



# MARLBOROUGH COLLEGE

**(Incorporated by Royal Charter and  
registered as an Educational Charity No: 309486)**

**REPORT OF COUNCIL**

**AND CONSOLIDATED FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED**

**31 AUGUST 2024**

Crowe U.K. LLP  
Chartered Accountants  
Registered Auditors

**MARLBOROUGH COLLEGE**  
**(Incorporated by Royal Charter and**  
**registered as an Educational Charity No: 309486)**

**FOR THE YEAR ENDED 31 AUGUST 2024**

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<b>INDEX</b>	<b>Page</b>
Trustees, Officers and Advisers	2-4
Council's Report	5-19
Statement of Trustees' Responsibilities	20
Independent Auditor's Report	21-23
Statements of Financial Activities	24
Balance sheet	25
Cash Flow Statement	26
Statement of Accounting Policies	27-30
Notes to the Financial Statements	31-52

## MARLBOROUGH COLLEGE

### MARLBOROUGH COLLEGE TRUSTEES, OFFICERS AND ADVISERS

#### TRUSTEES

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The Trustees of Marlborough College constitute the Council.

The Lord Bishop of Salisbury (President – ex officio)

The Council members during the year and up to the date the financial statements were signed were:

Heidi Venamore PSM (Chair of Council) appointed on 20 February 2024  
Penny Cameron Watt (Chair of Health and Wellbeing Committee) (acting Chair of Council from 1 September 2023 to 27 January 2024) (Resigned 27 January 2024)  
Michael Birkin  
Joe Chambers (appointed 9 October 2023)  
Piers Coleman (retired 2 December 2023)  
Peter Denton (Chairman of the Finance Committee and Chairman of Remuneration Committee)  
Tania Freeman  
Revd Stephen Gray (resigned 17 March 2024)  
Kasase Kabwe  
Tim Martin-Jenkins (Chairman of Foundation, Chairman of Development from 1 September 2023)  
Prof Cav Simon Mordant (Chair of Nominations Committee)  
Rob Perrins (Chairman of Buildings Committee) (resigned 1 May 2024)  
Ros King (appointed Chair of Health and Wellbeing Committee 29 January 2024)  
Sabina Reeves (Chair of Academic Committee)

International Members of Council:

YAM Tunku Ali Redhaudhin ibni Tuanku Muhriz  
Dasho Sangay Wangchuk (appointed 9 October 2023)

## MARLBOROUGH COLLEGE

### MARLBOROUGH COLLEGE TRUSTEES, OFFICERS AND ADVISERS (Continued)

#### OFFICERS

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##### KEY MANAGEMENT PERSONNEL

The Master L J Moelwyn-Hughes  
Bursar A G Hart (resigned 31 December 2024)  
A Flanagan (interim from 1 January 2025)

##### Executive Team:

Second Master S M Wessels  
Deputy Head (Academic) D T Clark  
Deputy Head (Pastoral) E C Nightingale  
Deputy Head (Co-Curricular) J R B Scragg

##### Senior Management Team:

Deputy Head (Boarding) J A Hodgson  
Director of Admissions J Lyon Taylor  
Director of Safeguarding C Kane  
Director of Development S Lerwill  
Director of Marketing & Communications J Jordan  
Assistant Head (Teaching and Learning) B Nightingale  
Assistant Head (Inspection) T Lauze

##### Bursarial Team

Estates Bursar A Barnes  
Director of Enterprises R Urquhart (resigned 8 July 2024)  
M Naworynsky (acting from 9 July 2024)  
Director of Finance H Mack  
Director of Human Resources H Hewlett (resigned 31 December 2024)  
A Hart (acting 1 January 2024 to 9 June 2024)  
C Beaty-Pownall (appointed 10 June 2024)  
Director of Operations M Naworynsky  
Head of ICT M Garland (resigned 27 January 2024)  
A Hart (acting 1 January 2024 to 29 September 2024)  
T Elgar (appointed 30 September 2024)

Principal Address: Marlborough College  
Wiltshire  
SN8 1PA

##### Marlborough College Malaysia

The Master S Burbury (from 1 September 2023)  
Bursar M Wai-Tsz Cherry  
Address: Marlborough College Malaysia  
Jalan Marlborough  
79200 Iskandar Puteri  
Johor  
Malaysia

**MARLBOROUGH COLLEGE**

**MARLBOROUGH COLLEGE TRUSTEES, OFFICERS AND ADVISERS (Continued)**

**ADVISERS**

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**Bankers:** Lloyds Bank  
Crest Way  
Barnwood  
Gloucester  
Gloucestershire  
GL4 3RL

**Solicitors:** Farrer & Co  
66 Lincoln's Inn Fields  
London  
WC2A 3LH

**Auditors:** Crowe U.K LLP  
Statutory Auditors  
St James House  
Cheltenham  
GL50 3PR

**Investment Advisers:** Rathbones  
8 Finsbury Circus  
London  
EC2M 7AZ

**Insurance Brokers:** PIB Insurance Brokers  
Poppleton Lane  
Low Poppleton Lane  
York  
North Yorkshire  
YO26 6GZ

The Council presents its report for the year ended 31 August 2024 under the Charities Act 2011, together with the audited financial statements for the year, and confirms that the latter comply with the requirements of the Act, the Charter and Bye-Laws and the Charities SORP (FRS 102 – second edition).

## OBJECTS, AIMS AND OBJECTIVES

### Objects

Founded in 1843, Marlborough College (the College) is an educational charity governed by its trustees known as the Council. The College's mission is to deliver the best independent, co-educational, full boarding education in the UK or elsewhere, namely Marlborough College Malaysia (MCM), and to be recognised for this globally.

The College was founded to provide an exceptional education for children from all walks of life and it remains deeply committed to increasing accessibility. There is a strong sense of community at the College, built upon outstanding pastoral care and a diverse co-curricular programme. There is also a focus on local community work, particularly with local primary schools, on local volunteering and on fundraising for charity.

### Aims and Objectives

The College and MCM seek to produce well-rounded individuals: academically ambitious, open-minded, adaptable and socially minded with a strong sense of perspective for their community and the wider world. It looks to foster excellence through teaching and learning, thus promoting the strongest possible educational values, in order that pupils develop into responsible and committed young adults with the skills to make a difference in whatever they choose to do. It strives to encourage pupils to have a strong sense of community and of service, to value diversity of all kinds and to welcome interaction with others, to have the confidence and ambition to fulfil their potential and to have the initiative to embrace possibilities with an open mind, to take action and to lead.

