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**REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2021**

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## **Key Management Personnel, Board of Governors and Professional advisers**

### **Key management personnel**

Key management personnel are defined as members of the College Leadership Team and were represented by the following in 2020/21:

Satwant Deol, Principal and Accounting Officer  
Eamonn Egan, Vice Principal Curriculum & Quality  
Ashok Patel, Interim Director of Finance and Operations  
Eric Burrows, Head of HR  
Julian Brinsford, Head of Faculty  
Triston Arnison, Head of Faculty  
Kathryn Mogford, Head of Student Services

Jacky Gearey acted as Clerk to the Corporation.

### **Professional Advisers**

#### **Financial statements auditor and reporting accountants**

Buzzacott LLP  
130 Wood Street  
London  
EC2V 6DL

#### **Bankers:**

Lloyds TSB Bank PLC  
25 Gresham Street  
London  
EC2V 7HN

#### **Solicitors:**

SGH Martineau LLP  
No. 1 Colmore Square  
Birmingham  
B4 6AA

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## **Operating and Financial Review**

### **NATURE, OBJECTIVES AND STRATEGIES**

The members of the Corporation present their report and the audited financial statements for the year ended 31 July 2021.

### **LEGAL STATUS**

The Corporation, also referred to as the Governing Body, was established under The Further and Higher Education Act 1992 for the purpose of conducting, The Henley College. The College is an exempt charity for the purposes of Part 3 of the Charities Act 2011.

### **OUR VISION**

Leaders in learning.

### **OUR MISSION**

To be an outstanding College at the heart of our community.

### **PUBLIC BENEFIT**

The Henley College is an exempt charity under the Part 3 of the Charities Act 2011 and following the Machinery of Government changes in July 2016, is regulated by the Secretary of State for Education. The members of the Governing Body, who are Trustees of the charity, are disclosed on pages 17 to 19.

In setting and reviewing the College's strategic objectives, the Governing Body has had due regard for the Charity Commission's guidance on public benefit and particularly upon its supplementary guidance on the advancement of education. The guidance sets out the requirement that all organisations wishing to be recognised as charities must demonstrate, explicitly, that their aims are for the public benefit.

In delivering its mission, the College provides the following identifiable public benefits through the advancement of education:

- High-quality teaching;
- Widening participation and tackling social exclusion;
- Excellent employment record for students;
- Strong student support systems;
- Links with employers, industry and commerce; and
- Links with Local Enterprise Partnerships (LEPs).

Further information on the delivery of public benefit, is provided throughout the Operating and Financial Review.

## Operating and Financial Review (continued)

### IMPLEMENTATION OF THE STRATEGIC PLAN

The College prepares mission and vision statements allied with a three year strategic plan which it updates on an annual basis. The priorities for this plan are set by Governors through an annual away day which focuses on strategic planning and the educational character of the College. This strategic plan forms the basis of plans made to the funding bodies to secure capital funding and also enables the College to negotiate targets with the funding bodies for student enrolments.

The Governors are committed to having a strong sixth form with academic excellence underpinned by innovation and creativity. They are also committed in ensuring that the College is fit for the future and its finances remain robust.

The Corporation monitors the performance of the College against the strategic plan. The College's key strategic objectives are:

- **Building a successful future on a proud past**
  - Being a top choice college delivering excellence in academic, technical and professional learning underpinned by innovation and creativity.
  - Nurturing talent, promoting personal growth and providing individual learning pathways that lead to a positive destination.
  - Maintaining a safe and inspiring environment that promotes independence and resilience and delivers more than just a qualification.
  - Providing exemplary leadership and management at all levels.
  - Underpinning our offer with highly motivated staff, and innovative technology solutions that encourage learning.
  
- **Developing our place in the community**
  - Creating growth through learning to meet the needs of individuals, businesses and the wider community.
  - Immersing the College and our students in local community life.
  - Developing and nurturing communities of excellent practice and sharing our expertise with others.
  - Strengthening our relationship with schools, universities and employers to establish seamless progression for learners.
  
- **Ensuring financial sustainability and growth**
  - Developing sources of income that reduce reliance on government funding and provide a balanced portfolio of educational resources.
  - Building collaborative relationships with industry, schools, higher education, Local Enterprise Partnerships and other stakeholders.
  - Using our resources wisely and well.
  - Investing in learning and development.

The College is making good progress towards achieving these objectives.

## **Operating and Financial Review (continued)**

### **IMPLEMENTATION OF THE STRATEGIC PLAN (continued)**

Progress made towards achieving the College's strategic objectives via the operational objectives for 2020/21 is as follows:

- The College recruited 1,677 16-18 students against a contract of 1,630
- Overall student pass rate was 97%

The College has recorded a deficit for the year after Local Government Pension Scheme adjustments of £291k for 2020/21 (£1,094k deficit for 2019/20). The 'underlying' operating surplus for the year that excludes LGPS adjustments was £110k compared to an operating surplus position of £478k in 2019/20. This is consistent with the outturn for the previous year, mainly resulting from continuing the same financial strategy adopted in the previous year. The College did benefit financially from some net cost savings resulting from the Covid-19 situation through premises maintenance, facilities cleaning, utilities, transport for students, catering and general consumables although there was also some loss of income such as facilities lettings and fees for short courses.

### **FINANCIAL STRATEGY & OBJECTIVES**

During the financial year, the College continued with the financial strategy adopted in the previous year, specifically continuing to target a break-even operating financial outturn and maintain the level of working capital associated to an "outstanding" financial health position. The College will continue to set realistic operating financial targets, but recognising that some infrastructure and growth planning may require the College to fall into an operating deficit in 2021/22.

In order to achieve this strategy, the College's financial objectives are:

- To set clear targets and key performance targets associated to operating and solvency positions;
- To continue to plan for growth in learner numbers;
- To demonstrate and implement good financial control and management;
- To improve the College's infrastructure including building stock and equipment; and
- To maintain the confidence of funding bodies, suppliers, bankers, professional advisers and other key stakeholders.

## Operating and Financial Review (continued)

### FINANCIAL OBJECTIVES (continued)

A series of performance indicators have been agreed by the governors to monitor the successful implementation of the policies.

#### PERFORMANCE INDICATORS

<b>Financial Objective – 20/21</b>	<b>Budget</b>	<b>Outturn</b>	<b>SFC*</b>
Income used in ratio Analysis (£'000s)	£8,810	<b>£8,963</b>	<i>n/a</i>
Liquidity: Adjusted Current Ratio		<b>4.1</b>	<b>3.0</b>
Liquidity: Non adjusted		<b>5.4</b>	<i>n/a</i>
Expenditure: Pay Costs as a % Income	70%	<b>67%</b>	<b>70%</b>
Margin: Operating Result on operations (exclusive of pension adjustments)	-£204(-2%)	<b>£110k (1%)</b>	<i>n/a</i>
Margin: EBITDA / EBITDA Ratio	£0.5m (6%)	<b>£1m (8%)</b>	<b>5.5%</b>
Gearing: Long Term Debt as a % of Income	0%	<b>0%</b>	<b>7.5%</b>
Cash days (all funds)		<b>183</b>	<b>60</b>
Financial Health Grade	Outstanding	<b>Outstanding</b>	<i>n/a</i>

\*National Sixth Form Colleges median as per Financial Dashboard released by the ESFA in April 2021.

The College is committed to observing the importance of sector measures and indicators and uses the Ofsted Data Dashboard website, which looks at measures such as success rates. The College is required to complete the annual Finance Record for the Education health has been automatically calculated as “outstanding”. The other financial indicators of liquidity and gearing remain strong and well above sector average.

### FINANCIAL POSITION

#### Financial results

The College results are recognised after FRS102 adjustments have been applied. However, in order to fully appreciate the outturn position under normal operating conditions, the following table identifies the ‘underlying’ outturn:

	<b>2021</b>	<b>2020</b>
	<b>£000</b>	<b>£000</b>
<b>Operating Deficit after FRS 102</b>	-£528	-£75
Underfunded pension liability	£535	£431
Interest on benefit obligations	£103	£122

<b>Operating Position before FRS 102 Adjustments</b>	<b>£110</b>	<b>£478</b>
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## **Operating and Financial Review (continued)**

### **FINANCIAL POSITION (continued)**

#### **Financial results (continued)**

The College reported a deficit for the year of £528k (2020 – £75k) after adjustments associated to the local government pension scheme but if these items were excluded, the College delivered an operating surplus of £110k (2020 – surplus of £478k). There was a further adjustment to account for the actuarial gain on the pensions scheme of £237k (2020 – reduction of £1,019k), plus an FRS102 adjustment of £535k (2020 - £431k), which reflects a net increase in the valuation of liabilities of the pension scheme.

At 31 July 2021 the College had accumulated reserves of £5,853k (2020 – £6,144k) and cash balances of £4,505k (2020 – £4,206k).

Tangible fixed asset additions amounted to £661k (2020 – £803k).

The College has significant reliance on the education sector funding bodies for its principal funding source, largely from recurrent grants. In 2020/21 the Education Skills and Funding Agency (ESFA) provided 92% (2020 – 89%) of the College's total income.

#### **Treasury policies and objectives**

Treasury management is the management of the College's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

The College has a separate treasury management policy in place. Short term borrowing for temporary revenue purposes would need to be authorised by the Accounting Officer. Such arrangements are restricted by limits in the College's Financial Memorandum previously agreed with the Education and Skills Funding Agency. All other borrowing requires the authorisation of the Corporation and shall comply with the requirements of the Financial Memorandum.

#### **Cash flows and Liquidity**

At an inflow of £299k (2019/20 – inflow of £652k), operating cash flow was maintained during the year, even after allowing for an additional investment in fixed assets, but due to an improved financial performance resulting from reduced staffing and non-staff expenditure during the year.

