Fund	Funds	Funds	Funds
	£	£	£	£
Fixed assets	-	4,641,171	-	4,641,171
Cash at bank and in hand	492,250	392,212	178,341	1,062,803
Stock	19,791	-	-	19,791
Debtors	144,697	-	4,101	148,798
Creditors	(167,766)	-	(78,029)	(245,795)
	<u>488,972</u>	<u>5,033,383</u>	<u>104,413</u>	<u>5,626,768</u>

2020	Unrestricted Funds			
	General	Designated	Restricted	Total
	Fund	Funds	Funds	Funds
	£	£	£	£
Fixed assets	-	4,610,800	-	4,610,800
Cash at bank and in hand	521,228	399,452	142,853	1,063,533
Stock	18,656	-	-	18,656
Debtors	103,786	-	4,455	108,241
Creditors	(193,307)	-	(750)	(194,057)
	<u>450,363</u>	<u>5,010,252</u>	<u>146,558</u>	<u>5,607,173</u>

### 10 LEASES

Operating lease charges for the year were £1,606 (2020: £1,606). At 30 June 2021, the College had total future minimum payments under non-cancellable operating leases as:

	Land & buildings		Other		As at 30 June 2020	
	£	£	£	£	£	£
within 1 year	-	1,606	-	1,606	-	1,606
within 2 to 5 years	-	1,605	-	3,211	-	3,211
after 5 years	-	-	-	-	-	-
	<u>-</u>	<u>3,211</u>	<u>-</u>	<u>4,817</u>	<u>-</u>	<u>4,817</u>

### 11 CAPITAL COMMITMENTS

There were no capital commitments at 30 June 2021 (2020: £nil).

### 12 CONTINGENT LIABILITIES

There were no contingent liabilities at 30 June 2021 (2020: £nil).