#### Our Aims are:

To provide a safe, inclusive and nurturing community

- Marlborough is a diverse community with wellbeing and mutual respect at its heart; pupils, teachers and parents collaborate to ensure everyone thrives because they feel happy, secure and valued

To instil a commitment to service

- Marlborough fosters a culture of service and responsibility which equips pupils to make a positive difference and have a beneficial impact upon the wider world

To foster ambition

- Marlborough provides inspirational learning opportunities, motivating pupils to fulfil their potential, develop intellectual curiosity and become life-long learners

To develop initiative

- Marlborough encourages pupils to be curious and open-minded, and supports them in pursuing new initiatives and developing leadership

### Strategies to achieve the Year's Objectives

The Colleges' strategies for achieving their objectives during the year are ongoing and are broadly in line with the prior year to:

- develop all pupils' academic ambition – particularly by utilising the Marlborough Mindset which has been established to assist in developing learning and study skills;
- continue to review the academic curriculum to ensure that it is both broad and challenging;
- continue to benchmark pupils' academic performance in external public examinations and through the use of independent value-added criteria (although this is not possible to the same extent for MCM);
- encourage pupils' spiritual and moral growth, their cultural awareness and physical development, as well as ensuring their wellbeing by promoting participation in a wide range of activities and through the curriculum;
- continue to improve the tracking of pupils' progress and aligning this with their individual pastoral needs to ensure the best outcome possible for each pupil;
- continue to improve the Colleges' facilities and to protect the (historic) environment through capital projects to improve and enhance the teaching, co-curricular and pastoral facilities throughout the Colleges;
- continue to improve the sustainability of the Colleges' estates through an ongoing programme of capital investment, particularly at the College where the campus is much older with a number of listed buildings;
- continue to explore and develop partnerships with state schools and academies as well as with the local community – this is really only possible and relevant for the College at present; and
- to set and achieve appropriate targets for pupil numbers and financials including operating surpluses and cash generation.

**REVIEW OF THE YEAR**

**Operational Performance**

***Pupils***

Marlborough College (“the College”) is a co-educational full boarding school providing education for boys and girls from the ages of 13 to 18, while Marlborough College Malaysia (“MCM”) provides education from the ages of 3 to 18 for both day and boarding pupils. The College has had another year of strong pupil numbers, whereas for MCM, following the impact of closed borders for more than two years, pupil numbers are continuing to bounce back and are predicted to exceed pre-pandemic numbers during the next academic year:

School	Year	Girls	Boys	Boarders	Day	Av Total
MCUK	2023/24	446	567	971	41	1,013
	2022/23	442	568	971	39	1,010
MCM	2023/24	445	449	168	726	894
	2022/23	371	389	152	608	760

The overall capacity of the College is currently 1,020 pupils spread across 16 boarding houses with the gender balance in a ratio of 56% boys and 44% girls. The College’s waiting lists remain strong which gives confidence that the College can operate at (near) capacity for the foreseeable future. However, the Council is mindful that there is still the potential for a lasting impact from the pandemic, coupled with the on-going high cost of living and the imposition of 20% VAT on school fees from 1 January 2025, to affect pupil numbers in the years to come as private education generally sees a delayed impact following economic downturns. The Council is looking to mitigate this impact as much as is possible and is also mindful of the impending increased employment costs as a result of the increases to the national living wage and employer’s national insurance contributions.

The pupil enrolment at MCM has increased by 18%, as shown in the numbers above. The Admissions team capitalised on the opportunity to travel abroad again by conducting visits to boost awareness in locations such as Japan, Korea, China, Singapore, as well as activities within Kuala Lumpur and Johor. MCM is on track to return to its pre-Covid pupil roll during the 2024/25 academic year.

***Facilities and Infrastructure Development***

The College has moved on to the last phase of its ambitious Innovation and Science project, which is being funded through generous fundraising and private placement money. Following the completion of the Innovation Centre in early 2021, the second of three renovation phases of the listed Science building was completed in the spring, despite many challenges including cost inflation. The final renovation phase is now well under way but is the most complicated phase of the listed building and is not anticipated to be finished until the end of 2025. The boarding house refurbishment programme continues with one boarding house nearing the completion of the second of two phases of a full refurbishment. There were also a number of smaller capital projects undertaken in the year. This resulted in UK capital spend in the year of just under £8.8 million, down slight from the prior year’s spend of £9.4 million.

All of the UK works formed part of the Master Development Plan that was established in 2011. It represents a total expenditure to date in excess of £84 million for the College, and £8.1 million (RM91.4 million) for MCM since its inception in September 2012.

The pupil numbers at MCM have increased by nearly 18% in 2023/24 and were almost back to the numbers before the pandemic, thus generating additional funds for capital investments. Apart from essential estates maintenance and the planned IT equipment refresh programme, there were also a significant number of improvement projects positively affecting both academic and boarding experience of its pupils.

Two boarding houses mothballed during the pandemic have been completely refurbished; the Prep School have had two new playgrounds installed for its Pre-Prep and Upper-Prep pupils; all of the Senior School classrooms have been refurbished and equipped with new furniture; and the Senior Art rooms remodelled to provide more suitable teaching and storage spaces along with an extension to its main kitchen to better support the increased pupil roll. There have also been health and safety related projects such as the expansion of the College’s lightning alert system to cover the whole campus, upgrading of the access control system for the boarding houses, and improvement to its health centre provision. The total Malaysian capital expenditure for the year was £1.5 million (RM8.8 million), spent on building improvements and IT equipment.

*Educational Performance*

The College continues to offer an extensive Sixth Form curriculum with pupils able to participate in A level and other level three qualifications, including the Extended Project Qualification (EPQ), while MCM offers the internationally recognised International Baccalaureate (IB).

A Level	MCM	
	2023/24	2022/23
A* grade	22%	24%
A*-B grades	87%	88%
A*-C grades	96%	96%

(I)GCSE	MCM	
	2023/24	2022/23
9-8/A* grade	44%	48%
9-5/A*-B grades	96%	97%
9-4/A*-C grades	99%	99%

The results from A level examinations taken in the summer of 2024 were the College's second strongest ever under normal exam conditions. This follows as a consequence of a highly dedicated, expert group of teachers, who worked within new structures to support pupils to these incredible outcomes. 10 pupils scored 3 A\*s or more, 39 pupils scored 2 A\*s and 100 pupils scored at least 1 A\*. Value Added scores indicate that the College is for the second year in the top decile of independent schools. The average Marlburian left the College with the equivalent of AAA. The (I)GCSE results were a similarly outstanding reward for the efforts of pupils and beaks (teachers) alike: 44% of grades awarded at 9 and 8 standard (A\* equivalent) and 96% of all grades at 9 - 5 standard (A\*-B).

International Baccalaureate	MCM		
	2023/24	2022/23	2021/22
40+ IB Points	17%	10%	20%
Average Points score (/45)	33	33	35
IB Diploma Pass	88%	95%	98%

(I)GCSE	MCM		
	2023/24	2022/23	2021/22
9-8/A* grade	48%	47%	50%
9-5/A*-B grades	85%	88%	89%
9-4/A*-C grades	95%	97%	95%

Academically, pupils at MCM continued to produce excellent results in (I)GCSE and IBDP, and for the fourth consecutive year MCM has been listed in the Spears Index of the world's 100 leading independent schools, along with the College. In addition MCM was listed in The Schools Index by Carfax Education as one of the World's top 125 schools and was awarded International School of the Year by the TES. Following an ISI inspection in June, MCM was also awarded British Schools Overseas (BSO) status and has become a member of the Association of British Schools Overseas.