#### **Reserves Policy**

The College has a formal Reserves Policy, which was originally approved by the Corporation. The purpose of this policy is for the College to safeguard or improve its current reserve values and allow the College to draw on these reserves in emergencies and to take advantage of unexpected opportunities. Specifically, the income and expenditure account should not go into a 'debit' balance (subject to pension valuation issues), the Restricted Reserve should only be expended with expenditure associated to the conditions of spending against this reserve and the Revaluation Reserve, where annual amortisation may apply to offset against this reserve to reflect any devaluation of asset values. The



current level of income and expenditure reserve would be in 'credit' to the value of £6.4m if pension liabilities were excluded.

### **Operating and Financial Review (continued)**

The College has therefore met its obligations under this policy. This, along with other key policies will be reviewed given the continuing Covid-19 scenario

## **CURRENT AND FUTURE DEVELOPMENT AND PERFORMANCE**

### **Student Numbers**

In 2020/21 the College has delivered 1,671 funded students from an initial contract of 1,630 learners, which is an improvement from recent falls. This has not resulted in any in-year funding increase and so the College has had to manage this increase. The College was able to retain students during the long period associated to Covid-19 lockdown and has recruited to above the contracted level for 2021/22.

In 2020/21 overall achievement was 87.6%, a 2.5% increase on the previous year. Student retention increased by 1.2% to 90.2% and the percentage pass rate increased by 1.5% to 97.1%. A-level achievement improved by 2.3% to 85.4% and Diploma achievement improved by 1.8% to 91.4%. There was a small reduction in the achievement rate for Extended Diplomas from 95.7% to 93.4%, due to the increase in enrolments on Extended Diploma (Applied A-level) qualifications. Basic Skills Maths and English improved by 6.3% to 62.5% and other regulated and non-regulated qualifications improved by 7.8% to 85.2%. The Value Added (ALPS) score for A levels improved to Grade 2 from Grade 3, although the Valued Added (ALPS) score for RQF Extended Diplomas qualifications remains relatively low at a Grade 7

There were 29 appeals by students against Teacher Assessed Grades in 2020/21. Four appeals were upheld. At the request of the students, these appeals were passed on to the examination board. No other students chose to progress appeal to the examination boards.

The improved outcomes were the result of continual improvements in teaching, learning and assessment, particularly in the context of online and blended learning. The appointment of the Teaching, Learning and Assessment Manager, and the introduction of the Curriculum Area Review quality assurance process has had a beneficial impact on standards in teaching, learning and assessment.

### **Curriculum Developments**

In 2020/21, the College more effectively met the needs of all students through the introduction of new vocational qualifications into the 16-19 curriculum that offered a qualifications route other than A-levels into university. The introduction of A-level and Diploma qualifications in Accountancy, Animation, Games Design and Music more effectively enabled more students to progress to university and contributed to the recruitment of new students overall.

Although constrained by the impact of the pandemic, the College nevertheless met its target for Industry Placements in 2020/21. 77 students completed Industry Placements in Health & Social Care, Engineering, IT and Business.

The Henley College offers an Elite Sports Programme that targets students who have a high potential to excel in their sport, by either competing on the international stage or

### **Operating and Financial Review (continued)**

securing a professional contract. Specialising in rugby, football, rowing and basketball, the College has developed strong partnerships with renowned professional clubs: Ealing

Trailfinders, Henley Hawks, Wycombe Wanderers, the Leander Rowing Club, Henley Rowing Club and Reading Rockets.

Our students are encouraged to develop resilience, have ambition and to aim high. We create a learning environment that motivates everyone to participate and achieve his or her very best. On leaving The Henley College our students continue to succeed. Nearly 90% of students who progress to Russell Group universities achieve a 2:1 or higher – this is 8% higher than the independent sector whilst just under 30% graduate with a first-class degree. This is an exceptional performance by the College, given the difficult scenario.

### **Payment performance**

The Late Payment of Commercial Debts (Interest) Act 1998, which came into force on 1 November 1998, requires Colleges, in the absence of agreement to the contrary, to make payments to suppliers within 30 days of either the provision of goods or services or the date on which the invoice was received. The target set by the Treasury for payment to suppliers within 30 days is 95 per cent. During the accounting period 1 August 2020 to 31 July 2021, the College did experience difficulties during the Covid-19 lockdown period, but virtually all of its invoices were settled within 30 days. The College incurred no interest charges in respect of late payment for this period.

### **Future Developments**

In 2017 The Henley College celebrated 30 years of teaching and learning excellence, although our origins can be traced back to King James I Grammar School founded in 1604. These foundations closely reflect the academic and vocational traditions that still remain at the forefront of today's offering.

The Henley College motto 'Come questioning, go seeking, grow' is a theme that runs throughout all that we do. Against a backdrop of a constantly changing and uncertain economic and political landscape, we understand the need to 'future proof' our learners and prepare them for employment opportunities that may not yet exist.

At The Henley College, we aim to empower learners to be independent, confident, questioning and innovative. We celebrate and encourage the enquiring mind and the enthusiasm to embrace challenge and rigour.

Recognised as Leaders in Learning, we aim for academic excellence throughout all our teaching programmes. We have highly skilled staff who are knowledgeable in a wide range of areas coupled with a wealth of industry experience and academic achievement. The ability to inspire students will inevitably help them to grow into the leaders and global citizens of the future.

The Principal and Chief Executive, supported by the Board of Governors led the creation of a new three-year Strategic Plan, which was developed during 2020/21 and to be adopted from the start of 2021/22. The College also embarked on implementation of the three-stage Estates & Infrastructure Strategy, approved during spring 2021 and continued

## **Operating and Financial Review (continued)**

the investments started in recent years. This is aimed at future proofing the College's infrastructure and creating a better learning environment. Having made the financial improvements in the previous couple of years, specifically around its operating and

solvency positions, the College is better placed to deliver the capital investments that are essentially required. Given this scenario, the College continued to invest in 'betterment' of its estates, especially in terms of creating excellent digital learning spaces and improving creative arts and sports & public service classroom spaces. As the financial strength of the College shows continued improvement, and a new strategic plan developed, the College will continue a rolling investment in its estates & infrastructure alongside investing in the curriculum and quality side of its business. The plan is for the College to assess its position each year and make any adjustments as required. We continue to work closely with all stakeholders, including the Unions, to ensure success. The College is mindful that the impact of the pandemic may still influence future plans, but managers are working to ensure those potential risks are mitigated and the relatively strong financial health position will assist in managing exceptional difficulties.

## **RESOURCES**

The College has various resources that it can deploy in pursuit of its strategic objectives.

### *Financial*

The College has £5.9 million of net assets (after deducting the £7.5 million pension liability).

### *People*

The College employs 127 people (expressed as full-time equivalents), of whom 58 are teaching staff.

### *Reputation*

The College has an excellent reputation locally and nationally. Maintaining a quality brand is essential for the College's success at attracting students and external relationships.

## **PRINCIPAL RISKS AND UNCERTAINTIES**

The College has undertaken further work during the year to develop and embed the system of internal control, including financial, operational and risk management which is designed to protect the College's assets and reputation.

Based on the strategic plan, the Risk Management Group undertakes a comprehensive review of the risks to which the College is exposed. They identify systems and procedures, including specific preventable actions which should mitigate any potential impact on the College.

The internal controls are then implemented and the subsequent year's appraisal will review their effectiveness and progress against risk mitigation actions. In addition to the annual review, the Risk Management Group will also consider any risks which may arise as a result of a new area of work being undertaken by the College.

A risk register is maintained at the College which is reviewed termly by the Audit Committee. The risk register identifies the key risks, the likelihood of those risks occurring, **Operating and Financial Review (continued)**

their potential impact on the College and the actions being taken to reduce and mitigate the risks. Risks are prioritised using a consistent scoring system and a new risk management system and process was introduced during the year.

This is supported by a risk management training programme to raise awareness of risk throughout the College.

Outlined below is a description of the principal risk factors that may affect the College. Not all the factors are within the College's control. Other factors besides those listed below may also adversely affect the College.

## **1. Government Funding**

The College has considerable reliance (92% in 2020/21) on continued central government funding through the funding bodies. The squeeze on public expenditure means that there can be no assurance that government policy or practice will remain the same or that public funding will continue at the same level.

The College is aware of several issues which may impact on future funding, including apprenticeship reforms and further impact of Covid-19. The College, in conjunction with its key stakeholders, is developing a strategy for growth in response to the devolution agenda and to the apprenticeships reform. It is recognised that the introduction of the apprenticeship levy will significantly affect that marketplace though the full implications are not yet known as government policy continues to develop.

The College is mitigating the effect of reductions in funding through:

- The implementation of efficiency gains;
- Maximising room utilisation;
- Maximise staff utilisation;
- Maximising other sources of funding;
- Reviewing the efficiency of the curriculum offer for both full-time and part-time students;
- Deliver optimum group sizes for each course
- Maintaining firm control over all expenditure;
- The review of alternative curriculum strategies in order to minimise any funding shortfall;
- Increasing apprenticeship recruitment and full-cost provision;
- Consideration of external consultancy on efficiency; and
- Investigation into shared services.

## **Operating and Financial Review (continued)**

### **PRINCIPAL RISKS AND UNCERTAINTIES (continued)**

#### **2. Student Enrolments**

The College wishes to maintain and grow its current student numbers in order to avoid a further reduction in income levels. The College is aware of several issues that may impact on student numbers:

- More competition in the local area the introduction of University Technical Colleges;
- Local Sixth Form reorganisation and rebuilding;
- Longer term impact of Covid-19;
- Increases in the cost of home to college transport and public transport services; and
- Potential impact of Ofsted judgements.

The College is mitigating the effect of reductions in student numbers through:

- Ensuring the College is rigorous in delivering high quality education and training;
- Strengthening the curriculum offer to ensure it meets student demand;
- Working closely with partner schools;
- Extending College bus routes;
- Funding transport subsidies and offering grants for transport costs wherever possible;
- Effective marketing and related marketing activities; and
- Close monitoring of the demand for courses as prices change.

#### **3. Maintain adequate funding of pension liabilities**

The financial statements report the share of the Local Government Pension Scheme deficit on the College's balance sheet in line with the requirements of FRS 102. This risk is mitigated by an agreed deficit recovery plan with the Oxfordshire County Council Pension Scheme.

