

SARUM COLLEGE
(A company limited by guarantee)
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

Fletcher & Partners
Chartered Accountants
Salisbury



SARUM COLLEGE
(A company limited by guarantee)

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TRUSTEES' REPORT
FOR THE YEAR ENDED 30 JUNE 2021

Reference and Administrative Details

Name

The name of the Charity is Sarum College

The Charity commonly makes itself known by the name Sarum.

Company registered number 09510356

Charity registered number 1161253

Registered office 19 The Close
Salisbury
Wiltshire SP1 2EE

Board of Trustees

Foundation Trustees The Bishop of Salisbury:
The Rt Revd Nicholas Holtam (to 24th June 2021)
The Bishop of Bath and Wells:
The Rt Revd Peter Hancock (to 22nd May)

Nominative Trustees Rt Revd Dr Alastair Redfern (Chair)
The Revd Canon Chigor Chike (from 25th March 2021)
Ms Beverley Flanagan (to 7th December 2020)
The Ven Sue Groom
Very Revd Simon Jarratt
Mrs Rosemary Macdonald
Mr Timothy Mynott
Sir Marcus O'Lone
Mrs Emma Osborne
Ms Clare Sellars
Prof Jane Shaw
Prof David Sims
The Revd Canon Dr Robert Titley
The Revd Andrew De Ville (from 1st July 2020)

College Leadership Team

The Principal
Director of Finance & Facilities
Director of Marketing & Communications
General Manager of Hospitality
Director of Academic Development

Professor James Woodward
Mr Mark Manterfield
Ms Christine Nielsen-Craig
Mr Gary Gifford
Dr Jayme Reaves

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Bankers

CafCash Limited
Kings Hill
West Malling
Kent
ME19 4TA

Lloyds Bank plc
38 Blue Boar Row
Salisbury
Wiltshire
SP1 1DB

Auditors

Fletcher & Partners
Crown Chambers
Bridge Street
Salisbury
Wiltshire
SP1 2LZ

Solicitors

Veale Wasbrough Vizards
Narrow Quay House
Narrow Quay
Bristol
BS1 4QA

The Trustees present their annual report together with the audited financial statements for the year 1 July 2020 to 30 June 2021.

Since the charity and the group qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Structure, Governance and Management

Constitution

The charity and the group is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 25 March 2015.

Method of appointment of trustees

The management of the charity and the group is the responsibility of the Trustees.

The Board is composed of no fewer than 10 Trustees and no more than 14 of whom the Bishops of Salisbury and of Bath and Wells are at all times Foundation Trustees by virtue of their office. In addition the trustees may co-opt up to two trustees.

New or additional trustees are appointed by the then existing body of trustees. In making appointments the trustees bear in mind the importance of choosing individuals whose skills and experience match the needs of the Charity as a whole, the need to reflect an appropriate balance of regional and national experience and denominational background, and principles of equality and diversity including gender and lay and ordained. New Trustees receive an induction which includes an introduction to the College, governance, Trustee responsibilities and a discussion of current issues.

Trustees (other than the Foundation Trustees) normally serve a four-year term and are eligible for re-appointment for one four-year term.

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TRUSTEES' REPORT (continued)
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Organisational structure

The trustees are responsible for controlling Sarum's management and administration.

Their responsibilities include:

Sarum's policy, finances, budget and management;
envisioning Sarum's future;
planning Sarum's strategic development; and
giving guidance and direction to the Executive Committee.

The Board has appointed three committees.

The terms of reference of the Finance & General Purposes Committee are

The Finance and General Purposes Committee shall, on behalf of the trustees, review all aspects of the management of the college (and shall give advice and guidance to the Principal and leadership team as required).

In particular, it shall monitor and (where appropriate) make recommendations to the trustees on:

Financial management and financial planning, including the annual budget and annual accounts;
The appointment of the auditors;
Hospitality and associated services;
The college's buildings and estate;
Five year plan for Finance and buildings
IT infrastructure;
Marketing and fund raising;
Health and safety;
All other legal and regulatory matters;
Risk management.

The committee shall ensure that, as appropriate, plans are in place for the maintenance, sustainability, renewal and development of all assets and services.

The terms of reference of the Board of Studies are:

(a) The Board of Studies shall oversee all aspects of the quality assurance arrangements made by the College. It shall receive reports from all appropriate committees and other bodies with responsibility for quality assurance in each course or programme and may make whatever enquiries it deems necessary to satisfy itself as to the standards being reached.

(b) The Board of Studies shall also exercise broad oversight of the development of academic policy in the College, the planning of the College's academic programme and of its general academic direction. It shall receive reports on the development of academic policy from the Principal and from others nominated by the Principal. It shall review significant decisions made on the content of this programme and on the priorities given to particular subject areas, or other strands of work. It shall satisfy itself that the College is taking steps to ensure that its academic offering is refreshed and effective for meeting the goals of the College.

(c) The Board of Studies shall receive annual reports from each Centre recognized by the College. These reports shall cover membership, links with others inside and outside the College, the programme of work conducted by the Centre, publications, financial viability, external impact, and future directions for the programme of work and the development of the subject area of the Centre.

(d) The Board of Studies shall establish such structures for quality assurance, course management, course review, examination and assessment, student discipline and other academic purposes as may be required.

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(e) The Board of Studies may establish whatever advisory arrangements may be necessary from time to time for different aspects of the educational, library and learning resource provision as and when appropriate.

The terms of reference of the Nominations and Remuneration Committee are:

(a) Bearing in mind the principles in Paragraph 1 of the Sarum College Rules and Regulations, the Committee shall make recommendations to the Trustees on the appointment and reappointment of Trustees (including Co-opted Trustees) and the membership of committees.

(b) The Committee shall also make recommendations, as appropriate, to the Trustees on the salary and other aspects of the remuneration of the Principal. It will also consider remuneration arrangements for other senior members of the staff of the college. If the Chair of the Executive Committee is not a member of this Committee, he or she shall be consulted on recommendations under this sub-paragraph.

The Principal working with the College Leadership Team is responsible for Sarum's day to day management.

Sarum works closely with RSCM (Royal School of Church Music), which pays a licence fee to the College for space occupied.

The College's wholly owned subsidiary Sarum College Services Limited provides hospitality at Sarum College under licence from the College. Its executive directors are Canon J Woodward, M Manterfield, Gary Gifford (from 24th November 2020 to 9th June 2021), C Nielsen-Craig (to 9th June 2021) and its non-executive directors were J Kelly and B Flanagan (to 24th November 2020), R Macdonald (from 9th June 2020); M O'Lone (from 9th June 2021), E Osborne (from 9th June 2021), T Mynott (from 9th June 2021), and A Redfern (from 9th June 2021). Mr Kelly is not a Trustee of the College. During the year Sarum College Services Limited made a profit before Gift Aid of £8,295 which was paid to Sarum College under the gift aid regime. The College views the company as part of its broad charitable remit and assists with carrying out the College's charitable objects.

The Trustees have assessed the major risks to which the charity and the group is exposed, in particular those related to the operations and finances of the charity and the group, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

Objectives and Activities, Achievements and Performance, and Future Plans

Object of the Charity

Under the Memorandum of Association dated 25th March 2015 the objects of the Charity and the group are to advance the Christian religion and to advance theological education, training, formation and spiritual growth, including (but without limitation) by the provision and maintenance of a college.