At (I)GCSE level 59% of all grades awarded were A\* or A (NB. UK Independent Schools A\*/A rate is 38%). Given that MCM is not academically selective, this is a solid performance. At IB the average points score was 33 (equivalent to AAA at A level in terms of UCAS tariffs) and one in six pupils gained 40 points or better. That is almost twice the global average. MCM's top scorer achieved 44 points. It should be noted that at both (I)GCSE and IB level, the 'value-added' score was the highest in the school's history.

**Public Benefit and Community Engagement**

The Council is advised of the Charity Commission's general and supplementary guidance on public benefit and fee charging and the advancement of education. The Council recognises its responsibilities under the Charities Act 2011 and has regard to the guidance issued by the Charity Commission. The Council has taken steps to satisfy the requirements set out therein.

**Grant Making Policy**

The College offers means-tested bursary awards at 13+ and at 16+. These bursaries are re-assessed annually and may alter during a pupil's time at the College depending on changes to their financial situation and can be awarded up to 110% of the fees (i.e. full fees and all essential extras). The College also offers scholarships and awards and these are based on ability only. Scholarships may be supplemented by bursary support up to the full value of fees in cases of proven financial need. The maximum scholarship value is up to 20% of the fees; these are offered in very limited numbers and only in the areas of music and sport at present.

The Scholarship Prospectus and Bursary Policy can be viewed on the College's website. They are also available from the Admissions Office and are extensively advertised in appropriate national and specialist directories.

The Children of Clergy Fund, supplemented by the College, enables substantial support to be given to the sons or daughters of Clergy. Applications for entry under the Children of Clergy scheme are means-tested in the same way as the rest of the bursary awards are assessed.

During the year the value of bursaries and other awards made to 216 College pupils (2023: 219) amounted to £5,127,000 (2023: £4,424,000), or 10.86% (2023: 10.26%) of gross fee income.

MCM awards scholarships for those who excel in academic, sports, drama and music. In the prior year MCM also offered bursaries to two Upper Sixth pupils whose families experienced significant financial difficulties in order for them to complete their IB Diploma in June 2023 (£36,500 or RM 214,000).

***Bursaries***

The Council is committed to providing fee assistance to children unable to afford full fees and encourages a culture from those who have received a Marlborough education to do everything possible, within their means, to enable others from all backgrounds to enjoy the same educational opportunity.

A separate Bursary and Scholarship Fund generates income to fund the awards which are augmented with fee income. Council's policy is to continue to increase the value of that fund whenever possible. The Council is examining ways to increase substantially the amount provided for means-tested bursaries via non-fee income streams, such as through more endowed-style funds, fundraising (largely through Marlborough College Foundation), and trading both at home and in Malaysia.

The majority of bursaries are made available on entry to the College, either at 13 or 16, although some funding is available for those with in-year financial hardship. The College is a member of the Springboard Partnership in support of transformational bursaries.

Under its grant making policy (see above), the total number of pupils receiving means-tested fee assistance in the academic year 2023/24 was 118 (2022/23: 118), although the value of these grants increased from £3,297,000 in the prior year to £3,873,000 in line with the College's continued aim to provide more full, life-transforming bursaries and is more than offset by the cost of these bursaries.

***Working with Educational Providers & Community Access***

Since its foundation in 1843 the College has been committed to playing a full part in the life of the local community and it will continue to do so. The College continues to provide indirect public benefit through its engagement with the local community and working with other educational providers, of which the following are examples:

*Swindon Academy*

The College has an agreement with Swindon Academy (SA) to provide opportunities for staff and pupils of the Academy and the College, including the sharing of experience, expertise and, where appropriate, facilities and resources. The Academy is part of the United Learning Trust (ULT). The current link has been in existence since 2009 and this continues to thrive, particularly with the launch of the Swindon Academy Grammar Stream (SA GS) in September 2016. In a typical academic year, more than 5,000 hours of Swindon Academy pupil time is spent on site at the College. Below is a list of activities which occurred during the reporting period and are ongoing.

## MARLBOROUGH COLLEGE

### COUNCIL'S REPORT (continued)

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- (i) Sixty Year 7 & 8 SA GS pupils visit the College once per fortnight on a Wednesday afternoon. SA pupils participate in a carousel of the following activities: creative writing, Computer Science, research skills in the library, Economics, Classical Civilisation, and local history.
- (ii) The Chair of Governors at Swindon Academy is a member of the College's SMT.
- (iii) The College's Futures Department is available to provide specialist support with university applications from SA pupils, including to the most competitive destinations.
- (iv) The College hosts an annual research project competition for Year 10 SA pupils, with generous prizes supplied by the College.
- (v) Three pupils from SA joined the College in September 2024 on full bursaries as part of an ongoing bursary programme with the Academy (there are now 10 former SA pupils who are in, or have been through, the College's Sixth Form).
- (vi) Marlborough College staff continue to be involved in the Fitzwilliam Project, an access and mentoring project organised by Fitzwilliam College Cambridge for SA pupils. This includes summer residentials in Cambridge and 'meet-up' days, one hosted by the College. SA had its first successful Oxbridge applicant last year.
- (vii) The two schools operate a Year 10 exchange, with a group of 12 pupils from each school visiting the other school for a full school day, on a reciprocal basis, once or twice per year.
- (viii) Since the start of the SA GS, the College has hosted a free week-long academic Year 7 summer school for GS pupils. This resumed in June 2022 for both Year 7 and Year 8 pupils. SA pupils attend in small groups, staying at the College and engaging in a wide range of activities (run by College staff) over a two-day period. The purpose of these activities is to extend pupils' experiences well beyond usual syllabus-led material.
- (ix) An Open Morning for Year 6 pupils thinking about applying to the SA GS is hosted at the College each year in November.
- (x) As part of the College Outreach programme, Marlborough College pupils visit the Swindon Academy primary schools each week to help pupils with their reading. This is supported by two College teachers and typically involves around 20 College pupils.
- (xi) The College provides on site visits for Year 9 SA GS pupils with a focus on scientific experiment and investigation. In addition, SA pupils (and others from nearby primary schools) are invited to scientific talks and demonstrations at the College.
- (xii) Pupils who are involved in Swindon Academy's scholarship programme are able to attend academic societies/ talks which are hosted at the College.
- (xiii) SA pupils attend a number of College events, such as drama productions, and these visits invariably involve an introductory talk on the production in question.
- (xiv) Residential visits (other than the summer school for Year 7) resumed in the academic year 2023-24. These provide an invaluable opportunity for SA staff to support pupils with the likes of coursework and exam revision, in an intensive and efficient way which would be difficult to achieve outside of a boarding environment.
- (xv) With the retirement of the previous post holder, the College has reaffirmed its commitment to academic outreach by appointing a successor as Head of Academic Outreach, a role which attracts a significant allowance. The majority of this role relates to the relationship with Swindon Academy.