#### **4. Failure to maintain the financial viability of the College**

The College's financial health grade is officially classified as "outstanding" based on the financial forecast submissions made in 2020 and 2021. This was achieved as a direct result of the actions taken by the leadership team and governors during the previous and current financial year and the projected health rating as at 31 July 2021 remains "outstanding". Notwithstanding that, the continuing challenge to the College's financial position remains the constraint on further education funding arising from the ongoing cuts

in public sector spending whilst maintaining the student experience. This risk is mitigated in a number of ways:

- By rigorous budget setting procedures and sensitivity analysis;
- A robust and efficient curriculum plan and delivery model;
- Regular in year budget monitoring;
- Consideration of new income streams;
- Effective use of reserves to deal with short term issues;
- Robust financial controls; and
- Exploring ongoing procurement efficiencies.

## **Operating and Financial Review (continued)**

### **STAKEHOLDER RELATIONSHIPS**

In line with other colleges and with universities, The Henley College has many stakeholders. These include:

- Students;
- Staff;
- The community;
- Education sector funding bodies;
- Benchmarking groups;
- Local and regional employers (with specific links);
- Local authorities;
- Government offices/regional development agencies/LEPs;
- Other FE institutions;
- Trade unions; and
- Professional bodies.

The College recognises the importance of these relationships and engages in regular communication with them through the College internet site and by meetings.

### **EQUAL OPPORTUNITIES AND EMPLOYMENT OF DISABLED PERSONS**

The Henley College is committed to achieving an educational environment and vocational training environment which actively promotes equality of opportunity and freedom from discrimination on grounds of age, class, course, subject or training area, cultural or ethnic origin, disability, gender, marital status, nationality, religion, belief and sexual orientation in every aspect of College life and associated training activities.

The College will seek to treat all those for whom it has responsibility, with respect and dignity and seek to provide a positive working and learning environment, free from discrimination, harassment or victimisation.

The College will respect and seek to fully utilise and develop the diverse skills, talents and experiences of all its staff and students.

The College's Single Equality Scheme including all equality and diversity policies is published on the College's Internet site. The Scheme is reviewed and updated each year. It is monitored by the Equality, Diversity and Inclusion Group, Managers, Senior Leadership Team and Governors.

## **Operating and Financial Review (continued)**

### **DISABILITY STATEMENT**

The College affirms that individuals with disabilities are entitled to the same equal rights, responsibilities and opportunities as individuals without disabilities and will fulfil its requirements under the Disability Discrimination Act.

The College is committed to making any reasonable adjustments that will promote equal access and opportunities for students, staff and members of the public with disabilities/or learning disabilities using College facilities.

There will be no discrimination against staff on grounds of disability in access to employment, training, working conditions, terms of employment, treatment at work, promotion or dismissal.

The College undertakes to fulfil its duty to make reasonable adjustments to enable staff to do their work, and not to treat staff with a disability less favourably than those without.

- Admission arrangements for students are outlined in the College's policy on student admission, guidance and induction. For full-time applicants, when the application form indicates a need for support this is established before interview and appropriate action is taken. On entry or on course any needs are identified to the Personal Tutor and support is implemented in line with the Policy for students with learning difficulties and/or disabilities.
- The College has in place a SenCo, who provides information and guidance. Should a need for support be established, appropriate action is taken and the Upgrade Study Support Manager is present at interview to provide specialist advice.
- The College has appointed specialist teachers and tutors to support students with learning difficulties and/or disabilities.
- Counselling and welfare services are provided at the College. Information concerning this function is published in the College Brochures, Handbooks and Student Newsletters.
- Information on College facilities is contained in the full and part-time brochures and full and part-time student handbooks. Particular needs are addressed and implemented.
- The College endeavours to provide the technology and equipment appropriate to student and staff needs. The College holds a register of equipment for additional needs.
- Physical access audits have informed the basis of funding which has been provided to improve access in and around the twelve College buildings.
- The College Health, Safety and Security Manager carries out access arrangement meetings with staff, students or other stakeholders to ensure that they are able to access the College buildings with regard to their requirement to do so.



## Operating and Financial Review (continued)

### TRADE UNION FACILITY TIME

The Trade Union (Facility Time Publication Requirements) Regulations 2017 require the College to publish information on facility time arrangements for trade union officials at the College.

Numbers of employees who were relevant period	FTE employee number
5	5

Percentage of time	Number of employees
0%	-
1-50%	5
51-99%	-
100%	-

Total cost of facility time	£2,173
Total pay bill	£6,511,000
Percentage of total bill spent on facility time	0%
Time spent on paid trade union activities as a percentage of total paid facility time	5%

### GOING CONCERN

The activities of the College, together with the factors likely to affect its future development and performance are set out in the Operating and Financial Review. The financial position of the College, its cashflow, liquidity and borrowings are described in the financial statements and accompanying notes. The College submitted a detailed financial forecast to the ESFA in July 2021, which provided clear analysis and commentary on the immediate financial years 21/22 and 22/23, also that the College has appeared to recruit well in terms of students for the academic year 21/22, accordingly the College has a reasonable expectation that it has adequate resources to continue in operational existence for the foreseeable future, and for this reason will continue to adopt the going concern basis in the preparation of its financial statements.

### DISCLOSURE OF INFORMATION TO AUDITORS

The members of the Corporation who held office at the date of approval of this report confirm that, so far as they are each aware, there is no relevant audit information of which the College's auditors are unaware; and each member of the Corporation has taken all the steps that he or she ought to have taken to be aware of any relevant audit information and to establish that the College's auditors are aware of that information.

Approved by order of the members of the Corporation on 6 December 2021 and signed on its behalf by:



Mike Ashton  
Chair

## STATEMENT OF CORPORATE GOVERNANCE AND INTERNAL CONTROL

The following statement is provided to enable readers of the annual report and accounts of the College to obtain a better understanding of its governance and legal structure.

The College endeavours to conduct its business:

- In accordance with the seven principles identified by the Committee on Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership);
- In full accordance with the guidance to colleges from the Association of Colleges in Code of Good Governance for English Colleges (“the Foundation Code”); and
- Having due regard to the UK Corporate Governance Code 2018 (“the Code”) insofar as it is applicable to the further education sector.

The College is committed to exhibiting best practice in all aspects of corporate governance in particular the Governing Body has adopted and complied with the Foundation Code. We have not adopted and therefore do not apply the UK Corporate Governance Code. However, we have reported on our Corporate Governance arrangements by drawing upon best practice available, including those aspects of the UK Corporate Governance Code we consider to be relevant to the further education sector and best practice.

In the opinion of the Governors, the College complies with all the provisions of the Foundation Code, and it has complied throughout the year ended 31 July 2021. The Governing Body recognises that, as a body entrusted with both public and private funds, it has a particular duty to observe the highest standards of corporate governance at all times. In carrying out its responsibilities, it takes full account of the Code of Good Governance for English Colleges issued by the Association of Colleges.

The College is an exempt charity within the meaning of Part 3 of the Charities Act 2011. The Governors, who are also the Trustees for the purposes of the Charities Act 2011, confirm that they have had due regard for the Charity Commission’s guidance on public benefit and that the required statements appear elsewhere in these financial statements.

### The Corporation

The members who served on the Corporation during the year and up to the date of signature of this report were as listed in the table below.

Name	Date of Appt	Term of office	Date of resignation	Status of appointment	Committees served	Attendance at full Corporation meetings (%)
Dr Trevor Watkins	3 April 17	4 yrs	28 June 2021	Independent Member	Quality and Standards; Governance & Search; Finance & Resources; Remuneration; Chair of Corporation wef Oct 18	100

The HENLEY College Report & Financial Statements for the year ended 31 July 2021

Mike Ashton	28 Jun 21	4 yrs		Independent Member	Governance & Search; Remuneration; Chair of Corporation wef 29 Jun 21	100%
Emma Barklem	7 Dec 20	2 yrs		Parent	Quality & Standards	100%
Rebecca Chandler-Wilde	29 Jun 20	4 yrs		Independent Member	Governance & Search	100%
Satwant Deol	28 Nov 16	n/a		Principal	Governance & Search; Quality & Standards; Finance & Resources	100%
Brian Fennelly	14 Mar 19	4 yrs		Independent Member	Audit; Governance & Search; Remuneration	100%
Lizzie Firth	29 Jun 20	4 yrs		Independent Member	Quality & Standards	100%
Mohammed Khaliel	10 Oct 14	4 yrs		Independent Member	Audit; Remuneration; Quality & Standards	0% Removed from the Board 27 Nov 20
Dr Tim Lincoln	26 Jun 19	4 yrs		Independent Member	Audit; Quality & Standards	100%
James Lingard	26 Jun 19	4 yrs		Independent Member	Finance & Resources; Quality & Standards	100%
Vince Maltese	26 Jun 19	4 yrs		Independent Member	Finance & Resources; Governance & Search; Remuneration	100%
Chris Murray	29 Jun 20	4 yrs		Independent Member	Finance & Resources	100%
Justin Sutherland	29 Jun 20	2 yrs		Parent	Audit	50%
Andrew Unsworth	11 Sep 19	4 yrs		Staff	Quality & Standards	60%
Robyn Vitty	4 Dec 14	4 yrs		Staff		60%
Charles Wiggin	26 Jun 19	4 yrs		Independent Member	Finance & Resources; Remuneration	100%
Alistair Wildman	29 Jun 20	4 yrs	Resigned Jun 21	Independent Member		20%
Andrea Wood	29 Jun 20	4 yrs	Resigned May 21	Independent Member	Quality & Standards	75%
Tony Sanderson	31 Jan 18			Co-opted Member & Specialist	Audit	100%

Clerk to the Corporation: Jacky Gearey

It is the Corporation's responsibility to bring independent judgement to bear on issues of strategy, performance, resources and standards of conduct.

The Corporation is provided with regular and timely information on the overall financial performance of the College, together with other information such as performance against funding targets, proposed capital expenditure, quality matters and personnel-related matters such as health and safety and environmental issues. The Corporation meets each term.