The Charity achieves these objectives through:

the establishment of accredited and non-accredited educational programmes, supported by a library; the provision of hospitality facilities to its students; the provision of licensed office space to other charities with charitable objects in sympathy with its own, specifically the RSCM (Royal School of Church Music); and, maintaining the Grade 1 listed building.

Aims of Sarum's Educational Programme

Sarum College strives to be a centre for academic excellence, particularly as a leading provider of theological learning, where students are motivated and empowered to make a transforming contribution to society.

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TRUSTEES' REPORT (continued)
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The academic work is organised into Centres with a range of learning opportunities, including both accredited and shorter courses. The Centres form a base for the wide network of visiting lecturers; visiting scholars; scholars in residence and honorary fellows.

The centres are also platforms for the College's outward-looking and interdisciplinary work, including areas of learning that we provide or host which live radically outside of our traditional curriculum.

The College's mission is fulfilled when its students come away from their time at Sarum College spiritually nourished and academically equipped. The students witness to this spiritual nourishment through lives marked by wisdom and courage.

The library and hospitality services support these educational aims and provide facilities to further the aims to others beyond the student body.

The College has executed research through questionnaires and semi-structured interviews into the outcomes experienced by students participating in Sarum's educational programmes. The conclusions, which were independently validated, were that students of Sarum share the College's passion for learning. They are nourished by the process of education; the deeper understanding they have of their subject of study; the relationships they develop; and their own growth in their journey of life and faith.

As a result of their studies, students bring nourishment to the faith community and wider society. They exercise their enriched ministries within the faith community in order to develop the faith life of the church and are more compassionate towards and connected with the wider society. They demonstrate their empathy through practical actions, communication and seeking to bring greater mutual understanding, respect and acceptance between the church and society.

In order to advance these aims and outcomes, the College has set three main objectives which are investigated further below.

1. To maintain a positive cash flow year on year and to build a sensible working balance

The objectives for 2020-21 were to strengthen the College's financial stability through increased volume of business.

Two factors had a major impact on performance during the reporting year. The first was that the lockdowns were much longer than anticipated when setting objectives for the year. The College building was required to close from March through July 2020 and from November 2020 to a gradual opening from mid May 2021. The hospitality aspect of the College's life which had been growing before the pandemic had to stop and the College used the government's furlough scheme to support employment posts. The College introduced a number of strategies, e.g. reduced pricing, to secure hospitality income during the periods it was able to trade. At the beginning of the first lockdown the College worked to transfer education to online platforms to fulfil obligations to students and secure income. The investment in IT enabled lectures and tutorials to be viewed by students off site. This investment continued to facilitate hybrid meetings for both Sarum's own education and external groups.

Two factors had a major impact on performance during the year. The first was the lockdown from March through to and beyond the end of the financial year. At lockdown the College worked to transfer education online to fulfil obligations to students and secure income. The hospitality aspect of the College's life which had been growing had to be stopped and the College used the government's furlough scheme to support employment posts. The college made an investment in IT to enable lectures to be viewed by students off site.

The second factor was that the work on fulfilling the strategic plan was continued through the embedding of the restructuring of the College Leadership Team. All job descriptions were changed and the changes continued to feed into the way the college developed out of lockdown.

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The College applied existing resources to use the time of closure to improve the internal décor and to create a new Conference Room on the ground floor, and to develop an accessible bedroom on the ground floor. The College remains grateful to the Tindall Trust for monies to improve the outside of the building. These works had to be postponed in the reporting year, but started in the new financial year. We are also grateful to a private benefactor for a donation which will enable further development of the front of the building. Financial restraints prevented a number of investments including the marketing function during the year.

Overall the education programme has been sustained through the lockdowns through careful management of the student experience of learning online and in person when possible. Recruitment has broadly been stable with increased student numbers on the Ministry programme and Exploring Theology.

Social media continued to play a key role in the development of new markets as platforms such as Twitter and Facebook are able to reach audiences fluidly and quickly. The new College website will assist the promotion of education programmes coupled with a more efficient booking system.

Given the factors in the external environment the financial outcome of a deficit on the unrestricted fund of £23,356 was significantly better than might have been the case. This was a result of careful management of resources, a generous donation from the Pershore, Nashdom Elmore Trust and over £120,000 from the furlough scheme. Excluding the CBILS loan and restricted donations, unrestricted cash reduced by nearly £44,000 during the year, mostly linked to the reduction in unrestricted funds. The slow uptake of hospitality will continue to impact on the College's financial position in the new financial year and require careful management.

The objectives for 2021-22 are.

- to complete the current phase of the external building repair programme; and
- to develop plans for the new downstairs meeting rooms to maximise income and usage

2. Providing a range of educational programmes that nourish the human spirit.

The objectives for 2020-21 were to develop a stronger narrative of learning with an outward facing learning focus and life.

As part of the restructuring of the College Leadership Team, the College was delighted to appoint Dr Jayme Reaves as the Director of Academic Development. The College worked quickly to transfer education online and develop the curriculum. Some existing courses such as Exploring Theology have expanded through being taught online. Recruitment increased as people attended from their homes and numbers have been sustained. In general the geographic spread of recruitment increased e.g. to diocese that are further afield and also to individuals and groups from overseas.

The curriculum itself was developed to respond to the new circumstances. As an example a course entitled 'Biblical Responses to Crisis' was developed for the new academic year.

Foundations made during previous years for developing new educational partnerships have borne fruit in the reporting year. As an example the Ministry programme expanded to include the training of Licensed Lay Ministers from the Diocese of Bath and Wells, and overall recruitment to the programme has continued to increase.

There are 101 students registered with Sarum College on MA programmes validated by the University of Winchester. Of these 26 will graduate. 4 students have achieved a Postgraduate Diploma, 2 with Distinction. 22 students have achieved MA, 6 with Distinction, 6 with Merit.

With respect to the students on the Centre for Formation programmes, there were 66 students registered on the Common Awards (University of Durham) in Theology, Ministry and Mission Pathways in the 2020-2021 academic year. This included 16 students training for Licensed Lay Ministry and 3 private students. Of the students who completed their studies with the University of Durham, 13 completed the Higher Education Diploma, 6 completed 180 HE Certificate, 2 completed an MA and 2 a Post Graduate Diploma.

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The education programme continued to flourish through: the College's excellent relationships with Winchester University and Durham University; its ability to retain and attract the best quality teaching staff; and the maintenance of the Library as a high-standard learning resource. In addition to the students on accredited programmes, the college also ran a varied programme of short courses. The success of the learning programmes was underpinned by the Marketing Plan, the development of the database to enable the College to communicate more effectively with our students and customers, and the continued development of the College's website.

The objectives for 2021-22 are:

- to build on existing education partnerships and develop new partnerships; and,
- to explore the franchise opportunity of a PhD research programme.

3. Providing a level of welcome and hospitality that will never be forgotten.

Hospitality is provided in four sectors:

- for our own students, studying on accredited and non-accredited programmes;
- for conferences and training events that fall within our charitable purpose;
- for conference and room hire for the general public; and
- for bed and breakfast accommodation for the general public.

The objectives for 2020-21 were to maximise financial return in hospitality as the College comes out of lockdown through pricing, marketing and cost control, and to complete the installation of the new IT system.

The hospitality aspect of the College's life had been growing until closedown in March 2020 and the strategic direction was for further growth. At the point of reopening in the summer of 2020 the College worked quickly to ensure that it was Covid Secure and to promote the facilities. Inevitably a number of groups cancelled or postponed their stays, but the Bed and Breakfast operation was promoted online and was assisted by offering reduced rates. The second closure from November 2020 to May 2021 had a significant impact on Hospitality income, but the College managed the gradual re-opening, initially limiting use of the College building to specified student groups.