In terms of the impact of the above, both partners feel that these activities make a significant contribution to the outcomes of GS students, who outperformed other pupils at SA by a Progress 8 measure of 0.8 last year (not an atypical figure). Put another way, GS students achieve almost one grade better than expected in all their subjects at GCSE, even taking into account an above average start point.

## MARLBOROUGH COLLEGE

### COUNCIL'S REPORT (continued)

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#### *Links to Pewsey Vale School*

The College has a long standing link with Pewsey Vale School (PVS). Recent developments in this partnership are the involvement of Sixth Form pupils from the College mentoring younger pupils at PVS in Mathematics. Pupils chosen are around the threshold of a pass at GCSE, and the aim of the project is to maximise the number of PVS pupils who achieve the pass grade.

#### *Darussafaka School*

The College has a partnership with Darussafaka School in Istanbul, Turkey. This is a fullboarding school which recruits talented pupils from across Turkey, all of whom have lost one, or both, of their parents. All fees are met by fundraising. Under the terms of a memorandum of understanding the College undertakes to provide the following:

- (i) An online 'cultural exchange' programme for pupils in (UK) Year 10. Darussafaka teaches Maths and Science lessons at KS4 in English, so the opportunity for pupils to develop their linguistic skills is greatly valued.
- (ii) A Sixth Form bursary place has been made available for a suitable candidate who plans to move on to further education in an English speaking environment.
- (iii) A placement for a STEM teacher has been agreed during the next Summer Term, so that they can develop their skills when teaching their subject in English.

#### *Governance*

Members of College staff (both teaching and non-teaching) currently hold 16 governorships of other schools. The majority of these (12) are in state schools. One teacher is Chair of Governors at two Secondary Schools in Slough, another is Chair of Governors at a local primary school.

#### *Outreach (Community Service)*

Every Monday or Wednesday afternoon during the Michaelmas and Lent Terms almost 300 pupils take part in a range of Outreach activities which provide a direct service to many aspects of the local community.

- (i) Work in support of eighteen Primary Schools (Preshute, Kennet Valley, Burbage, St Mary's Marlborough, St Nicholas' Baydon, St Michael's Aldbourne, St Katherine's Savernake, Ramsbury, Great Bedwyn, Chilton Folliat, Oare, Ogbourne St George, Easton Royal, Broad Hinton, Beech Avenue – Swindon, Alton Close – Swindon, Nythe – Swindon, Nylands specialist school for pupils with SEMH needs - Swindon).

This includes: literacy work, help with PE lessons, Maths mentoring and mentoring of pupils who find school difficult or who benefit from further stretch and challenge.

- (ii) Primary Club – in the Summer Term, when the College timetable prevents visits during the school day, pupils run an on-site after school club for up to 100 children from local primary schools.
- (iii) Provision of after school Mandarin clubs in two local primary schools
- (iv) Provision of after school Japanese club in a local primary school
- (v) TWIN Science project – work to engage local primary school children in STEM, including on-site visits to the College's laboratories
- (vi) Riding for the Disabled, based in Lambourn
- (vii) River conservation – working with a local group, ARK (Action for the River Kennet)
- (viii) Savernake Community Farm – pupils work in support of a project which envisages a community orchard and farm being created at Savernake Court Farm. Early work has involved tending to over 4000 young fruit trees to ensure that they establish well.

- (ix) Beekeeping – pupils help to tend a number of hives around the College and their environs (mostly orchards)
- (x) Wiltshire Search & Rescue – pupils support the dog handlers who work with this organisation by helping to provide live training scenarios for the animals being trained
- (xi) Brimble Hill – Engaging with children with severe learning difficulties
- (xii) Sports Leaders – pupils become accredited Sports Leaders and then help in primary schools
- (xiii) Working with the elderly – pupils have visited care homes to provide concerts and Christmas carols. Additionally, we now partner with a local volunteer group (Marlborough LINK) and pupils visit elderly members of the local community who are on their own at home or resident in care homes.
- (xiv) Marlborough Youth Club – pupils volunteer in support of this during the Summer Term and the College has also raised funds to support the club
- (xv) Marlborough White Horse – restoration of the iconic chalk horse which sits above the town

#### *Panathlon links*

Since 2011, Marlborough College has hosted an annual regional Panathlon event. Panathlon is a national charity that provides sporting opportunities to over 17,000 young disabled people every year. It promotes inclusion in sport. Working in collaboration with both Panathlon and Wiltshire and Swindon Sport (WASP), the College has hosted over 300 young physically and mentally disabled children and trained over 50 of the College's pupils as Panathlon leaders. This resumed in November 2022 and is again an annual fixture.

#### *Observatory*

The Blackett Observatory continues to be known as the number one centre for delivering astronomical outreach in the South of England. The Observatory had well over a thousand visitors through the year 2023-24. The Observatory hosts groups from local schools, the Scouts, Cubs and Beavers, as well as the U3A and the W.I. There were three public open events held across the year at the Observatory. 552 Cubs, Scouts and school pupils enjoyed sessions at the Dome, including open days for members of the public and Observatory tours for attendees at the Marlborough College Summer School.

Since 2005, the Director of the Observatory has run the Outreach group 'Friends of the Marlborough Telescope', which has its own dedicated Observatory website ([www.blackettobservatory.org](http://www.blackettobservatory.org)) and offers events, lectures and monthly Q&A sessions as well as an annual social event.

Over the course of the year the Friends were incredibly active, with 243 attendees to observing events and over 100 attendees at two lectures. This year 17 Friends made the expedition to Kilpisjarvi in northern Finland for a highly successful three-day adventure in search of the Aurora Borealis.

The Blackett Observatory's relationship with the Marlborough Town Council and the North Wessex Downs (NWD) National Landscape blossomed through the year. Talks and an 'Astronomy Question Time' panel were given by Observatory staff in the Town Hall with over 200 attendees. Regular meetings are held with the Town Council and the NWD. The sky quality light monitoring project is well under way now, with volunteers from the Friends of the Marlborough Telescope gathering data each month to monitor light pollution across the NWD area.

#### *Higher Education and Careers Department*

Swindon Academy and Pewsey Vale School have online access to the bi-weekly Higher Education and Careers 'Insight' publication and, from November 2023, its accompanying 'Futures Directory'.

Both Swindon Academy and St John's, Marlborough are invited to attend the briefing we receive from an invited Oxbridge don every March and pupils applying to Oxbridge can have mock interviews from Marlborough College staff.

We are an 'open' ACT Test Centre offering the facility for US applicants to take pre-College standardised tests. It is a facility often used by local students applying for sports scholarships, soccer being the most common.

St John's and Swindon Academy pupils are invited to our Higher Education and Gap Fair in the summer, with the uptake being 20-30 pupils attending.