The Corporation conducts its business through a number of committees. Each committee has terms of reference, which have been approved by the Corporation. These committees are Audit, Finance & Resources, Quality and Standards, Remuneration and Governance & Search. Full minutes of the Corporation, except those deemed to be confidential by the Corporation, are available on the College's website [www.henleycol.ac.uk](http://www.henleycol.ac.uk).

Full minutes of all committee meetings are available from the Corporation Clerk at:

The Henley College  
Deanfield Avenue  
Henley-on-Thames  
Oxon  
RG9 1UH

The Corporation Clerk maintains a register of financial and personal interests of the Governors. The register is available for inspection at the above address.

All Governors are able to take independent professional advice in furtherance of their duties and if approved by the Board, at the College's expense and have access to the Corporation Clerk, who is responsible to the Board for ensuring that all applicable procedures and regulations are complied with.

The appointment, evaluation and removal of the Clerk are matters for the Corporation as a whole.

Formal agendas, papers and reports are supplied to Governors in a timely manner, prior to the Board meetings. Briefings are also provided on an ad-hoc basis.

The Corporation has a strong and independent non-executive element and no individual or group dominates its decision-making process. The Corporation considers that each of its non-executive members is independent of management, and free from any business or other relationships which could materially interfere with the exercise of their independent judgement.

There is a clear division of responsibility in that the roles of the Chair of the Corporation and the Accounting Officer are separate.

## STATEMENT OF CORPORATE GOVERNANCE AND INTERNAL CONTROL (continued)

### Appointments to the Corporation

Any new appointments to the Corporation are a matter for consideration of the Corporation as a whole. The Corporation has a Governance and Search Committee which is responsible for the selection and nomination of any new member for the Corporation's consideration. The Corporation is responsible for ensuring that appropriate training is provided as required.

Members of the Corporation are appointed for a four-year term of office, other than parents and student members.

### Corporation performance

Over the academic year, the Governing Board has put in a phenomenal amount of time and effort on behalf of the College, all of which has been aimed at securing its future success.

### Remuneration Committee

Throughout the year ended 31 July 2021, the College's Remuneration Committee comprised four members of the Corporation (excluding the Accounting Officer). The Committee's responsibilities are to make recommendations to the Board on the remuneration and benefits of the Accounting Officer and other senior post-holders and the Corporation Clerk.

The College gives due regard to the AoC Senior Staff Remuneration Code but does not adhere to its requirements regarding a remuneration annual report as this was a voluntary option which the committee opted not to adopt in March 2019.

Details of remuneration for the year ended 31 July 2021 are set out in note 6 to the financial statements.

### Audit Committee

The Audit Committee comprises four members of the Corporation (excluding the Accounting Officer and Chair of Corporation). The Committee operates in accordance with written terms of reference approved by the Corporation. The Committee comprises of the following members and the attendance during the year was as follows:

Name	Meetings Attended	Attended %
Brian Fennelly - Chair	3/3	100%
Mohammed Khaliel – Removed 27.11.20	none	n/a
Dr Tim Lincoln	3/3	100%
Tony Sanderson – Co-opted specialist	3/3	100%
Justin Sutherland	1/2	50%

## **STATEMENT OF CORPORATE GOVERNANCE AND INTERNAL CONTROL (continued)**

The Audit Committee meets on a termly basis and provides a forum for reporting by the College's internal, regularity and financial statements auditors, who have access to the Committee for independent discussion, without the presence of College management. The Committee also receives and considers reports from the main FE funding bodies as they affect the College's business.

The College's internal auditors review the systems of internal control, risk management controls and governance processes in accordance with an agreed plan of input and report their findings to management and the Audit Committee.

Management is responsible for the implementation of agreed audit recommendations and internal audit undertakes periodic follow-up reviews to ensure such recommendations have been implemented.

The Audit Committee also advises the Corporation on the appointment of internal, regularity and financial statements auditors and their remuneration for both audit and non-audit work as well as reporting annually to the Corporation.

### **Internal Control**

#### *Scope of Responsibility*

The Corporation is ultimately responsible for the College's system of internal control and for reviewing its effectiveness. However, such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss.

The Corporation has delegated the day-to-day responsibility to the Principal, as Accounting Officer, for maintaining a sound system of internal control that supports the achievement of the College's policies, aims and objectives, whilst safeguarding the public funds and assets for which they are personally responsible, in accordance with the responsibilities assigned to them in the Financial Memorandum between The Henley College and the funding bodies. The Accounting Officer is also responsible for reporting to the Corporation any material weaknesses or breakdowns in internal control.

#### *The purpose of the system of internal control*

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all 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 on-going process designed to identify and prioritise the risks to the achievement of College policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in The Henley College for the year ended 31 July 2021 and up to the date of approval of the annual report and accounts.

## **STATEMENT OF CORPORATE GOVERNANCE AND INTERNAL CONTROL (continued)**

### *Capacity to handle risk*

The Corporation has reviewed the key risks to which the College is exposed, together with the operating, financial and compliance controls that have been implemented to mitigate those risks. The Corporation is of the view that there is a formal on-going process for identifying, evaluating and managing the College's significant risks that has been in place for the year ended 31 July 2021 and up to the date of approval of the annual report and accounts. This process is regularly reviewed by the Corporation.

### *The risk and control framework*

The system of internal control is based on a framework of regular management information, administrative procedures including the segregation of duties, and a system of delegation and accountability. In particular, it includes:

- Comprehensive budgeting systems with an annual budget, which is reviewed and agreed by the Governing Body;
- Regular reviews by the Governing Body of periodic and annual financial reports which indicate financial performance against forecasts;
- Setting targets to measure financial and other performance;
- Clearly defined capital investment control guidelines; and
- The adoption of formal project management disciplines, where appropriate.

The Henley College has an internal audit service, which operates in accordance with the requirements of the ESFA's post 16 Audit Code of Practice. The internal audit plan is informed by an analysis of the risks to which the College is exposed. The analysis of risks and the internal audit plans are endorsed by the Corporation on the recommendation of the Audit Committee.

### *Review of effectiveness*

As Accounting Officer, the Principal has responsibility for reviewing the effectiveness of the system of internal control. Their review of the effectiveness of the system of internal control is informed by:

- The work of internal auditors;
- The work of the executive managers within the College who have responsibility for the development and maintenance of the internal control framework; and
- Comments made by the College's financial statements and regularity auditors in their management letters and other reports.

The Accounting Officer has been advised on the implications of the result of her review of the effectiveness of the system of internal control by the Audit Committee, which oversees the work of any internal reviews undertaken and other sources of assurance, and the Risk Management committee, and a plan to address weaknesses and ensure continuous improvement of the system is in place.

The senior leadership team receives reports setting out key performance and risk indicators and considers possible control issues brought to their attention by early warning

**STATEMENT OF CORPORATE GOVERNANCE AND INTERNAL CONTROL**  
**(continued)**

mechanisms which are embedded within the departments and reinforced by risk awareness training. The senior leadership team and the Audit Committee also receive regular reports from the internal auditors and other sources of assurance, which include recommendations for improvement. The Audit Committee's role in this area is confined to a high-level review of the arrangements for internal control. The Corporation's agenda includes a regular item for consideration of risk and control and receives reports therein from the senior leadership team and the Audit Committee. The emphasis is on obtaining the relevant degree of assurance, not merely reporting by exception. This on-going control was continued, albeit with some challenges, during the long period of lockdown created by the Covid-19 situation. The College continued to ensure that work associated to financial and other control was maintained to the highest possible standard.

Based on the advice of the Audit Committee and the Accounting Officer, the Corporation is of the opinion that the College has an adequate and effective framework for governance, risk management and control, and has fulfilled its statutory responsibility for "the effective and efficient use of resources, the solvency of the Institution and the body and the safeguarding of their assets".

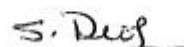
### **Going Concern**

After making appropriate enquiries and as noted in the "Operating and Financial Review", the Corporation considers that the College has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

Approved by order of the members of the Corporation on 6 December 2021 and signed on their behalf by:



Mike Ashton  
Chair



Satwant Deol  
Accounting Officer



## STATEMENT OF REGULARITY, PROPRIETY AND COMPLIANCE

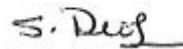
The Corporation has considered its responsibility to notify the Education and Skills Funding Agency (ESFA) of material irregularity, impropriety and non-compliance with terms and conditions of funding, under the corporation's grant funding agreement and contracts with the ESFA. As part of our consideration, we have had due regard to the requirements of the grant funding agreements and contracts with the ESFA.

We confirm on behalf of the Corporation that after due enquiry, and to the best of our knowledge, we are able to identify any material irregular or improper use of funds by the corporation, or material non-compliance with the terms and conditions of funding, under the corporation's grant funding agreements and contracts with the ESFA, or any other public funder.

We confirm that no instances of material irregularity, impropriety or funding non-compliance have been discovered to date. If any instances are identified after the date of this statement, these will be notified to the ESFA.



Mike Ashton  
Chair



Satwant Deol  
Accounting Officer

Date: 6 December 2021

## **STATEMENT OF RESPONSIBILITIES OF THE MEMBERS OF THE CORPORATION**

The members of the Corporation, as charity trustees, are required to present audited financial statements for each financial year.

Within the terms and conditions of the Corporation's grant funding agreements with the ESFA, the Corporation, through its Accounting Officer, is required to prepare financial statements and an operating and financial review for each financial year in accordance with the Statement of Recommended Practice – Accounting for Further and Higher Education and with the ESFA's College Accounts Direction and the UK's Generally Accepted Accounting Principles, and which give a true and fair view of the state of affairs of the Corporation and the result for that year.

In preparing the financial statements, the Corporation is required to:

- select suitable accounting policies and apply them consistently;
- 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;
- assess whether the corporation is a going concern, noting the key supporting assumptions qualifications or mitigating actions as appropriate; and
- prepare financial statements on the going concern basis, unless it is inappropriate to assume that the College will continue in operation.

The Corporation is also required to prepare an Operating and Financial Review which describes what it is trying to do and how it is going about it, including the legal and administrative status of the College.