Alongside this the College restructured the Hospitality department under the leadership of the General Manager of Hospitality, Gary Gifford. The objectives were both to respond to the economic circumstances and also to create a solid foundation for growth. The management of the Hospitality function was transferred to a new IT system which also enables guests to book and pay online. A new website dedicated to promoting the Hospitality function was developed.

Under normal circumstances the charity and the group is grateful for the generous efforts of its volunteers. Volunteers contribute to the operation of the library, hospitality, estate, governance, fundraising administration, and delivery of education. In the previous year it was estimated that over 2,700 volunteer hours were provided. In the reporting year the College under Covid restrictions was not able to use volunteers. The College is grateful for the willingness of volunteers to return when restrictions were lifted.

The objectives for 2021-22 are:

- to continue to maximise hospitality income as the College comes out of the extended period of lockdown; and
- to embed new systems and procedures following the installation of the new hospitality management system.

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TRUSTEES' REPORT (continued)
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Public Benefit

The trustees have regard to the Charity Commission's guidance on public benefit. The College offers a wide range of courses in pursuit of its charitable objectives and these are all reasonably priced and open to all. The short courses give opportunities for individuals to benefit from the College's educational activities for a modest outlay. The fees for degree courses are within the normal range for taught master's courses. The College also offers facilities for other groups and organisations with cognate objectives, as referred to in the paragraph on hospitality, at reasonable charges. Individuals who wish to use the College's significant library but are not undertaking a course at the College may do so for a small annual charge. Individual requests for financial discounts are considered on a case by case basis.

Factors outside our control

A number of 'strategic factors' have a continuing bearing on the activities of the College:

The pandemic had a major impact on the College during the year. The general financial climate continues to have an adverse effect on some activities which are dependent on discretionary spending, and where commercial competition is vigorous.

The perennial unknown factors are predicting accurate numbers for bed and breakfast and conferences alongside anticipating student number recruitment to education programmes.

Many of our key stakeholders in the faith sector are themselves under financial pressure, and their willingness to fund Sarum College is unlikely to improve in the coming years. Sarum College can offer leadership in exploring, with these partners, ways of adapting and evolving to cope with the changed circumstances.

Financial Review

Total voluntary income for the year was some £243,000, before Coronavirus Job Retention Scheme grants of over £126,000. Expenditure will show on the unrestricted and restricted funds in the years ahead as the funds are expended. Income from Charitable Activities decreased by nearly £264,000. Educational income increased by over £11,000. Charitable Hospitality income decreased by over £153,000. Bookshop income decreased by nearly £124,000 following the decision to close the shop.

The charity activated the trading subsidiary on 1st August 2015. Of the over £103,000 income from other trading activities, some £72,000 was generated by the company as hospitality income. This income stream was most affected by the pandemic, reducing from approximately £384,000 the previous year and £567,000 in the 2018-19 financial year. After costs the subsidiary made a gift aid donation to the charity of £8,295. Total income from hospitality decreased by over £465,000 from some £585,241 to just under £120,000 in 2021, split between income from charitable activities and income through the trading subsidiary.

The College took advantage of the CBILS scheme and drew down a loan of £200,000 from Lloyds. The purpose was to provide security of cash flow should the outturn be worse than actually transpired.

The total net assets increased by over £233,000 compared to last year at just over £2,528,000. On the Unrestricted fund the net deficit after investment gains was £23,356. The Unrestricted Funds were nearly £1,070,000 which included Designated Funds of £100.

The level of Restricted Funds increased to over £959,000 which included the result of significant movement on a number of funds. Incoming resources for capital works of nearly £160,000 and for educational programmes of nearly £74,000 were approximately £233,000. Net outgoings of some £57,000 included the application of approximately £30,000 restricted funds to depreciation on capital works in previous years (see note 23). Approximately £26,000 was expended in support of the educational programmes. The total of the Restricted Funds at 30th June 2021 was £959,355 (2020: £771,396).

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In keeping with the stock market over the 12 month period the value of the existing Endowments increased by nearly £70,000. Collectively the total value of the Endowment Funds at the year-end was £498,436 (2020: £429,364).

At the end of the year the charity's total funds amounted to £2,528,019 of which £959,355 was held in restricted funds and £498,436 was held as endowment. The unrestricted funds of £1,070,228 included designated funds of £100 with the remainder (£1,070,128) being the charity's general fund. The general fund balance includes fixed assets funded from the general fund. After taking account of these fixed assets and the CBILS loan the charity's reserves at 30th June 2021 were £214,619 (2020: £212,434). The charity's reserves policy is to build this up to three months' expenditure (£302,578) by generating surpluses over the medium term subject to giving as much emphasis as possible to continuing the improvements to the facilities.

Risk Management

The Board of Trustees is responsible for the management of risk. The College Leadership Team compile a detailed consideration of risk in a risk register each year. Risks are identified and assessed according to probability and impact with corresponding actions to reduce risk. The Finance & General Purposes Committee and Trustees undertake a formal review of risk on an annual basis. Risks fall into six main categories: governance, operational, financial, external and compliance.

The key controls used by the Charity include:

- Formal agendas, minutes and reports for all Committee and Trustee activity
- Detailed terms of reference for all Committees
- Comprehensive strategic planning, budgeting and management accounting
- Established organisational structures and lines of reporting
- Formal written policies, reviews and appraisals
- Clear authorisation and approval policies, and
- Vetting procedures as required by law for the protection of the vulnerable

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

Safeguarding

The College is committed to safeguarding and promoting the welfare of students and guests, and ensuring that all staff and volunteers share this commitment. Appropriate policies and training are in place to underpin this commitment.

Policies

- Sarum is aiming to build up over a three-year period, a reserve equivalent to three months' operating expenditure, while at the same time giving as much emphasis as possible to the continuing improvement of the facilities.
- Sarum's investment policy is to retain the majority of balances of cash required for short term needs in an interest bearing account and to invest any other funds in a common investment fund.
- Sarum has purchased insurance from the Ecclesiastical Insurance Office plc to indemnify Sarum and any person who was or is or shall be a trustee, committee member, employee or authorised volunteer against claims made against them for specific wrongful acts occurring or committed in good faith. No person committing or condoning a dishonest or fraudulent act or omission is, however, entitled to indemnity. The purchase of such insurance out of the funds of the charity is specifically authorised by an Order of the Charity Commission under section 189 of the Charities Act 2011.

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TRUSTEES' REPORT (continued)
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Statement of trustees' responsibilities

The Trustees (who are also directors of Sarum College for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. 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 judgments and accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company and the group's transactions and disclose with reasonable accuracy at any time the financial position of the charitable group 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 charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Approved by the trustees on the 2nd December 2021 and signed on their behalf by Rt Revd Dr Alastair Redfern.



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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SARUM COLLEGE

Opinion

We have audited the financial statements of Sarum College (the 'parent charity') and its subsidiary (the 'group') for the year ended 30 June 2021 set out on pages 15 to 45. 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 of the parent charitable company's affairs as at 30 June 2021 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 and the Charities Act 2011.

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 Auditors' 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 United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

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 Auditors' 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.

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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SARUM COLLEGE

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in 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 charity has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity 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; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Group strategic report.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charity 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 Trustees are responsible for assessing the group's and the parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SARUM COLLEGE

Auditors' 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 Auditors' 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.