## MARLBOROUGH COLLEGE

### COUNCIL'S REPORT (continued)

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#### *Music Department*

The Music Department continues to offer a variety of different events for public benefit.

All major performances by College pupils are open to the public and members of the local community attend in good numbers. These concerts are offered free of charge. Additionally, leading music pupils gave a public performance at the Calne Music Festival, performed evensong at Salisbury Cathedral and Oxford Colleges and also supported various events in the town and local villages, such as Remembrance Services.

This year the Choral Society concert (which offers a collaboration between the town and the College), saw some 250 local singers perform in Chapel to an audience of approximately 300 residents of the town who were offered free tickets to the concert. A post-concert collection allows the Choral Society to fund the annual subscription for up to 20 talented young singers.

The Music Department continues to offer the opportunity for local state school pupils to join various ensembles at the College during the academic year - opportunities they may not otherwise enjoy. The College also allows use of its teaching facilities for members of the public who wish to take instrumental music lessons and coaching with any of our distinguished music teachers.

The renowned Marlborough College Concert Series, which promotes five concerts per season, also benefits from free use of the College's Memorial Hall, Steinway piano and the offer of covering some printing costs for the programme, which ensures the invitation of world class musicians to Marlborough can continue for the benefit of our local public.

#### *Sporting Facilities*

- (i) The College's sports and other facilities are extensively used by local sports clubs and regularly by other organisations. Some of the sports include cricket, hockey, rugby, football, squash, tennis, fives, triathlon and athletics, and our facilities are used by various organisations such as Wiltshire Cricket, Wiltshire Hockey, Wiltshire Netball, South West Lacrosse, Hockey Wales, WASP (Wiltshire and Swindon sport), RFU, Bath Rugby, Fortitude Hockey and GoCrea8 Hockey and Swindon Town Football Club for their holiday coaching camps and courses. Wiltshire Army Cadet Force also make use of the College rifle range.
- (ii) St John's Marlborough use the College's sports facilities on a regular basis at mutually convenient times. At present, the squash option in their Enrichment and After School activities programme is booked on the squash courts each week. They also use the athletics track for GCSE moderations whenever required.
- (iii) The College hosts a number of Avon Primary Schools' sports festivals at various times of the year - these include netball, hockey, football, orienteering, athletics and multi-skills - and a number of local Primary Schools use the athletics track for their sports' days.
- (iv) A number of local clubs (both competitive swimming clubs and local health clubs) make use of the College's swimming pool throughout the week.
- (v) All charities, educational establishments and club junior sections pay a discounted rate for the use of College facilities and in some cases are offered their use free of charge.
- (vi) One member of the College staff regularly coaches a junior team at Marlborough Hockey Club and another member is the Head Coach of the Men's and Women's senior teams. The hockey department also run a Wednesday Outreach programme for local Primary School pupils, which comprises coaching and tournament play. A further member of the College staff assists junior squash at Marlborough Squash Club.

#### *Fundraising for Chosen Charities*

Members of the College community raised approximately £170,000 during 2023/24 (2022/23: £75,000) for chosen charities through various whole school events and numerous boarding house, pupil and staff initiatives. £131k was raised for the Marlborough Difference Campaign for life-changing bursaries from a Whole School walk and £60k was raised by pupil-led initiatives for a further 18 charities.

## MARLBOROUGH COLLEGE

### COUNCIL'S REPORT (continued)

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In addition to the above, the College again hosted one of the Restless Development Schools triathlon events (the organisation raised £130,000 from the Marlborough College event alone). More than a hundred pupils and staff volunteer at the event.

Fundraising in aid of the College is done through the Marlborough College Foundation (the Foundation) charity and typically the College does not do any fundraising in its own right. Both the College and the Foundation are registered with the Fundraising Regulator and adhere to the Fundraising Code of Practice. In the current and prior year, the charities did not work with any third parties in delivering its fundraising. No complaints about fundraising were received in the year.

The pupil-led charities committee at MCM was able to raise £13,500 during 2023/24 through a wide range of projects and activities undertaken over the course of the year. These included drinks and bake sales, frugal lunches, “inside-out” day, Deepavali celebrations, zombie run, and teddy sales. The proceeds have yet to be allocated.

## MARLBOROUGH COLLEGE

### COUNCIL'S REPORT (continued)

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#### FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The results for the year ended 31 August 2024 include those of both Marlborough College and Marlborough College Malaysia (MCM) for the academic year 2023/24 as well as the subsidiaries, Marlborough College Enterprises Ltd and Marlborough College (Overseas) Ltd (dormant).

Consolidated net fee income increased by almost £6 million to £60.67 million, up from £55.4 million. The increase was due to a combination of factors:-

- an increase in pupil numbers: while there were static pupil numbers at the College from a billing perspective, there was another significant increase in pupil numbers (113 pupils) at MCM as the school continues to recover from the prolonged border closures during the pandemic and is now back up to pre-pandemic numbers; and
- annual fee increases in both schools.

This increase was in addition to an increase in bursary and scholarship funding at the College of more than £720,000 and a further £320,000 at MCM, with the emphasis on providing more accessibility to the Colleges. The increased funding for the College's bursaries is as a result of the generous donations to the Marlborough Difference Campaign for life-changing bursaries.

However, the consolidated net fee income is still not relatively back to pre-pandemic levels, when taking account of inflation, due to the significant decrease in pupil numbers at MCM as a direct result of the pandemic in early 2020 and the long lasting travel restrictions that were in place. Pupil numbers decreased from 953 in 2018/19 to 717 in 21/22, and were back up to an average of 894 for 23/24. The new 24/25 academic year has seen 962 pupils starting and future projections show MCM being at capacity (1,250) by 2030, if not before.

There were also positive movements on the total surplus as a result of the following factors:-

- substantial net investment gains of more than £2.4 million related to restricted funds for bursaries, which is in contrast to almost £700,000 of net losses in the prior year plus an increase of investment income of almost £600,000 due to a full year of investment activity from the new Curgenvin fund;
- £2.5 million of donations during the year by the College; largely towards bursary awards but £1 million of which was received from the Marlborough College Foundation towards the ongoing Science & Innovation project; and
- increased profitability from the Summer School courses run at the College.

There was also increased expenditure for both Colleges due to the high levels of cost inflation, plus the costs associated with increased pupil numbers in MCM and a continued catch up on maintenance expenditure following COVID at the UK campus. The creditors balance also increased during the year due to the increased number of parents paying into the long-established fees in advance scheme, which still does not offer a discount.

The overall surplus has reduced compared to the prior year but this is only as a result of a couple of one-off very generous donations to the College in the prior year:-

- £10 million received as a restricted legacy donation towards Cornish bursaries (the Curgenvin Fund) following the sale of an estate that the College had a beneficial interest in;
- £3.7 million received from Marlborough College Foundation in relation to donations received towards the ambitious Science and Innovation project, which is now in its final phase.