The corporation is responsible for keeping proper accounting records which disclose with reasonable accuracy, at any time, the financial position of the corporation, and which enable it to ensure that the financial statements are prepared in accordance with the relevant legislation including the Further and Higher Education Act 1992 and Charities Act 2011 and relevant accounting standards. It is responsible for taking steps that are reasonably open to it in order to safeguard its assets and to prevent and detect fraud and other irregularities.

The corporation is responsible for the maintenance and integrity of its website; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the Corporation are responsible for ensuring that expenditure and income are applied for the purposes intended by Parliament and that the financial transactions conform to the authorities that govern them. In addition, they are responsible for ensuring that funds from the ESFA and any other public funds are used only in accordance with the ESFA's grant funding agreements and contracts and any other conditions that may be prescribed from time to time by ESFA or any other public funder. Members of the corporation must

ensure that there are appropriate financial and management controls in place in order to safeguard public and other funds and to ensure they are used properly.

**STATEMENT OF RESPONSIBILITIES OF THE MEMBERS OF THE CORPORATION  
(continued)**

In addition, members of the corporation are responsible for securing economic, efficient and effective management of the corporation's resources and expenditure, so that the benefits that should be derived from the application of public funds from the ESFA are not put at risk.

Approved by order of the members of the Corporation on 6 December 2021 and signed on its behalf by:



Mike Ashton  
Chair

Date: 6 December 2021

## **INDEPENDENT AUDITOR'S REPORT TO THE CORPORATION OF THE HENLEY COLLEGE**

### **Opinion**

We have audited the financial statements of The Henley College (the 'College') for the year ended 31 July 2021 which comprise the statement of comprehensive income, the statement of changes in reserves, the balance sheet, the statement of cash flows, the principal accounting policies, and the notes to the financial statements. 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 College's affairs as at 31 July 2021 and of its deficit of income under expenditure for the year then ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.

### **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 College 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 members of the Corporation's 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 College's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the members of the Corporation 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 other than the financial statements and our auditor's report thereon. The members of the Corporation 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.

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

We have nothing to report in respect of the following matters in relation to which the Post 16 Code of Practice issued by the Education and Skills Funding Agency requires us to report to you if, in our opinion:

- proper accounting records have not been kept;
- the financial statements are not in agreement with the accounting records and returns; or
- all the information and explanations required for the audit were not received.

#### **Responsibilities of the Corporation**

As explained more fully in the statement of responsibilities of members of the Corporation, the members of the Corporation 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 members of the Corporation 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 members of the Corporation are responsible for assessing the College'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 members of the Corporation either intend to liquidate the College 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:

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 College through discussions with management, and from our knowledge and experience of the sector;
- 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 College, including the Further and Higher Education Act 1992, funding agreements with the ESFA and associated funding rules, ESFA regulations, data protection legislation, anti-bribery, safeguarding, employment, health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal 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 College'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; and
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias;

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 Corporation meetings;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing any available correspondence with HMRC and the College's legal advisors (although none was noted as being received by the 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 members

of the Corporation 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 is available on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **Use of our report**

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



Buzzacott LLP  
Statutory Auditor  
130 Wood Street  
London  
EC2V 6DL

15 December 2021

**REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE CORPORATION OF THE HENLEY COLLEGE AND THE SECRETARY OF STATE FOR EDUCATION ACTING THROUGH THE DEPARTMENT FOR EDUCATION ("THE DEPARTMENT")**

In accordance with the terms of our engagement letter and further to the requirements and conditions of funding in the ESFA's grant funding agreements and contracts, or those of any other public funder, we have carried out an engagement to obtain limited assurance about whether anything has come to our attention that would suggest that in all material respects the expenditure disbursed and income received by The Henley College during the period 1 August 2020 to 31 July 2021 have not been applied to the purposes identified by Parliament and the financial transactions do not conform to the authorities which govern them.

The framework that has been applied is set out in the post-16 audit code of practice (the Code) issued by the ESFA and in any relevant conditions of funding concerning adult education notified by a relevant funder. In line with this framework, our work has specifically not considered income received from the main funding grants generated through the Individualised Learner Record data returns, for which the ESFA or devolved authority has other assurance arrangements in place.

This report is made solely to the corporation of The Henley College and the Department in accordance with the terms of our engagement letter. Our work has been undertaken so that we might state to the corporation of The Henley College and the Department those matters we are required to state in a 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 corporation of The Henley College and the Department for our work, for this report, or for the conclusion we have formed.

**Respective responsibilities of The Henley College and the reporting accountant**

The corporation of The Henley College is responsible, under the requirements of the Further & Higher Education Act 1992, subsequent legislation and related regulations and guidance, for ensuring that expenditure disbursed and income received is applied for the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Our responsibilities for this engagement are established in the United Kingdom by our profession's ethical guidance and are to obtain limited assurance and report in accordance with our engagement letter and the requirements of the Code.

We report to you whether anything has come to our attention in carrying out our work which suggests that in all material respects, expenditure disbursed and income received during the period 1 August 2020 to 31 July 2021 have not been applied to purposes intended by Parliament or that the financial transactions do not conform to the authorities which govern them.



**REPORTING ACCOUNTANT'S ASSURANCE REPORT ON REGULARITY TO THE CORPORATION OF THE HENLEY COLLEGE AND THE SECRETARY OF STATE FOR EDUCATION ACTING THROUGH THE DEPARTMENT FOR EDUCATION ("the Department") (continued)**

**Approach**

We conducted our engagement in accordance with the Code issued jointly by the Department. We performed a limited assurance engagement as defined in that framework.

The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations in order to provide us with sufficient appropriate evidence to express a negative conclusion on regularity.

A limited assurance engagement is more limited in scope than a reasonable assurance engagement and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement. Accordingly, we do not express a positive opinion.

Our engagement includes examination, on a test basis, of evidence relevant to the regularity of the College's income and expenditure.

The work undertaken to draw to our conclusion includes:

- An assessment of the risk of material irregularity and impropriety across all of the College's activities;
- Further testing and review of the areas identified through the risk assessment including enquiry, identification of control processes and examination of supporting evidence across all areas identified as well as additional verification work where considered necessary; and
- Consideration of evidence obtained through the work detailed above and the work completed as part of our financial statements audit in order to support the regularity conclusion.

**Conclusion**

In the course of our work, nothing has come to our attention which suggests that in all material respects the expenditure disbursed and income received during the period 1 August 2020 to 31 July 2021 has not been applied to purposes intended by Parliament and the financial transactions do not conform to the authorities which govern them.



Buzzacott LLP  
Chartered Accountants  
130 Wood Street  
London  
EC2V 6DL

Date: 15 December 2021



## STATEMENT OF COMPREHENSIVE INCOME

	Notes	2021 £000	2020 £000
<b>Income</b>			
Funding body grants	2	8,857	8,641
Tuition fees and education contracts	3	3	19
Other income	4	286	485
Investment income	5	6	19
<b>Total income</b>		<b>9,152</b>	<b>9,164</b>
<b>Expenditure</b>			
Staff costs	6	6,511	6,154
Fundamental restructuring costs	6	50	31
Other operating expenses	8	2,204	2,058
Depreciation	11	812	874
Interest payable	9	103	122
<b>Total expenditure</b>		<b>9,680</b>	<b>9,239</b>
<b>Deficit before other gains and losses</b>		<b>(528)</b>	<b>(75)</b>
Taxation	10	-	-
<b>Deficit for the year</b>		<b>(528)</b>	<b>(75)</b>
Actuarial gain/(loss) in respect of pension schemes	17	237	(1,019)
<b>Total Comprehensive loss for the year</b>		<b>(291)</b>	<b>(1,094)</b>
Represented by:			
Restricted comprehensive income		-	-
Unrestricted comprehensive income		(291)	(1,094)
		<b>(291)</b>	<b>(1,094)</b>

**STATEMENT OF CHANGES IN RESERVES**

	Income and Expenditure account £'000	Revaluation reserve £'000	Restricted Reserve £'000	Total £'000
<b>Balance at 1 August 2019</b>	(78)	6,210	1,106	7,238
Deficit from the income and expenditure account	(75)	-	-	(75)
Transfers between restricted reserves and income and expenditure reserves	(35)	-	35	-
Deficit for the year	(110)	-	35	(75)
Other comprehensive income	(1,019)	-	-	(1,019)
Transfers between revaluation and income and expenditure reserves	178	(178)	-	-
<b>Balance at 31 July 2020</b>	<b>(1,029)</b>	<b>6,032</b>	<b>1,141</b>	<b>6,144</b>
Deficit from the income and expenditure account	(528)	-	-	(528)
Transfers between restricted reserves and income and expenditure reserves	-	-	-	-
Deficit for the year	(528)	-	-	(528)
Other comprehensive income	237	-	-	237
Transfers between revaluation and income and expenditure reserves	178	(178)	-	-
<b>Total unrestricted comprehensive income for the year</b>	<b>(113)</b>	<b>(178)</b>	<b>-</b>	<b>(291)</b>
<b>Balance at 31 July 2021</b>	<b>(1,142)</b>	<b>5,854</b>	<b>1,141</b>	<b>5,853</b>

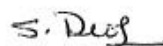
<b>BALANCE SHEET AS AT 31 July</b>	<b>Notes</b>	<b>2021 £000</b>	<b>2020 £000</b>
<b>Fixed assets</b>			
Tangible fixed assets	11	12,210	12,361
		<u>12,210</u>	<u>12,361</u>
<b>Current assets</b>			
Trade and other receivables	12	199	136
Cash and cash equivalents	16	4,505	4,206
		<u>4,704</u>	<u>4,342</u>
<b>Less: Creditors: amounts falling due within one year</b>	13	(1,056)	(953)
<b>Net current assets</b>		<u>3,648</u>	<u>3,389</u>
<b>Total Assets less current liabilities</b>		<u>15,858</u>	<u>15,750</u>
<b>Less: creditors: amounts falling due after more than one year</b>	14	(2,470)	(2,472)
<b>Provisions</b>			
Defined benefit obligations	17	(7,535)	(7,134)
<b>TOTAL NET ASSETS</b>		<u>5,853</u>	<u>6,144</u>
<b>Reserves</b>			
Income and expenditure account		(1,142)	(1,029)
Revaluation reserve	15	5,854	6,032
Restricted fund		1,141	1,141
<b>Total reserves</b>		<u>5,853</u>	<u>6,144</u>

The amounts in the restricted fund relate to a sale of land in 2015, and used to reinvest in College's infrastructure subject to prior approval by the Corporation.