The extent to which the audit was considered capable of detecting irregularities including fraud

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the company;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, data protection, employment, and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- when considered necessary, reviewing correspondence with relevant regulators and the charitable company's legal advisors.

SARUM COLLEGE
(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SARUM COLLEGE

There are inherent limitations in our 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.

Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any. 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: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's Trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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.



J Fletcher FCA (Senior statutory auditor)

for and on behalf of

Fletcher & Partners

Chartered Accountants

Crown Chambers
Bridge Street
Salisbury
Wiltshire
SP1 2LZ

Date: 15 December 2021

Fletcher & Partners are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

SARUM COLLEGE
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 30 JUNE 2021**

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Endowment funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income and endowments from:						
Friends subscriptions	3	13,814	-	-	13,814	14,847
Capital grants and donations	3	69,867	159,385	-	229,252	25,586
Education & promotion grants and donations	3	-	73,935	-	73,935	24,026
Government grants - furlough scheme	3	126,009	-	-	126,009	71,631
Charitable activities	4	864,263	-	-	864,263	1,128,143
Other trading activities	5	103,482	-	-	103,482	411,272
Investments	7	104	8,076	-	8,180	7,873
Total income and endowments		1,177,539	241,396	-	1,418,935	1,683,378
Expenditure on:						
Raising funds	8	112,791	1,770	-	114,561	294,646
Charitable activities	9	1,089,196	54,962	-	1,144,158	1,452,352
Total expenditure		1,201,987	56,732	-	1,258,719	1,746,998
Net income / (expenditure) before investment gains		(24,448)	184,664	-	160,216	(63,620)
Net gains on investments	17	1,092	3,295	69,072	73,459	21,239
Net income / (expenditure) before other recognised gains and losses		(23,356)	187,959	69,072	233,675	(42,381)
Net movement in funds		(23,356)	187,959	69,072	233,675	(42,381)
Reconciliation of funds:						
Total funds brought forward		1,093,584	771,396	429,364	2,294,344	2,336,725
Total funds carried forward		1,070,228	959,355	498,436	2,528,019	2,294,344

The notes on pages 22 to 45 form part of these financial statements.

SARUM COLLEGE
(A company limited by guarantee)

**SUMMARY INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 30 JUNE 2021**

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income		1,177,539	241,396	1,418,935	1,690,828
Gains on investments		1,092	3,295	4,387	1,644
Gross income in the reporting period		<u>1,178,631</u>	<u>244,691</u>	<u>1,423,322</u>	<u>1,684,596</u>
Less: Total expenditure		<u>1,201,987</u>	<u>56,732</u>	<u>1,258,719</u>	<u>1,710,624</u>
Net income/(expenditure) for the year		<u>(23,356)</u>	<u>187,959</u>	<u>164,603</u>	<u>(62,402)</u>
Net income/(expenditure) for the financial year	23	<u>(23,356)</u>	<u>187,959</u>	<u>164,603</u>	<u>(62,402)</u>

The notes on pages 22 to 45 form part of these financial statements.

SARUM COLLEGE
(A company limited by guarantee)
REGISTERED NUMBER: 09510356

CONSOLIDATED BALANCE SHEET
AS AT 30 JUNE 2021

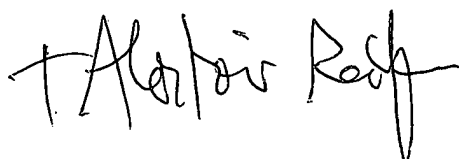
	Note	£	2021 £	£	2020 £
Fixed assets					
Tangible assets	16		1,385,142		1,440,770
Investments	17		524,613		451,510
			<u>1,909,755</u>		<u>1,892,280</u>
Current assets					
Stocks	18	4,541		23,718	
Debtors	19	135,220		98,626	
Investments	20	2,771		2,414	
Cash at bank and in hand		992,668		644,338	
		<u>1,135,200</u>		<u>769,096</u>	
Creditors: amounts falling due within one year	21	(303,525)		(333,621)	
Net current assets			<u>831,675</u>		<u>435,475</u>
Total assets less current liabilities			<u>2,741,430</u>		<u>2,327,755</u>
Creditors: amounts falling due after more than one year	22		(213,411)		(33,411)
Net assets			<u><u>2,528,019</u></u>		<u><u>2,294,344</u></u>
Charity Funds					
Endowment funds	23		498,436		429,364
Restricted funds	23		959,355		771,396
Unrestricted funds	23		1,070,228		1,093,584
Total funds			<u><u>2,528,019</u></u>		<u><u>2,294,344</u></u>

SARUM COLLEGE
(A company limited by guarantee)

CONSOLIDATED BALANCE SHEET (continued)
AS AT 30 JUNE 2021

The charity's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on ^{2nd} December 2021 and signed on their behalf, by Rt Revd Dr Alastair Redfern:

A handwritten signature in black ink, appearing to read 'Rt Revd Dr Alastair Redfern'. The signature is written in a cursive, flowing style with a large initial 'R'.

The notes on pages 22 to 45 form part of these financial statements.

SARUM COLLEGE
(A company limited by guarantee)
REGISTERED NUMBER: 09510356

CHARITY BALANCE SHEET
AS AT 30 JUNE 2021

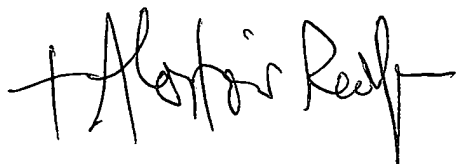
	Note	£	2021 £	£	2020 £
Fixed assets					
Tangible assets	16		1,385,142		1,440,770
Investments	17		524,623		451,520
			<u>1,909,765</u>		<u>1,892,290</u>
Current assets					
Stocks	18	4,541		23,718	
Debtors	19	166,710		150,315	
Investments	20	2,771		2,414	
Cash at bank and in hand		949,099		577,874	
		<u>1,123,121</u>		<u>754,321</u>	
Creditors: amounts falling due within one year	21	(292,783)		(320,183)	
Net current assets			<u>830,338</u>		<u>434,138</u>
Total assets less current liabilities			<u>2,740,103</u>		<u>2,326,428</u>
Creditors: amounts falling due after more than one year	22		(213,411)		(33,411)
Net assets			<u><u>2,526,692</u></u>		<u><u>2,293,017</u></u>
Charity Funds					
Endowment funds	23		498,436		429,364
Restricted funds	23		959,355		771,395
Unrestricted funds	23		1,068,901		1,092,258
Total funds			<u><u>2,526,692</u></u>		<u><u>2,293,017</u></u>

SARUM COLLEGE
(A company limited by guarantee)

CHARITY BALANCE SHEET (continued)
AS AT 30 JUNE 2021

The charity's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on 2nd December 2021 and signed on their behalf, by Rt Revd Dr Alastair Redfern:

A handwritten signature in black ink, appearing to read 'Alastair Redfern', with a stylized flourish at the end.

The notes on pages 22 to 45 form part of these financial statements.

SARUM COLLEGE
(A company limited by guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash provided by operating activities	26	151,203	102,546
Cash flows from investing activities:			
Dividends and interest from investments		8,180	7,873
Purchase of tangible fixed assets		(11,053)	(11,424)
Net cash used in investing activities		(2,873)	(3,551)
Cash flows from financing activities:			
Repayments of borrowings		-	(10,000)
Cash inflows from new borrowing		200,000	-
Net cash provided by/(used in) financing activities		200,000	(10,000)
Change in cash and cash equivalents in the year		348,330	88,995
Cash and cash equivalents brought forward		644,338	555,343
Cash and cash equivalents carried forward	27	992,668	644,338

The notes on pages 22 to 45 form part of these financial statements.