A total of £10.2 million was committed to capital expenditure during the year, £8.8 million of which took place in the UK. This was in line with the budgeted £10.3 million total across both campuses.

This on-going significant level of investment in the UK estate resulted in a cash deficit for the College for the year of £628,000 (PY: a cash deficit of £624,000).

#### Significant Events

While there were no significant events during the year, in the prior year the College received a one-off £13.7 million of donations mentioned above. Following the change of UK Government in the summer resulting in the imminent implementation of VAT on school fees coupled with the increase in the National Living Wage and the unexpected increases to employer's national insurance contributions from next April the College has reforecast its financial outturn for the coming year looking at ways to increase other revenue sources coupled with redoubling efforts to find further cost efficiencies to reduce the net impact to the College.

## INVESTMENT POLICY AND PERFORMANCE

The College's investments are managed by Rathbones Investment Management Ltd and overseen by the Investment Committee. The investment managers have discretion in the management of the portfolio. The investment policy is total return accounting, with the overall objective to increase the fund's value in line with fee inflation and provide up to CPI+3-4% for draw down in support of bursaries.

The investments consistently either meet or exceed the benchmark set over the longer term, with unprecedented investment gains (realised and unrealised) in 2020/21. Following the prior year's underperformance against benchmark (2.2% vs 7.9% respectively) due to the investments being impacted by the ongoing war in Ukraine, the consequential 'cost of living crisis' with spiralling inflation and supply concerns, the performance was much nearer to the benchmark again for the year ending 31 August 2024. The composite benchmark was a positive 10.7% total return (net of fees) whereas the College's consolidated portfolio was a positive 9.1% total return. There were investment gains of £2.4 million (2023: losses of £0.68 million), which positively impacted the Group's overall surplus during the year.

## RESERVES POLICY

At 31 August 2024, the Group held increased total funds of £124.9 million (2023: £118.3 million). Of the total funds, £23.8 million (2023: £21.4 million) related to restricted and endowed funds and the purpose of these funds is explained in Notes 17 and 18 to the accounts. The Council implements total return accounting for the endowed funds, which permits more of the endowed funds to be granted if required and this adoption is shown in more detail in Note 15. The principles of the policy were also applied to all of the invested College Fund and new Curgenven Fund, which combined totalled £25.2 million at year end.

The College also holds designated funds of £1.52 million (2023: £1.37 million), which were originally set up to allocate donations of a general purpose towards designated purposes as approved by Council. The purpose of each fund is described in Note 16. In addition to this, activities in relation to Malaysia are shown separately as a fund within the accounts.

The Group holds unrestricted general reserves of £99.2 million (2023: £94.9 million). The value of these reserves is more than exceeded by the value of tangible fixed assets at £152.4 million (2023: £147.0 million), which means that the Group has no free reserves (2023: nil). This is due to the long-term investment in buildings as part of the College's development plan which envisages significant further capital expenditure. The Council continues to be satisfied that external financial facilities, including a £5 million revolving credit facility, provide an acceptable level of support and the asset base includes property which can be realised to support the College's capital programme should it be required.

The management of funding and working capital is monitored by the Colleges' Finance Committees on a regular basis and a number of funding streams are being identified to support the capital requirements for the short and medium term.

The Councils of both Colleges ('the Councils') are satisfied that the Colleges have sufficient working capital. They have reviewed the long term plans for working capital to ensure there will be sufficient funds should they be required in the future for unforeseen situations such as the Covid pandemic as well as the imminent impact in the UK of the implementation of VAT on fees, the loss of business rates relief and the additional costs as a result of the new budget. This policy is monitored by the Colleges' Finance Committees and reviewed at least termly.

These factors have been considered with regards to updating forecasts and the Council considers that the going concern basis remains appropriate having taken account of the above factors for the preparation of the College's accounts. MCM's Council has reviewed the school's operating and financial position and following the restructure to their Initial Lease Term with the Lessors consider that the going concern basis remains appropriate.

## RISK MANAGEMENT

The major risks to which the Colleges are exposed, as identified by the Councils, have been reviewed and systems have been established to mitigate those risks, wherever possible. This is an on-going process and the Councils review and update the risk management process at least annually.

The principal risks and uncertainties identified by the Colleges include the following:-

- affordability of fees by parents across the independent school sector particularly in light of the impending VAT being chargeable on fees and all relevant extras in the UK;
- future demand for independent education and particularly boarding education, largely driven by the above changes;
- (future) governments change the law to remove further (charitable) tax breaks (in the UK);
- failure to safeguard the wellbeing and security of pupils and staff;

- the ability to quickly implement any strategic change and the costs involved in implementation, particularly where the change is outside of the Colleges' control, such as changes in legislation and pension contributions; the financial and social impacts of another (global) pandemic;
- environmental issues create an increased financial burden, particularly when there are limited changes that can be made in some areas due to the age and listing status of some of the (UK) estate; and
- one risk specific to MCM is the reduction of expatriate professionals in the ASEAN region as a result of the pandemic. This has led MCM to cast its pupil recruitment net wider to attract local pupils in a number of countries who are interested in a holistic British education.

The risk of the independent schools in the UK losing their educational exemption from having to charge VAT has become a reality and following continuous scenario planning, the College continues to look for ways to mitigate this financial impact whilst trying to limit the impact to parents as well. This includes continued review of the College's running costs as well as ways to grow non-fee income.

Although the College is still very near capacity, the recent pandemic impacted MCM's pupil numbers but the forecasts are looking very positive and pupil numbers are almost back up and on track to surpass pre-pandemic numbers in the next year.

The Councils for both schools continue to carefully monitor fee increases in the future to enable accessibility but at the same time to ensure that the highest standards are maintained in both Colleges. The College is also looking at contingency planning should further tax changes be introduced.

There is also the ongoing risk to remove independent schools' charitable status in the UK, amongst other risks. The College is committed to improving support to other schools and improving accessibility to the education provided at the College, with ambitious targets being set to try and achieve increased bursary awards via the Development Office. Should the charitable status be removed it could impact the amount the College is able to do in these areas.

The safeguarding of children is an extremely important area for risk management. Organisations which work with children have a critical role to play in preventing, identifying and reporting cases of safeguarding concern. Both Colleges aim to mitigate these risks by paying particular attention to the training of staff and other individuals associated with the organisation about how to identify signs of safeguarding concern, educating the pupils appropriately, implementing robust safer recruitment policies, adopting clear procedures for reporting and recording concerns, and implementing a strong culture of pastoral care within the Colleges. Health and Safety is a significant area for risk management. The risks range from fire and infrastructure to personal risks. The level and breadth of activity at the Colleges is notable and the risks associated with all activities are managed by thorough planning and risk assessment.