The financial statements on pages 33 to 57 were, approved by the Corporation on 6 December 2021 and were, signed on its behalf on that date by:



Mike Ashton  
Chair of Corporation



Satwant Deol  
Accounting Officer

## STATEMENT OF CASH FLOWS

	2021 £000	2020 £000
<b>Cash inflow from operating activities</b>		
Deficit for the year	(528)	(75)
<b>Adjustment for non-cash items</b>		
Depreciation	812	874
(Increase) in debtors	(63)	(48)
Increase/(decrease) in creditors due within one year	103	(212)
(Decrease)/Increase in creditors due after one year	(2)	363
Pensions costs less contributions payable	638	553
<b>Adjustments for investing or financing activities</b>		
Investment income	(6)	(19)
	<u>954</u>	<u>1,436</u>
<b>Net cash flow from operating activities</b>		
<b>Cash flows from investing activities</b>		
Investment income	6	19
Payments made to acquire fixed assets	(661)	(803)
	<u>(655)</u>	<u>(784)</u>
<b>Increase in cash and cash equivalents in the year</b>		
	<u>299</u>	<u>652</u>
Cash and cash equivalents at 1 August	4,206	3,554
Cash and cash equivalents at 31 July	<u>4,505</u>	<u>4,206</u>

## **Notes to the Financial Statements**

### **1. ACCOUNTING POLICIES**

#### **Statement of accounting policies**

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

#### **Basis of preparation**

These financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education 2019 (the 2019 FE HE SORP), the College Accounts Direction for 2019 to 2020 and in accordance with Financial Reporting Standard 102 – “The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland” (FRS 102). The College is a public benefit entity and has therefore applied the relevant public benefit requirements of FRS 102.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the College's accounting policies.

These financial statements are presented in sterling and are rounded to the nearest thousand pounds.

#### **Basis of accounting**

The financial statements are prepared in accordance with the historical cost convention as modified by the use of previous valuations as deemed cost at transition for certain non-current assets.

#### **Going concern**

The activities of the College, together with the factors likely to affect its future development and performance are set out in the Operating and Financial Review. The financial position of the College, its cashflow, liquidity and borrowings are described in the financial statements and accompanying notes. The College remains mindful that the impact of Covid-19 could still play a critical role future planning and specifically in achieving key financial and other targets. However, the College currently has a secure financial health position and the base forecast indicates that the targets are achievable and should support future outlook. Accordingly, the College has a reasonable expectation that it has adequate resources to continue in operational existence for the foreseeable future, and for this reason will continue to adopt the going concern basis in the preparation of its financial statements.

#### **Recognition of income**

Government revenue grants include funding body recurrent grants and other grants and are accounted for under the accrual model as permitted by FRS 102. Funding body recurrent grants are measured in line with best estimates for the period of what is receivable and depend on the particular income stream involved. Any under or over achievement for the Adult Education Budget is adjusted for and reflected in the level of

recurrent grant recognised in the income and expenditure account. The final grant income is normally determined with the conclusion of the year end reconciliation process with the funding body following the year end, and the results of any funding audits. 16-18 learner-responsive funding is not normally subject to reconciliation and is therefore not subject to contract adjustments.

Grants (including research grants) from non-government sources are recognised in income when the College is entitled to the income and performance related conditions have been met. Income received in advance of performance related conditions being met is recognised as deferred income within creditors on the balance sheet and released to income as the conditions are met.

Government capital grants are capitalised, held as deferred income and recognised in income over the expected useful life of the asset, under the accrual method as permitted by FRS 102. Other capital grants are recognised in income when the College is entitled to the funds subject to any performance related conditions being met. Income received in advance of performance related conditions being met is recognised as deferred income within creditors on the Balance Sheet and released to income as conditions are met.

Income from tuition fees is stated gross of any expenditure which is not a discount and is recognised in the period for which it is received.

All income from short-term deposits is credited to the income and expenditure account in the period in which it is earned on a receivable basis.

### **Post retirement benefits**

Post-employment benefits to employees of the College are principally provided by the Teachers' Pension Scheme (TPS) and the Local Government Pension Scheme (LGPS). These are defined benefit plans, which are externally funded and contracted out of the State Second Pension.

The TPS is an unfunded scheme. Contributions to the TPS are calculated so as to spread the cost of pensions over employees' working lives with the College in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by qualified actuaries on the basis of valuations using a prospective benefit method. The TPS is a multi-employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution plan and the contributions recognised as an expense in the income statement in the periods during which services are rendered by employees.

The LGPS is a funded scheme. The assets of the LGPS are measured using closing fair values. LGPS liabilities are measured using the projected unit credit method and discounted at the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each balance sheet date. The amounts charged to operating surplus are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Statement of Comprehensive Income and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit



obligations. The difference between the interest income on the scheme assets and the actual return on the scheme assets is recognised in interest and other finance costs.

Actuarial gains and losses are recognised immediately in other recognised gains and losses.

### **Short term employment benefits**

Short term employment benefits such as salaries and compensated absences (holiday pay) are recognised as an expense in the year in which the employees render service to the College. Any unused benefits are accrued and measured as the additional amount the College expects to pay as a result of the unused entitlement.

### **Tangible fixed assets**

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Certain items of fixed assets that had been revalued to fair value on or prior to the date of transition to the 2015 FE HE SORP, are measured on the basis of deemed cost, being the revalued amount at the date of that revaluation.

#### *Land and buildings*

Land and buildings inherited from the Local Education Authority (LEA) are stated in the balance sheet at valuation on the basis of depreciated replacement cost as the open market value for existing use is not readily obtainable. Buildings improvements made since incorporation are included in the balance sheet at cost. Freehold land is not depreciated as it is considered to have an infinite useful life. Freehold buildings are depreciated over their expected useful economic life to the College of between 10 and 50 years.

Where land and buildings are acquired with the aid of specific grants they are capitalised and depreciated as above. The related grants are credited to a deferred capital grant account and are released to the income and expenditure account over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

Finance costs, which are directly attributable to the construction of land and buildings, are not capitalised as part of the cost of those assets.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying amount of any fixed asset may not be recoverable.

On adoption of FRS 102, the College followed the transitional provision to retain the book value of land and buildings as deemed cost but not to adopt a policy of revaluations of these properties in the future.

#### *Subsequent expenditure on existing fixed assets*

Where significant expenditure is incurred on tangible fixed assets it is charged to the income and expenditure account in the period it is incurred, unless it meets one of the following criteria, in which case it is capitalised and depreciated on the relevant basis:

- Market value of the fixed asset has subsequently improved;
- Asset capacity increases;

- Substantial improvement in the quality of output or reduction in operating costs;
- Significant extension of the asset's life beyond that conferred by repairs and maintenance.

### *Equipment*

Equipment costing less than £1,000 per individual item is written off to the income and expenditure account in the year of acquisition. All other equipment is capitalised at cost.

Capitalised equipment is depreciated on a straight line basis over its useful economic life as follows:

Building fixtures and fittings	10 years
Motor vehicles	7 years
Equipment including IT equipment	4 to 10 years

Where equipment is acquired with the aid of specific grants, it is capitalised and depreciated in accordance with the above policy, with the related grant being credited to a deferred capital grant account and released to the income and expenditure account over the expected useful economic life of the related equipment.

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 Comprehensive Income and Expenditure.

### **Leased assets**

Costs in respect of operating leases are charged on a straight line basis over the lease term to the Statement of Comprehensive Income and Expenditure.

### **Cash and cash equivalents**

Cash includes cash in hand, deposits repayable on demand and overdrafts. Deposits are repayable on demand if they are in practice available within 24 hours without penalty. Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value. An investment qualifies as a cash equivalent when it has maturity of three months or less from the date of acquisition.

### **Taxation**

The College is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the College is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The College is not registered for Value Added Tax, so it cannot recover any VAT charged on its inputs. Irrecoverable VAT on inputs is included in the costs of such inputs and added to the cost of tangible fixed assets as appropriate, where the inputs themselves are tangible fixed assets by nature.

### **Provisions**

Provisions are recognised when the College has a present legal or constructive obligation as a result of a past event, it is probable that a transfer of economic benefit will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

### **Judgements in applying accounting policies and key sources of estimation uncertainty.**

In preparing these financial statements, management have made the following judgements:

- Determine whether leases entered into by the College either as a lessor or a lessee are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.
- Determine whether there are indicators of impairment of the College's tangible assets. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset and where it is a component of a larger cash-generating unit, the viability and expected future performance of that unit.
- Preparing the cash flow forecasts for the years ended 31 July 2022 and 2023 which have been used to determine the College's going concern assessment as at 31 July 2021.

### **Other key sources of estimation uncertainty**

- **Tangible fixed assets:** Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.
- **Local Government Pension Scheme:** The present value of the Local Government Pension Scheme defined benefit liability depends on a number of factors that are determined on an actuarial basis using a variety of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions, which are disclosed in note 17, will impact the carrying amount of the pension liability. Furthermore, a roll forward approach which projects results from the latest full actuarial valuation has been used by the actuary in valuing the pensions liability at 31 July 2021. Any differences between the figures derived from the roll forward approach and a full actuarial valuation would impact on the carrying amount of the pension liability.

- The College recognises the possible further impact of Covid-19 could have on the future, but having assessed the risks, including financial, the College is not currently in a position to detail the financial and operational risks. The College will continue to assess potential issues and adopt any mitigation options available, including effective use of reserves.