SARUM COLLEGE
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

1. Accounting policies

1.1 Basis of preparation of financial statements

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

Sarum College 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 Statement of financial activities (SOFA) and Balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

No separate SOFA has been presented for the charity alone as permitted by section 408 of the Companies Act 2006.

1.2 Company status

The charity is a company limited by guarantee incorporated in England and Wales. The registered office is 19 The Close, Salisbury. The members of the company are the Trustees named on page 2. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.3 Fund accounting

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

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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

Endowment funds are permanent trusts whose income is intended either for the benefit of the College or for students attending the College. Incoming resources from endowment funds are restricted.

SARUM COLLEGE
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

1. Accounting policies (continued)

1.4 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

1.5 Expenditure

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the charity's educational operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities.

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis.

Expenditure on raising funds comprise the costs associated with commercial trading, fundraising, non-charitable hospitality and other property income and their associated support costs.

Expenditure on charitable activities includes the costs of educational programmes, the bookshop, the library, charitable hospitality and other charitable activities and their associated support costs. Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include central management costs, overheads, premises costs, depreciation and governance costs. These costs have been allocated between raising funds and charitable activities on the bases set out in note 10.

Irrecoverable VAT is charged to central management and apportioned accordingly.

1.6 Going concern

The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

SARUM COLLEGE
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

1. Accounting policies (continued)

1.7 Tangible fixed assets and depreciation

All assets costing more than £2,000 are capitalised.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	-	2% per annum on cost
Furniture and equipment	-	4% to 33 1/3% per annum on cost

1.8 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 fair 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 shown in the heading 'Gains/(losses) on investments' in the Statement of financial activities.

- (i) **Subsidiary undertakings**
Investments in subsidiaries are valued at cost less provision for impairment.

1.9 Stocks

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

1.10 Library

Acquisitions of books for the library are charged as expenditure in the year of purchase.

1.11 Debtors

Trade 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.

1.12 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.

SARUM COLLEGE
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

1. Accounting policies (continued)

1.13 Liabilities and provisions

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 charity 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. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.14 Financial instruments

The charity 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.15 Pensions

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

The charity operates a defined benefits pension scheme and the pension charge is based on a full actuarial valuation dated 31 December 2016.

The charity operates a defined benefits pension scheme. The scheme is a multi-employer scheme where it is not possible, in the normal course of events, to identify on a consistent and reasonable basis, the share of underlying assets and liabilities belonging to individual participating employers. Therefore, as required by FRS17 'Retirement benefits', the charity accounts for this scheme as if it was a defined contribution scheme. The amount charged to the Statement of financial activities represents contributions payable to the scheme in respect of the accounting period.

SARUM COLLEGE
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021**

2. Financial performance of the charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary (see note 6).

The summary financial performance of the charity alone is:

	2021 £	2020 £
Income	1,366,008	1,387,640
Gift aid from subsidiary company	8,295	85,772
Sub total	1,374,303	1,473,412
Expenditure	(1,214,087)	(1,537,032)
Net income/(expenditure) before investment gains	160,216	(63,620)
Net gains on investments	73,459	21,239
Net income/(expenditure)	233,675	(42,381)
Total funds brought forward	2,293,017	2,335,398
Total fund carried forward	2,526,692	2,293,017

Represented by:

	2021 £	2020 £
Endowment funds	498,436	429,364
Restricted funds	959,355	771,395
Unrestricted funds	1,068,901	1,092,017
	2,526,692	2,293,017

SARUM COLLEGE
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021**

3. Income from donations and legacies

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Friends subscriptions	13,814	-	13,814	14,847
Capital grants and donations	69,867	159,385	229,252	25,586
Education & promotion grants and donations	-	73,935	73,935	24,026
Government grants - furlough scheme	126,009	-	126,009	71,631
Total 2020	209,690	233,320	443,010	136,090
Total 2020	99,489	36,601	136,090	

4. Income from charitable activities

	Unrestricted funds 2021 £	Total funds 2020 £
Educational programmes	722,326	710,957
Bookshop	24,195	148,155
Library	28,295	24,671
Charitable Hospitality	47,742	200,805
RSCM Licence fee	36,915	36,915
Other Charitable Activities	4,790	6,640
Total 2021	864,263	1,128,143
Total 2020	1,128,143	

5. Income from other trading activities

	Unrestricted funds 2021 £	Total funds 2020 £
Other income from property	31,566	26,836
Trading subsidiary turnover	71,916	384,436
Total 2021	103,482	411,272
Total 2020	411,272	

SARUM COLLEGE
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021**

6. Financial performance of the trading subsidiary

The charity owns the whole of the ordinary share capital, consisting of 10 ordinary shares of £1 each, of Sarum College Services Limited, a company incorporated in the UK (registered number 01931038). The company exists to raise funds for the charity to use for its charitable purposes. The summary financial performance of the subsidiary alone is:

	2021 £	2020 £
Turnover	71,916	384,436
Cost of sales	(61,653)	(295,689)
	<hr/>	<hr/>
Gross profit	10,263	88,747
Administration expenses	(1,968)	(2,975)
Interest receivable	-	-
	<hr/>	<hr/>
Profit/(loss)	8,295	85,772
Amount gift aided to the charity	(8,295)	(85,772)
	<hr/>	<hr/>
Retained in subsidiary	-	-
	<hr/> <hr/>	<hr/> <hr/>

The assets and liabilities of the subsidiary were:

	2021 £	2020 £
Current assets	55,635	73,993
Creditors: amounts falling due within one year	(54,298)	(72,656)
	<hr/>	<hr/>
Total net assets	1,337	1,337
	<hr/> <hr/>	<hr/> <hr/>

6. Financial performance of the trading subsidiary (continued)

	2021 £	2020 £
Aggregate share capital and reserves	1,337	1,337
	<hr/> <hr/>	<hr/> <hr/>

SARUM COLLEGE
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021**

7. Income from investments

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Dividends on common investment funds	75	8,076	8,151	7,873
Interest on cash deposits	29	-	29	-
Total 2021	104	8,076	8,180	7,873
Total 2020	71	7,802	7,873	

8. Analysis of expenditure on raising funds

	Direct costs 2021 £	Support costs 2021 £	Total 2021 £	Total 2020 £
Voluntary income	9,193	25,227	34,420	17,369
Other income from property	12,641	22,868	35,509	67,310
Trading subsidiary	42,664	1,968	44,632	209,967
Total 2021	64,498	50,063	114,561	294,646
Total 2020	223,949	70,697	294,646	

Of the total expenditure, £112,791 (2020 - £290,999) was expenditure from unrestricted funds and £1,770 (2020 - £3,647) was expenditure from restricted funds.

SARUM COLLEGE
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021**

9. Analysis of expenditure on charitable activities

	Direct costs 2021 £	Support costs 2021 £	Total 2021 £	Total 2020 £
Educational programmes	418,772	225,997	644,769	747,504
Bookshop	32,553	16,561	49,114	254,100
Library	49,113	28,257	77,370	76,904
Charitable Hospitality	217,916	133,563	351,479	348,331
RSCM Licence fee	-	20,328	20,328	23,261
Other Charitable Activities	-	1,098	1,098	2,252
Total 2021	718,354	425,804	1,144,158	1,452,352
Total 2020	948,425	503,927	1,452,352	

Of the total expenditure on charitable activities, £1,097,522 (2020 - £1,410,140) was from unrestricted funds and £46,636 (2020 - £42,212) was from restricted funds.