The risk management process identifies risks, assesses their impact and likelihood and, where necessary, recommends controls to mitigate and monitor those risks that are assessed as high. The key controls used by the Colleges to minimise risk include:-

- policies and vetting procedures, including Safer Recruitment, as required by law for the protection of children;
- formal agendas for the Councils and all Committee meetings, including an annual review of risk management;
- detailed terms of reference for all Committees;
- strategic development planning reviewed annually by the Councils;
- comprehensive budgeting and management accounting;
- external auditors' review including of controls, policies and procedures;
- established organisational structures and lines of reporting;
- formal written policies including clear authorisation and approval levels; and
- expert advice and support from the various professional support teams including Finance, HR, Operations, Health and Safety, and Admissions as well as from qualified and experienced academic staff with dedicated responsibility for safeguarding and pastoral care.

The Councils regularly review the effectiveness of current plans and strategies for managing all identified major risks for both the Colleges and their subsidiaries.

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

## **FUTURE PLANS**

### **The College**

The College's mission continues to be to deliver the best independent, co-educational, full boarding education in the UK and to be recognised for this globally. The Marlborough we envisage will be a leading, outward looking and inclusive school where children with potential are given the opportunity to make a difference. Key programmes of future work include:

- A pioneering academic strategy to build on the College's continuing academic success of the past five years;
- Continuation of the College's bold and sustainable Campus Master Development Plan, including conservation of the heritage assets and natural landscape;
- Continuing to increase accessibility via the ambitious bursary fundraising campaign, The Marlborough Difference, which was launched in April 2023. The Campaign is aiming to raise £75m in order to reach 100 free places in the College. The Campaign has started positively with £27m raised to date and 47 pupils on full bursaries, an increase from 44 in the prior year;
- Completion of the refurbishment of the Science Buildings, with the final phase due for completion in December 2025;
- Continuation of the College's boarding house refurbishment programme;
- Investigating new opportunities to continue to develop the College's brand;
- Continuing to grow non-fee income through the College's subsidiaries and associated charities to increase funding for bursaries, renovation works combined with conservational improvements and to further public benefit; and
- Continuing to look for ways to mitigate the impending impact of VAT on school fees along with the unexpected increase in the employer's national insurance contributions especially given that two thirds of the College's expenditure is salary costs.

### **MCM**

MCM welcomed its new Master in August 2023 and will continue its mission to be the best independent, co-educational day and boarding school in Malaysia.

At the end of 2023/24 academic year the College invested in a full refurbishment of its Senior School classrooms, refurbishment of two boarding houses, and the construction of two adventure play areas for the Prep School and Pre-Prep School. The College reopened two junior boarding houses (Iskandar and Taylor) in August 2024.

MCM has engaged the services of a firm of architects, following a design competition, to commence with the design of a new purpose-built Sixth-Form centre, a New Marlburian.

## **MARLBOROUGH COLLEGE**

### **COUNCIL'S REPORT (continued)**

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#### **STRUCTURE GOVERNANCE AND MANAGEMENT**

##### **Status and Administration**

The College is an Educational Charity (no. 309486) incorporated by Royal Charter. Its constitution is contained in its Charter and Bye-laws.

The Trustees of the College constitutes the Council. The Council members, key staff and advisors are set out on pages 2 to 4.

##### **The Governing Body**

The College's elected members of Council are appointed at the Annual General Meeting of the Council on the recommendation of the Nominations Committee. Members of Council are appointed for three years and are eligible for re-appointment but do not normally serve for more than six years in total.

The Chairman is exempt from the above and is appointed for three years. After the initial term the Chairman is eligible for re-appointment for a further term of three years.

##### **Recruitment, Induction and Training of Members of Council**

The Nominations Committee, in making recommendations for the appointment of new members of Council, has particular regard to the personal competence, experience and specialist skills of potential candidates. In filling vacancies on the Council, consideration is also given to the skills required to complement those of existing members.

New members of Council are inducted into the workings of the College and there is a comprehensive programme of induction and ongoing training. This includes a day at the College, the purpose of which is to meet the Master and members of staff. The visit also includes a tour of the College and the opportunity to meet some of the pupils. New members of Council receive a pack of documents and information, including the AGBIS Guidelines for Governors.

Members of Council receive organised training briefings from professional bodies when appropriate, as well as invitations to attend seminars and presentations.

##### **Organisation**

The Charter and Bye-Laws require that the rights, powers, duties and functions vested in the Council are to be exercised by the Council Members on its behalf. Accordingly, the Council has the power to decide matters of College policy and to make major decisions affecting the affairs of the College. It is specifically required to determine the tuition fees and to take responsibility for the College's assets.

To enable matters to be considered in detail prior to meetings of the full Council, a Finance Committee, a Nominations Committee, a Buildings Committee, an Academic Committee, a Development Committee, a Health & Wellbeing Committee and an Investment Committee have been established and they each meet at least three times a year. A Remuneration Committee has also been established, which usually meets once a year.

Implementation of the Council's decisions is the responsibility of the Master.

Mindful of the Charity Governance Code, the College continues to review its processes and procedures to ensure the best possible governance. Following an initial review of governance last year there have been various new initiatives and this will be developed further in the future.

##### **Key Management Personnel**

The key management personnel are considered to be the Council, the Master, the Senior Management Team and the Bursarial Team from the College along with the International Council members, the Master and the Bursar from Marlborough College Malaysia (MCM).

Council members give of their time freely and no Council member received remuneration in the year. Details of Council members' expenses and related party transactions are disclosed in Note 4 and Note 22 respectively to the accounts.

## MARLBOROUGH COLLEGE

### COUNCIL'S REPORT (continued)

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The pay of the key management personnel and all staff is reviewed annually and normally increased in accordance with average earnings to reflect a cost of living adjustment. In view of the nature of the charity, benchmarks are made against pay levels in other comparable independent schools to ensure that the College remains sensitive to the broader issues of pay and employment conditions elsewhere.

The remuneration of the most senior members of the key management personnel is set by the Remuneration Committee. The objectives of the remuneration policy is to provide appropriate incentives to encourage enhanced performance and to reward fairly and responsibly individual contributions to the success of both Colleges.

#### Related Entities

Details of connected charities and subsidiary companies are disclosed in Notes 7 and 21 of the financial statements.

#### Subsidiary Companies

##### **Marlborough College Overseas Limited**

Marlborough College Overseas Limited is a subsidiary of Marlborough College and is currently dormant. It has one subsidiary, M East Sdn Bhd, a company registered in Malaysia. M East operates Marlborough College Malaysia (MCM), a school based in the Iskandar region of Malaysia.

##### **Marlborough College International Limited**

Marlborough College International Limited is a subsidiary of Marlborough College and is currently dormant.

##### **Marlborough College Enterprises Limited**

Marlborough College Enterprises Limited (MCEL) provides a vehicle for the College's non-educational trading and for additional revenue-generating activities. The Company makes a gift aid donation of its profits to the College under deed of covenant. In 2024, the donation was £221,284 (2023: £214,641).