### **Agency arrangements**

The College acts as an agent in the collection and payment of Discretionary Learner Support Funds. Related payments received from the funding bodies and subsequent disbursements to students are excluded from the Income and Expenditure account and are shown separately in Note 23, except for the 5 per cent of the grant received which is available to the College to cover administration costs relating to the grant. The College employs one member of staff on a part-time basis to administer Discretionary Learner Support Fund applications and payments.

**2. FUNDING BODY GRANTS**

	<b>2021 £000</b>	<b>2020 £000</b>
ESFA – Adults	48	58
ESFA – 16-18	7,634	7,633
ESFA – Apprenticeships	12	68
ESFA non-recurrent grants	432	7
ESFA – Covid testing grant	26	-
Other non-recurrent grants	253	493
Teachers’ Pension Scheme contribution grant	263	188
Release of deferred capital grants	189	194
	<hr/>	<hr/>
<b>Total</b>	<b>8,857</b>	<b>8,641</b>
	<hr/> <hr/>	<hr/> <hr/>

**3. TUITION FEES AND EDUCATION CONTRACTS**

	<b>2021 £000</b>	<b>2020 £000</b>
Tuition fees	3	19
	<hr/>	<hr/>
<b>Total</b>	<b>3</b>	<b>19</b>
	<hr/> <hr/>	<hr/> <hr/>

**4. OTHER INCOME**

	<b>2021 £000</b>	<b>2020 £000</b>
Income-generating activities	55	76
Home to College transport	112	97
Other income	120	312
	<hr/>	<hr/>
<b>Total</b>	<b>287</b>	<b>485</b>
	<hr/> <hr/>	<hr/> <hr/>

**5. INVESTMENT INCOME**

	<b>2021 £000</b>	<b>2020 £000</b>
Interest receivable	6	19
	<hr/>	<hr/>
	<b>6</b>	<b>19</b>
	<hr/> <hr/>	<hr/> <hr/>

## 6. STAFF COSTS

The average number of persons (including senior post-holders) employed by the College during the year, expressed as both headcount and full-time equivalents, was:

	2021		2020	
	Headcount	FTE	Headcount	FTE
Teaching staff	76	58	70	53
Non teaching staff	94	69	103	72
	<u>170</u>	<u>127</u>	<u>173</u>	<u>125</u>

Staff costs for the above persons	2021 £000	2020 £000
Wages and salaries	4,420	4,225
Social security costs	407	368
Other pension costs (including FRS 102 adjustment of £535,000; 2020 – £431,000)	<u>1,409</u>	<u>1,216</u>
<b>Payroll sub-total</b>	<b>6,236</b>	<b>5,809</b>
Contracted out staffing services	<u>275</u>	<u>345</u>
	<b>6,511</b>	<b>6,154</b>
Exceptional restructuring costs - contractual	50	31
	<u>6,561</u>	<u>6,185</u>

The number of employees who received annual emoluments, excluding pension contributions and employer's national insurance but including benefits in kind, above £60,000 was:

	2021 Number	2020 Number
£75,001 to £80,000	1	1
£80,001 to £85,000	1	1
£105,001 to £110,000	1	1
	<u>3</u>	<u>3</u>

All of the above employees are key management personnel of the College. No other member of staff received annual emoluments above £60,000 during the year (2020 – none).

## 6. STAFF COSTS (continued)

In addition to the above, four other members of the College's key management team received emoluments, excluding pension contributions and employer's national insurance but including benefits in kind, in the following ranges:

	2021 Number	2020 Number
£40,001 to £45,000	-	1
£45,001 to £50,000	2	1
£50,001 to £55,000	-	2
£55,001 to £60,000	2	-
	4	4
	4	4

## 7. EMOLUMENTS OF KEY MANAGEMENT PERSONNEL, ACCOUNTING OFFICERS AND OTHER HIGHER PAID STAFF

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the College and are represented by the College Leadership Team which comprises the Principal, Vice Principal, Director of Finance and Operations (interim), Head of HR, Head of Student Services and Faculty Heads. Staff costs include compensation paid to key management personnel for loss of office.

	2021 Number	2020 Number
The number of key management personnel including The Accounting Officer was;	7	7
	7	7

Key management personnel compensation is made up as follows:

	2021 £000	2020 £000
Salaries	478	477
Employers National Insurance	39	36
Benefits in kind	2	2
Pension contributions	71	62
<b>Total emoluments</b>	<b>590</b>	<b>577</b>

There were no amounts due to key management personnel that were waived in the year, nor any salary sacrifice arrangements in place.

**7. EMOLUMENTS OF KEY MANAGEMENT PERSONNEL, ACCOUNTING OFFICERS AND OTHER HIGHER PAID STAFF** (continued)

The above emoluments include amounts payable to the Accounting Officer of:

	<b>2021</b> <b>£000</b>	<b>2020</b> <b>£000</b>
Salary	100	100
Performance related pay	10	8
Benefits in kind	2	2
	<u>112</u>	<u>110</u>
Pension contributions	<u>21</u>	<u>19</u>

The pension contributions in respect of the Accounting Officer and key management personnel are in respect of employer's contributions to the Local Government Pension Scheme and are paid at the same rate as for other employees.

The members of the Corporation other than the Accounting Officer and the staff members did not receive any payment from the College other than the reimbursement of travel and subsistence expenses incurred in the course of their duties.

The amounts disclosed for key management personnel, including the Accounting Officer, include any bonuses and other salary enhancements that were awarded during the year.

Relationship of Principal/Chief Executive pay and remuneration expressed as a multiple

	<b>2021</b>	<b>2020</b>
Principal and CEO's total remuneration as a multiple of the median of all staff	2.3	2.4
Principal and CEO's basic salary as a multiple of the median of all staff	2.0	2.2

The Remuneration Committee is responsible for recommending and setting the salary and any associated package for the Principal and CEO. Due consideration is given to the size of the College, market conditions and any specific attributes to the role itself. The Remuneration Committee is also responsible for setting clear objectives and performance measures, especially in determining the performance related pay (PRP), which cannot exceed more than 10% of salary.



## 8. OTHER OPERATING EXPENSES

	2021 £000	2020 £000
Teaching costs	813	765
Non-teaching costs	732	772
Premises costs	659	521
	<hr/>	<hr/>
<b>Total</b>	<b>2,204</b>	<b>2,058</b>
	<hr/> <hr/>	<hr/> <hr/>

	2021 £000	2020 £000
<b>Other operating expenses include:</b>		
Auditor's remuneration - Financial statements audit (including regularity audit)	17	16
- Internal audit	9	8
Other services provided by the financial statements auditor		
- Audit of Teachers' pension scheme	1	1
Hire of plant and machinery - operating leases	31	19
	<hr/> <hr/>	<hr/> <hr/>

## 9. INTEREST PAYABLE

	2021 £000	2020 £000
Pension finance costs (note 17)	103	122
	<hr/> <hr/>	<hr/> <hr/>

## 10. TAXATION

The members do not believe the College is liable for any Corporation tax arising out of its activities during the year.

## 11. TANGIBLE FIXED ASSETS

	Freehold land & buildings £000	Equipment £000	Total £000
<b>Cost or valuation</b>			
At 1 August 2020	20,338	6,268	26,606
Additions	339	322	661
Disposals	-	(48)	(48)
	<hr/>	<hr/>	<hr/>
<b>At 31 July 2021</b>	<b>20,677</b>	<b>6,542</b>	<b>27,219</b>
	<hr/>	<hr/>	<hr/>
<b>Depreciation</b>			
At 1 August 2020	8,805	5,440	14,245
Charge for period	505	307	812
Eliminated in respect of disposals	-	(48)	(48)
	<hr/>	<hr/>	<hr/>
<b>At 31 July 2021</b>	<b>9,310</b>	<b>5,699</b>	<b>15,009</b>
	<hr/>	<hr/>	<hr/>
<b>Net book value at 31 July 2021</b>	<b>11,367</b>	<b>843</b>	<b>12,210</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Net book value at 31 July 2020	11,533	828	12,361
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Land and buildings were valued in 1993 at depreciated replacement cost for the majority of buildings by a firm of independent surveyors. Other tangible fixed assets inherited from the local education authority at incorporation have been valued by the Corporation on a depreciated replacement cost basis.

## 12. TRADE AND OTHER RECEIVABLES

	2021 £000	2020 £000
<b>Amounts falling due within one year</b>		
Trade debtors	5	70
Prepayments and accrued income	194	66
	<u>          </u>	<u>          </u>
<b>Total</b>	<b>199</b>	<b>136</b>
	<u>          </u>	<u>          </u>

Included in prepayments and accrued income are debtors falling due in more than one year of s £44,697 which will be released evenly over a five-year period.

## 13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £000	2020 £000
Payments received in advance	392	316
Trade creditors	40	75
Taxation and social security	212	186
Accruals	232	196
Deferred income – government capital grants	180	180
	<u>          </u>	<u>          </u>
<b>Total</b>	<b>1,056</b>	<b>953</b>
	<u>          </u>	<u>          </u>

## 14. CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	2021 £000	2020 £000
Deferred income – government capital grants	2,470	2,472
	<u>          </u>	<u>          </u>
<b>Total</b>	<b>2,470</b>	<b>2,472</b>
	<u>          </u>	<u>          </u>

## 15. REVALUATION RESERVE

	2021 £000	2020 £000
At 1 August	6,032	6,210
Transfer from revaluation reserve to income and expenditure account	(178)	(178)
	<u>          </u>	<u>          </u>
<b>At 31 July</b>	<b><u>5,854</u></b>	<b><u>6,032</u></b>

The transfer from the revaluation reserve to the income and expenditure account represents the difference between historical cost depreciation and the actual charge for the period calculated on the revalued amount.