10. Direct costs

	Educational programmes £	Bookshop £	Library £
Direct	418,772	32,553	49,113
	Charitable Hospitality £	Total 2021 £	Total 2020 £
Direct	217,916	718,354	948,425

In 2020, the charity incurred the following Direct costs:

£522,261 in respect of Educational programmes

£195,134 in respect of Bookshop

£47,497 in respect of Library

£183,533 in respect of Charitable Hospitality

£NIL in respect of RSCM Licence fee

£NIL in respect of Other Charitable Activities

SARUM COLLEGE
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021**

11. Support costs

	Raising funds £	Educational programmes £	Bookshop £	Library £
Central management	24,810	138,526	4,135	6,203
Overheads	8,571	47,855	1,429	2,143
Premises	8,864	19,592	7,340	13,355
Depreciation	4,436	12,127	3,421	6,202
Governance	1,414	7,897	236	354
Total 2021	48,095	225,997	16,561	28,257
Total 2020	70,697	225,243	58,966	29,407

	Charitable Hospitality £	RSCM Licence fee £	Other Charitable Activities £	Total 2021 £	Total 2020 £
Central management	26,878	5,491	712	206,755	231,099
Overheads	9,286	1,897	246	71,427	127,217
Premises	59,434	8,613	52	117,250	141,600
Depreciation	36,433	4,014	47	66,680	65,008
Governance	1,532	313	41	11,787	9,700
Total 2021	133,563	20,328	1,098	473,899	574,624
Total 2020	164,798	23,261	2,252	-	

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

11. Support costs (continued)

During the year ended 30 June 2021, the charity incurred the following Governance costs:

£7897 (2020 - £5141) included within the table above in respect of Educational programmes.

£236 (2020 - £1164) included within the table above in respect of Bookshop.

£354 (2020 - £194) included within the table above in respect of Library.

£1532 (2020 - £1843) included within the table above in respect of Charitable Hospitality.

£313 (2020 - £247) included within the table above in respect of RSCM Licence fee.

£41 (2020 - £44) included within the table above in respect of Other Charitable Activities.

Expenditure on central management, overheads and governance which could not be directly allocated to an operating activity have been apportioned on the basis of the gross income of the activity pre consolidation adjustments.

Central management costs include administrative staff salaries, travel and meals, recruitment costs, finance charges, professional fees and irrecoverable VAT. Overheads comprise marketing and office costs such as telephone, stationery, photocopying and computer costs. Governance costs comprise trustee and council expenses and auditor's fees (see note 12).

Premises costs have been apportioned on the basis of floor area occupied by each activity with the central management allocation then being apportioned on the basis of the gross income of each activity. Floor areas were Fundraising 18% (comprising income from property), Charitable Hospitality 37%, Educational programmes 8%, Bookshop 6%, Library 11%, RSCM licence fee 7% and Central Management 13%.

Premises costs comprise repairs, utilities and insurance of the buildings at 19 The Close.

Depreciation and loss on disposal of assets has been allocated on the following basis:

- a) Music equipment - to educational programmes
- b) Computers - as overheads
- c) Property and other equipment - as premises
- d) Catering equipment - to charitable hospitality

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021**

12. Detailed breakdown of net income / (expenditure) - Group

	Income £	Direct costs £	Income less direct costs £	Allocated support costs £	Net income / (expenditure) £
Charitable activities					
Educational programmes	722,326	418,772	303,554	225,997	77,557
Bookshop	24,195	32,553	(8,358)	16,561	(24,919)
Library	28,295	49,113	(20,818)	28,257	(49,075)
Charitable hospitality	47,742	217,916	(170,174)	133,563	(303,737)
RSCM licence fee	36,915	-	36,915	20,328	16,587
Other charitable activities	4,790	-	4,790	1,098	3,692
	<u>864,263</u>	<u>718,354</u>	<u>145,909</u>	<u>425,804</u>	<u>(279,895)</u>
Other income sources					
Voluntary income	443,010	9,193	433,817	25,227	408,590
Other income from property	31,566	12,641	18,925	22,868	(3,943)
Trading subsidiary	71,916	42,664	29,252	1,968	27,284
Investment income	8,180	-	8,180	-	8,180
	<u>554,672</u>	<u>64,498</u>	<u>490,174</u>	<u>50,063</u>	<u>440,111</u>
	<u>1,418,935</u>	<u>782,852</u>	<u>636,083</u>	<u>475,867</u>	<u>160,216</u>

Other income from property and Trading subsidiary direct costs exclude £18,989 charges made by the charity to the trading subsidiary for the use of the charity's premises. Support cost allocations are based on the gross income from property before consolidation.

13. Governance costs

	2021 £	2020 £
Trustees' and council expenses	37	676
Auditors' fees - audit	4,900	4,750
Auditors' fees - non-audit services	6,850	4,274
	<u>11,787</u>	<u>9,700</u>

During the year, no Trustees received lecture or study day fees (2020 - no Trustees £nil), 1 Trustee received reimbursements of £37 for travel expenses (2020 - £676 for 2 Trustees), No Trustee received tuition expenses of £nil (2020 - £34 for 1 Trustee), no Trustees received any benefits in kind (2020 - £nil) and the charity paid no other expenses on behalf of a Trustee (2020 - £nil).

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**NOTES TO THE FINANCIAL STATEMENTS
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14. Net income/(expenditure)

This is stated after charging:

	2021 £	2020 £
Depreciation of tangible fixed assets: - owned by the charitable group	66,680	65,008

15. Analysis of staff costs

	2021 £	2020 £
Salaries and wages	704,662	842,167
Social security costs	57,443	68,084
Pension costs - Sarum College schemes	60,682	69,268
	<u>822,787</u>	<u>979,519</u>

There were no employees with emoluments over £60,000.
The average monthly head count was 36 staff (2020: 51 staff).

The executive management of the charity is delegated by the Trustees to the Principal and Directors and Managers listed on page 1. The total paid to the key management personnel during the year (including pension contributions) was £227,688 (2020: £158,883, 3 employees).

16. Tangible fixed assets

	Freehold property £	Other fixed assets £	Total £
Group and Charity			
Cost			
At 1 July 2020	1,956,535	540,649	2,497,184
Additions	-	11,052	11,052
At 30 June 2021	<u>1,956,535</u>	<u>551,701</u>	<u>2,508,236</u>
Depreciation			
At 1 July 2020	606,288	450,126	1,056,414
Charge for the year	42,051	24,629	66,680
At 30 June 2021	<u>648,339</u>	<u>474,755</u>	<u>1,123,094</u>
Net book value			
At 30 June 2021	<u>1,308,196</u>	<u>76,946</u>	<u>1,385,142</u>
At 30 June 2020	<u>1,350,247</u>	<u>90,523</u>	<u>1,440,770</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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16. Tangible fixed assets (continued)

The Salisbury property at 19 The Close is included at original cost, subject to an adjustment for the depreciation of the dining hall, library and chapel block totalling £37,499 while it was owned by the Central Board of Finance. Since 1998 major improvements have been carried out to the College buildings and the open market value is considered to be substantially in excess of cost.

No value had been placed on the playing field at Stratford-sub-Castle in respect of which a lease of 99 years was granted in 1995.