## 16. CASH AND CASH EQUIVALENTS

	2021 £000	2020 £000
<b>Changes during the year</b>		
At 1 August	4,206	3,554
Net cash inflow	299	652
	<u>          </u>	<u>          </u>
<b>At 31 July</b>	<b><u>4,505</u></b>	<b><u>4,206</u></b>

### Analysis of the balances of cash and cash equivalents as shown in the balance sheet

	2021 £000	2020 £000	Change in year £000
Income and expenditure account	3,364	3,071	293
Restricted fund	1,141	1,135	6
	<u>          </u>	<u>          </u>	<u>          </u>
	<b><u>4,505</u></b>	<b><u>4,206</u></b>	<b><u>299</u></b>

The College had created in 2019/20 a restricted fund resulting from the sale of land in 2015 and this balance accrues interest annually. Any infrastructure investment which is approved by the board will be set against this fund.

## 17. PENSION AND SIMILAR OBLIGATIONS

The College's employees belong to two principal pension schemes: the Teachers' Pensions Scheme England and Wales (TPS) for academic and related staff; and the Local Government Pension Scheme (LGPS) for non-teaching staff, which is managed by Oxfordshire County Council. Both are defined-benefit schemes.

<b>Total pension cost for the year</b>	<b>2021</b>	<b>2020</b>
	<b>£000</b>	<b>£000</b>
Teachers Pension Scheme: contributions payable	500	454
Local Government Pension Scheme:		
Contributions payable	374	331
FRS 102 (28) adjustment	<u>535</u>	<u>431</u>
Charge to the Income and Expenditure Account (staff costs)	<u>909</u>	<u>762</u>
<b>Total Pension Cost for Year (note 6)</b>	<b>1,409</b>	<b>1,216</b>
	=====	=====

There were no outstanding or prepaid contributions at either the beginning or the end of the financial year. Contributions amounting to £102,000 (2020 – £93,000) were payable to the scheme at 31 July and are included within creditors.

### Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. These regulations apply to teachers in schools, colleges and other educational establishments. Membership is automatic for teachers and lecturers at eligible institutions. Teachers and lecturers are able to opt out of the TPS.

The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Act. Retirement and other pension benefits are paid by public funds provided by Parliament.

Under the definitions set out in FRS 102 (28.11), the TPS is a multi-employer pension plan. The College is unable to identify its share of the underlying assets and liabilities of the plan.

Accordingly, the College has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined-contribution plan. The College has set out above the information available on the plan and the implications for the Academy Trust in terms of the anticipated contribution rates.

The valuation of the TPS is carried out in line with regulations made under the Public Service Pension Act 2013. Valuations credit the teachers' pension account with a real rate of return assuming funds are invested in notional investments that produce that real rate of return.

## 17. PENSION AND SIMILAR OBLIGATIONS (continued)

### Teachers' Pension Scheme (continued)

The latest actuarial review of the TPS was carried out as at 31 March 2016. The valuation report was published by the Department for Education (DfE) in April 2019. The valuation reported total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £218 billion, and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £198 billion, giving a notional past service deficit of £22 billion.

As a result of the valuation, new employer contribution rates were set at 23.68% of pensionable pay from September 2019 onwards (compared to 16.48% during 2018/19). The Department for Education has agreed to pay a teacher pension employer contribution grant to cover the additional costs during the 2020/21 academic year.

A full copy of the valuation report and supporting documentation can be found on the Teachers' Pension Scheme website.

The pension costs paid to TPS, including employee's contributions, in the year amounted to £686,000 (2020 – £454,000).

### Local Government Pension Scheme

The LGPS is a funded defined-benefit scheme, with the assets held in separate funds administered by Oxfordshire County Council. The total contribution made for the year ended 31 July 2021 was £478,000 of which employer's contributions totalled £369,000 and employees' contributions totalled £109,000. The agreed contribution rates for future years are 21.4% for employers and range from 5.5% to 7.5% for employees, depending on salary.

### *Principal Actuarial Assumptions*

The following information is based upon a full actuarial valuation of the fund at 31 March 2019 by a qualified independent actuary updated to 31 July 2021 by a qualified independent actuary.

	<b>At 31 July 2021</b>	At 31 July 2020
Inflation assumption (RPI)	<b>2.8%</b>	2.1%
Inflation assumption (CPI)	<b>1.6%</b>	1.4%
Rate of increase in salaries	<b>2.8%</b>	2.1%
Rate of increase for pensions	<b>2.8%</b>	2.1%
Discount rate for liabilities	<b>1.6%</b>	1.4%
Commutation of pensions to lump sums	<b>50.0%</b>	50.0%

## 17. PENSION AND SIMILAR OBLIGATIONS (continued)

### Local Government Pension Scheme (continued)

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

	At 31 July 2021	At 31 July 2020
<b>Retiring today</b>		
Males	22.4	22.2
Females	24.7	24.3
<b>Retiring in 20 years</b>		
Males	23.4	22.9
Females	26.3	25.6

### Sensitivity analysis

The following changes in assumptions would impact the pension liability as described below:

	At 31 July 2021	At 31 July 2020
	£'000	£'000
<b>Discount rate</b>		
+0.1%	465	411
-0.1%	(465)	(411)
<b>Salary rate</b>		
1 year increase	24	21
1 year decrease	(24)	(21)
<b>CPI rate</b>		
+0.1%	435	385
-0.1%	(435)	(383)

The College's share of the assets in the plan and the expected rates of return were:

	Fair Value at 31 July 2021 £'000	Fair Value at 31 July 2020 £'000
Equities	10,435	8,474
Bonds	3,131	2,579
Property	1,043	737
Cash	299	491
<b>Total market value of assets</b>	<b>14,908</b>	<b>12,281</b>
<b>Weighted average expected long term rate of return</b>	<b>n/a</b>	<b>(3.3%)</b>
<b>Actual return on plan assets</b>	<b>2,349</b>	<b>(765)</b>

## 17. PENSION AND SIMILAR OBLIGATIONS (continued)

### Local Government Pension Scheme (continued)

The amount included in the balance sheet in respect of the defined benefit pension plan is as follows:

	2021 £000	2020 £000
Fair value of plan assets	14,908	12,281
Present value of plan liabilities	(22,443)	(19,415)
	<u>          </u>	<u>          </u>
<b>Net pensions liability</b>	<b><u>(7,535)</u></b>	<b><u>(7,134)</u></b>

Amounts recognised in the Statement of Comprehensive Income in respect of the plan are as follows:

	2021 £000	2020 £000
<b>Amounts included in staff costs</b>		
Current service cost	904	761
	<u>          </u>	<u>          </u>
<b>Total</b>	<b><u>904</u></b>	<b><u>761</u></b>

**Amounts included in interest costs** **103** **116**

**Amounts recognised in Other Comprehensive Income**

	2021 £000	2020 £000
Return on pension plan assets	2,349	(765)
Plan liabilities	(2,112)	(254)
	<u>          </u>	<u>          </u>
<b>Amount recognised in Other Comprehensive Income</b>	<b><u>237</u></b>	<b><u>(1,019)</u></b>



## 17. PENSION AND SIMILAR OBLIGATIONS (continued)

### Local Government Pension Scheme (continued)

#### Movement in net defined benefit liability during the year

	2021 £000	2020 £000
Deficit in scheme at 1 August	(7,134)	(5,562)
Movement in year:		
Current service cost	(904)	(755)
Past service cost	-	(6)
Employer contributions	369	330
Net interest on the defined liability	(103)	(122)
Actuarial gain (loss)	237	(1,019)
	<hr/>	<hr/>
<b>Net defined benefit liability at 31 July</b>	<b>(7,535)</b>	<b>(7,134)</b>
	<hr/> <hr/>	<hr/> <hr/>

#### Asset and Liability Reconciliation

	2021 £000	2020 £000
<b>Changes in the present value of defined benefit obligations</b>		
<b>Defined benefit obligations at 1 August</b>	19,415	18,277
Current service cost	904	755
Interest cost	276	390
Contributions by scheme participants	109	113
Change in financial assumptions	2,112	254
Estimated benefits paid	(373)	(380)
Curtailments and settlements	-	6
	<hr/>	<hr/>
<b>Defined benefit obligations at 31 July</b>	<b>22,443</b>	<b>19,415</b>
	<hr/> <hr/>	<hr/> <hr/>

#### Reconciliation of Assets

	2021 £000	2020 £000
<b>Fair value of plan assets at 1 August</b>	12,281	12,715
Interest on plan assets	173	268
Other actuarial (loss) gains	2,349	(765)
Employer contributions	369	330
Contributions by scheme participants	109	113
Estimated benefits paid	(373)	(380)
	<hr/>	<hr/>

<b>Assets at 31 July</b>	<b>14,908</b>	<b>12,281</b>
	<u>          </u>	<u>          </u>

## 18. POST BALANCE SHEET EVENTS

There were no post balance sheet events.

## 19. CAPITAL COMMITMENTS

The College had authorised capital commitments totalling £516,000 at 31 July 2021 (2020 – £256,000). This is mainly an allocation for estates refurbishment.

## 20. FINANCIAL COMMITMENTS

At 31 July, the College had minimum lease payments under non-cancellable operating leases for plant and machinery and other assets as follows:

	2021 £000	2020 £000
Not later than one year	28	22
Between 2 and 5 years	67	-
	<u>          </u>	<u>          </u>
	<b>95</b>	<b>22</b>
	<u>          </u>	<u>          </u>

## 21. CONTINGENT LIABILITY

There are no contingent liabilities at 31 July 2021 (2020 – none).

## 22. RELATED PARTY TRANSACTIONS

Due to the nature of the College's operations and the composition of the Board of Governors being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the Board of Governors may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the College's financial regulations and normal procurement procedures. No transactions were identified which should be disclosed under FRS 102 (33) – Related Party Disclosures.

### 23. LEARNER SUPPORT FUNDS

	<b>2021 £000</b>	<b>2020 £000</b>
Funding body grants – hardship support	96	113
	<hr/>	<hr/>
	96	113
Disbursed to Students	(86)	(90)
Administration costs	(8)	(8)
	<hr/>	<hr/>
Balance unspent at 31 July	<b>2</b>	<b>15</b>
	<hr/> <hr/>	<hr/> <hr/>

The above Funding Body grants are available solely for students. In the majority of instances, the College only acts as a paying agent. In these circumstances, the grants and related disbursements are therefore excluded from the income and expenditure account.