17. Fixed asset investments

Group	Listed securities £
Market value	
At 1 July 2020	451,510
Revaluations	73,103
	<hr/>
At 30 June 2021	524,613
	<hr/>

	Listed securities £	Unlisted securities £	Total £
Charity			
Market value			
At 1 July 2020	451,510	10	451,520
Revaluations	73,103	-	73,103
	<hr/>	<hr/>	<hr/>
At 30 June 2021	524,613	10	524,623
	<hr/>	<hr/>	<hr/>

18. Stocks

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Other stock	4,541	5,718	4,541	5,718
Bookshop	-	18,000	-	18,000
	<hr/>	<hr/>	<hr/>	<hr/>
	4,541	23,718	4,541	23,718
	<hr/>	<hr/>	<hr/>	<hr/>

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**NOTES TO THE FINANCIAL STATEMENTS
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19. Debtors

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Trade debtors	33,616	36,431	26,581	28,902
Amounts owed by group undertakings	-	-	43,556	59,218
Other debtors	-	190	-	190
Prepayments and accrued income	101,604	62,005	96,573	62,005
	<u>135,220</u>	<u>98,626</u>	<u>166,710</u>	<u>150,315</u>

20. Current asset investments

	Group and Charity	
	2021	2020
	£	£
Listed investments	<u>2,771</u>	<u>2,414</u>

The historical cost of the listed investments at 30 June 2020 was £258NIL).

21. Creditors: Amounts falling due within one year

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Bank loans and overdrafts	20,000	-	20,000	-
Trade creditors	86,744	62,785	86,744	62,677
Other taxation and social security	8,233	15,423	7,419	10,945
Other creditors	84,368	123,901	75,690	116,924
Accruals and deferred income	104,180	131,512	102,930	129,637
	<u>303,525</u>	<u>333,621</u>	<u>292,783</u>	<u>320,183</u>

	Group		Charity	
	£	£	£	£
Deferred income - students fees received in advance, rent received in advance and hospitality income invoiced in advance				
Deferred income at 1 July 2021	68,498	47,904	67,998	47,141
Resources deferred during the year	55,187	68,498	55,187	67,998
Amounts released from previous years	(68,498)	(47,904)	(67,998)	(47,141)
Deferred income at 30 June 2021	<u>55,187</u>	<u>68,498</u>	<u>55,187</u>	<u>67,998</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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22. Creditors: Amounts falling due after more than one year

	Group and Charity	
	2021	2020
	£	£
Other creditors - concessionary loan	33,411	33,411
Bank loan	180,000	-
	213,411	33,411
	213,411	33,411

Grants from the Central Board of Finance (concessionary loan)

Conditional grants of £19,497 and £13,914 were paid to the Colleges of Salisbury and Wells respectively by the Central Board of Finance of the Church of England during the period 1961 to 1964. On the merger of the two colleges in 1971, both grants were formally withdrawn and re-issued to the Salisbury and Wells Theological College subject to a condition contained in an agreement dated the 29th December 1978; namely that if the college ceased to be a theological college recognised by the House of Bishops, then the grants would be repayable.

The original agreement was varied in 2005 and 2015 to recognise the evolution in the College's activities, mostly recently the merger with the Southern Theological Training Scheme in 2015 and the subsequent transfer of the College's activities to the incorporated entity Sarum College. The position at the balance sheet date (as agreed with the Central Board of Finance) is that:

1. The grants are repayable in the event that Sarum College ceases to be recognised for ordination training by the House of Bishops but not otherwise;
2. The grants are therefore shown as liabilities in the financial statements;
3. No interest is charged.

Bank loan

The bank loan has been provided under the Coronavirus Business Interruption Loan Scheme. Interest in the first year of the loan is paid by the UK Government, capital repayments are due one from the advancement of the loan and is repayable in equal instalments over the following five years. The interest rate is 2.8% above the Bank of England base rate. The loan is secured by an unlimited debenture.

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**NOTES TO THE FINANCIAL STATEMENTS
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23. Statement of funds - Group

Statement of funds - current year

	£	£	Expenditure £	£	Balance at 30 June 2021 £
Designated funds					
Dickinson	100	-	-	-	100
General funds					
General Fund	1,088,722	1,177,539	(1,210,313)	-	1,055,948
General Fund - Fair value reserve	4,762	-	-	1,092	5,854
Other General funds	-	-	8,326	-	8,326
	<u>1,093,484</u>	<u>1,177,539</u>	<u>(1,201,987)</u>	<u>1,092</u>	<u>1,070,128</u>
Total Unrestricted funds	<u>1,093,584</u>	<u>1,177,539</u>	<u>(1,201,987)</u>	<u>1,092</u>	<u>1,070,228</u>

The Dickinson fund represents a donation that will be used to purchase chairs.

The General Fund represents those funds which are unrestricted and not designated for other purposes.

The General Fund fair value reserve represents cumulative gains on investments.

Endowment funds

Permanent Endowments	17,141	-	-	-	17,141
Permanent Endowments - Fair value reserve	94,404	-	-	-	94,404
Other charities in connection with The Sarum College Trust	38,257	-	-	-	38,257
Other charities - Fair value reserve	279,562	-	-	69,072	348,634
	<u>429,364</u>	<u>-</u>	<u>-</u>	<u>69,072</u>	<u>498,436</u>

The endowment funds comprise a number of permanent trusts for the benefit of the College and other Charities whose income is intended for the benefit of students at the College.

The other charities in connection with The Sarum College Trust are managed by the trustees under a Charity Commission scheme dated 6 May 1982.

The fair value reserves represent the cumulative gains on investments.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021**

23. Statement of funds - Group (continued)

Restricted funds

Capital funds	618,651	159,385	(30,087)	-	747,949
Education and promotion funds	134,537	82,011	(26,645)	-	189,903
Education and promotion funds - Fair value reserve	18,208	-	-	3,295	21,503
	<u>771,396</u>	<u>241,396</u>	<u>(56,732)</u>	<u>3,295</u>	<u>959,355</u>

The restricted funds of the Charity include the unexpended balances of grants and donations received for specific purposes. The table above groups these funds in the following categories of purpose:

a) for the improvements to the facilities at 19 The Close, including the purchase of equipment. Resources expended in the year include depreciation totalling £30,087.

b) for educational and promotional purposes, including accumulated income from the Other Charities in connection with the Trust.

The fair value reserve represents cumulative gains on investments.

Total of funds	<u>2,294,344</u>	<u>1,418,935</u>	<u>(1,258,719)</u>	<u>73,459</u>	<u>2,528,019</u>
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Statement of funds - prior year

	Balance at 1 July 2019 £	£	Expenditure £	£	Balance at 30 June 2020 £
Designated funds					
Dickinson	100	-	-	-	100
	<u>100</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>100</u>
General funds					
General Fund	1,150,886	1,638,975	(1,701,139)	-	1,088,722
General Fund - Fair value reserve	4,435	-	-	327	4,762
Total Unrestricted funds	<u>1,155,421</u>	<u>1,638,975</u>	<u>(1,701,139)</u>	<u>327</u>	<u>1,093,584</u>
Endowment funds					
Permanent Endowments	17,141	-	-	-	17,141
Permanent Endowments - Fair value reserve	89,424	-	-	4,980	94,404
Other charities in connection with The Sarum College Trust	38,257	-	-	-	38,257
Other charities - Fair value reserve	264,521	-	-	15,041	279,562
	<u>409,343</u>	<u>-</u>	<u>-</u>	<u>20,021</u>	<u>429,364</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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23. Statement of funds - Group (continued)

Restricted funds

Capital funds	638,392	12,575	(32,316)	-	618,651
Education and promotion funds	116,252	31,828	(13,543)	-	134,537
Education and promotion funds - Fair value reserve	17,317	-	-	891	18,208
	<u>771,961</u>	<u>44,403</u>	<u>(45,859)</u>	<u>891</u>	<u>771,396</u>
Total of funds	<u>2,336,725</u>	<u>1,683,378</u>	<u>(1,746,998)</u>	<u>21,239</u>	<u>2,294,344</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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24. Material funds

	Brought Forward £	Income £	Expenditure £	Gains/ (Losses) £	Carried Forward £
Restricted funds					
Capital Projects:					
Garfield Weston	114,997	-	(4,705)	-	110,292
Lift	68,505	-	(4,840)	-	63,665
Attic bedroom appeal	56,562	-	(1,553)	-	55,009
General appeal	102,445	-	(2,383)	-	100,062
Kitchen & refectory appeal	80,550	75	(7,113)	-	73,512
Haverstock building access	73,000	-	-	-	73,000
Haverstock educational project	71,000	-	-	-	71,000
Seaton - IT and building	-	133,750	-	-	133,750
Science for seminaries	10	50,958	-	-	50,968
Endowment funds					
Mrs Mary Fletcher Trust	95,399	-	-	14,103	109,502

Purposes imposed (and trust law restrictions) on material funds:

Restricted Capital funds

Garfield Weston: to be applied to capital projects

Lift: to enable building work to create a lift

Attic bedroom appeal: to enable the college to create the 5 en-suite attic bedrooms

General appeal: to be applied to capital projects

Kitchen & refectory appeal: to upgrade the kitchen and refectory

Haverstock building access: to improve access to the college's buildings for those with physical impairments

Haverstock educational project: to fund a theological learning and outreach programme

Seaton - IT and building: to fund IT expenditure and interior and exterior building work

Science for seminaries: to fund a project on science, ethics and religion

Endowment funds

Mrs Mary Fletcher Trust: to assist a student or students who would not otherwise be able to pay for their training at the College

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021**

25. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Endowment funds 2021 £	Total funds 2021 £
Tangible fixed assets	889,020	496,122	-	1,385,142
Fixed asset investments	4,950	26,227	493,436	524,613
Current assets	693,194	437,006	5,000	1,135,200
Creditors due within one year	(303,525)	-	-	(303,525)
Creditors due in more than one year	(213,411)	-	-	(213,411)
	<u>1,070,228</u>	<u>959,355</u>	<u>498,436</u>	<u>2,528,019</u>

Analysis of net assets between funds - prior year

	Unrestricted funds 2020 £	Restricted funds 2020 £	Endowment funds 2020 £	Total funds 2020 £
Tangible fixed assets	914,561	526,209	-	1,440,770
Fixed asset investments	4,214	22,932	424,364	451,510
Current assets	541,841	222,255	5,000	769,096
Creditors due within one year	(333,621)	-	-	(333,621)
Creditors due in more than one year	(33,411)	-	-	(33,411)
	<u>1,093,584</u>	<u>771,396</u>	<u>429,364</u>	<u>2,294,344</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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26. Reconciliation of net movement in funds to net cash flow from operating activities

	2021	Group 2020
	£	£
Net income/(expenditure) for the year (as per Statement of Financial Activities)	233,675	(42,381)
Adjustment for:		
Depreciation charges	66,680	64,008
Gains on investments	(73,459)	(21,239)
Dividends and interest from investments	(8,180)	(7,873)
Decrease in stocks	19,177	17,939
(Increase)/decrease in debtors	(36,594)	24,358
(Decrease)/increase in creditors	(50,096)	67,734
Net cash provided by operating activities	151,203	102,546

27. Analysis of cash and cash equivalents

	2021	Group 2020
	£	£
Cash in hand	343	624
Notice deposits (less than 3 months)	992,325	643,714
Total	992,668	644,338

28. Library

Sarum College houses a theological library of some 37,000 volumes. For many years the accounting policy has been to write off the cost of acquisitions in the year of purchase and therefore no value for the library appears in the Balance Sheet.

29. Related party transactions

In 2021 the following transactions took place between the charity and its wholly owned subsidiary, Sarum College Services Limited:

Charges for use of the charity premises of £18,989 (2020 - £88,697).

The transfer under gift aid of the taxable profits of Sarum College Services Limited to the charity of £8,295 (2020 - £85,772).

At 30 June 2021 the subsidiary owed £43,556 to the charity (2020 - £59,218).

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NOTES TO THE FINANCIAL STATEMENTS
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30. Capital commitments

At 30 June 2021 the group and charity had capital commitments as follows:

	Group and Charity	
	2021	2020
	£	£
Contracted for but not provided in these financial statements	-	-

31. Pension commitments

Defined Contribution Pension Scheme

Sarum College participates in the Church of England Defined Contributions Scheme Section of the Church Workers Pension Fund and as at 30 June 2021 had 39 active members in that Scheme. During the year to 30 June 2021 the contributions were £60,682 (2020 - £69,268).

Contributions of £5,704 were outstanding at the balance sheet date in respect of active scheme members (2020 - £6,240). £nil of contributions were held by the charity for employees that are due to join the scheme (2020 - £nil).

Defined Benefit Pension Schemes (Multi-employer schemes)

Sarum College participates in the Pension Builder Scheme Church of England Funded Pensions Scheme for clergy and at 30 June 2021 had no active member in that Scheme. No contributions were made in 2021 or 2020 and no contributions were outstanding at the balance sheet date.

The Church of England Funded Pensions Scheme is a defined benefit scheme but Sarum College is unable to identify its share of the underlying assets and liabilities of the scheme - each employer in the scheme pays a common contribution rate.

The Scheme was subject to an actuarial valuation in December 2013, which showed a deficit on the scheme. In the light of the report received from the actuary the Pensions Board concluded that the contribution rate from 1 January 2015 onwards should be 39.9% of the National Minimum Stipend for the preceding year.

Sarum College also participated in the Church of England Defined Benefits Scheme Section of the Church Workers Pension Fund. There were no active members in that Scheme and no contributions were made in 2021 or 2020.

Sarum College is unable to identify its share of the underlying assets and liabilities as each employer is exposed to actuarial risks associated with the current and former employees of other entities participating in the scheme.

The Scheme was subject to an actuarial valuation in December 2016, which showed a deficit of £6,800 on the scheme. A deficiency payment was paid from 1 April 2018 to 31 December 2018 to eliminate the deficit on the fund.

An annual charge is required to cover the Colleges share of the administration expenses. The charge for 2021 was £1,600 (2020 - £1,600).

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32. Covid-19 pandemic

The Covid-19 pandemic spread to the United Kingdom in March 2020. In common with other countries across the world, the Government introduced measures to slow the spread of the disease. This included a number of national lockdowns. The activities of Sarum College and its' trading subsidiary were severely restricted for the financial year.

The current measures to prevent the spread of the disease are based on vaccination programmes and social distancing. In common with other entities Sarum College has used the Coronavirus Job Retention Scheme and has evolved new methods of operating in a Covid secure environment.

There are currently positive indications that vaccination may provide the impetus for a return to more normal conditions. The Trustees are positive that Sarum College will be able to continue to operate throughout this period of uncertainty.