#### Connected Charities

##### **The Marlborough College Foundation**

The objects of the Marlborough College Foundation ("the Foundation") (registered as an Educational Charity No: 1061798), are set out in a Trust deed dated 4 June 1956. Marlborough College does not control the Foundation, and its accounts are therefore not consolidated into the Group accounts of the College.

The main objectives of the Foundation are to provide long-term support to the College by accumulating an endowment fund for bursaries and to act as custodians for money raised to assist with individual capital projects and annual bursary awards. The Foundation does not fundraise directly as this is undertaken by the College's Development Department.

##### **The Marlburian Club**

Founded in 1884, The Marlburian Club represents the interests of its Members with further details set out in the Club's Constitution and Rules. Club members are Old Marlburians, ex-pupils of the College who paid a life subscription to the Club. The College does not control the Club, and its accounts are therefore not consolidated into the Group accounts of the College.

##### **The Marlburian Club Charitable Fund**

The objects of the Marlburian Club Charitable Fund ("MCCF") (registered as a Charity No: 1063749), are set out in the 1997 revision to the constitution of the Trust approved by the Charity Commission. Marlborough College does not control MCCF, and its accounts are therefore not consolidated into the Group accounts of the College.

## MARLBOROUGH COLLEGE

### STATEMENT OF TRUSTEES' RESPONSIBILITIES

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The Council is responsible for preparing the Council's Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Accounting Practice). The law applicable to charities in England and Wales requires the Council to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the College and of the Group and of the net movement in funds, including the income and expenditure, of the Group and the College for that year. In preparing these financial statements, the Council are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Council is responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the College and enable the Council to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and other applicable laws. The Council is responsible for safeguarding the assets of the Group and the College and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### Auditors

A resolution to reappoint the auditors, Crowe U.K. LLP, will be submitted to the Annual General Meeting.



P-R DENTON CBE

Marlborough College  
Wiltshire  
SN8 1PA

By order of the Council

Date: 21 June 2025

### Opinion

We have audited the financial statements of Marlborough College for the year ended 31 August 2024 which comprise the consolidated Statement of Financial Activities, the consolidated and charity Balance Sheets, the Group Cashflow Statement and the related notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charity's affairs as at 31 August 2024 and of the Group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

### Basis for opinion

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

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Council'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 charity'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 Council with respect to going concern are described in the relevant sections of this report.

### Other information

Council are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and 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 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 Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Council's report; or
- sufficient accounting records have not been kept by the parent charity; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit

### Responsibilities of Council

As explained more fully in the Council's Responsibilities statement, set out on page 21, Council 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 Council 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, Council are responsible for assessing the Group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

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

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Extent to which the audit was considered capable of detecting irregularities, including fraud**

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

We obtained an understanding of the legal and regulatory frameworks within the charity and Group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statement but compliance with might be fundamental to the charitable company's and the Group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were The Education (Independent School Standards) Regulations 2014.

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within bursaries, scholarships and other discounts, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Audit and Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, designing audit procedures over fee concessions, discounts, reviewing regulatory correspondence with the Charity Commission, Independent Schools Inspectorate, Ofsted and reading minutes of meetings of those charged with governance.

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

## MARLBOROUGH COLLEGE

### INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF MARLBOROUGH COLLEGE

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A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

#### Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

*Crowe UK LLP*

#### Crowe U.K. LLP

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Date: 24 June 2025

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

**MARLBOROUGH COLLEGE**

**STATEMENT OF FINANCIAL ACTIVITIES (Group)**

**FOR THE YEAR ENDED 31 AUGUST 2024**

	Notes	Unrestricted Funds £'000	Designated Funds Malaysia £'000	College £'000	Restricted & Endowed Funds £'000	Total 2024 £'000	Restated Total 2023 £'000
<b>Income and endowments from:</b>							
<u>Charitable activities</u>							
School fees	1	43,864	16,808	-	-	60,672	55,450
Summer School		1,621	-	204	-	1,825	1,572
<u>Other activities</u>							
Trading Income		1,124	175	-	-	1,299	1,335
Other Income	2	2,588	2,199	250	-	5,037	4,150
Donations, grants and legacies		13	-	4	2,507	2,524	15,329
Investments		807	419	77	654	1,957	1,314
<b>Total income</b>		<b>50,017</b>	<b>19,601</b>	<b>535</b>	<b>3,161</b>	<b>73,314</b>	<b>79,150</b>
<b>Expenditure on:</b>							
<u>Raising funds</u>							
Trading costs		796	181	-	-	977	910
Financing costs		950	2,957	7	-	3,914	4,154
Marketing and fund raising		1,100	196	-	8	1,304	1,326
Investment management		-	-	6	54	60	61
		<b>2,846</b>	<b>3,334</b>	<b>13</b>	<b>62</b>	<b>6,255</b>	<b>6,451</b>
<u>Charitable activities</u>							
College operating costs:							
Teaching costs		17,681	8,015	-	3	25,699	24,090
Summer School expenses		1,621	-	-	-	1,621	1,473
Welfare costs		7,096	1,414	-	68	8,578	8,057
Premises costs		10,585	2,713	-	39	13,337	12,642
Support costs		3,201	2,606	-	-	5,807	6,097
Grants, awards and prizes		-	-	458	1,652	2,110	1,799
Depreciation		4,056	1,709	-	-	5,765	5,640
		<b>44,240</b>	<b>16,457</b>	<b>458</b>	<b>1,762</b>	<b>62,917</b>	<b>59,798</b>
<b>Total expenditure</b>	3	<b>47,086</b>	<b>19,791</b>	<b>471</b>	<b>1,824</b>	<b>69,172</b>	<b>66,249</b>
<b>Net income/(expenditure) before investment gains</b>		<b>2,931</b>	<b>(190)</b>	<b>64</b>	<b>1,337</b>	<b>4,142</b>	<b>12,901</b>
Net gains/(losses) on investments		-	-	210	2,229	2,439	(686)
<b>Net income/(expenditure)</b>		<b>2,931</b>	<b>(190)</b>	<b>274</b>	<b>3,566</b>	<b>6,581</b>	<b>12,215</b>
Transfers between funds	14	1,296	-	(125)	(1,171)	-	-
Revaluation of other investment assets		35	-	-	-	35	72
Exchange losses		(36)	20	-	-	(16)	(323)
Re-measurement of Pension Deficit		94	-	-	-	94	369
<b>NET MOVEMENT IN FUNDS</b>		<b>4,320</b>	<b>(170)</b>	<b>149</b>	<b>2,395</b>	<b>6,694</b>	<b>12,333</b>
Fund balances at 31 August 2023		94,930	613	1,367	21,369	118,279	105,946
<b>Fund balances at 31 August 2024</b>		<b>99,250</b>	<b>443</b>	<b>1,516</b>	<b>23,764</b>	<b>124,973</b>	<b>118,279</b>

Full comparatives for the Statement of Financial Activities are shown in Note 24 on page 52.

**MARLBOROUGH COLLEGE**

**BALANCE SHEET**

**AS AT 31 AUGUST 2024**

	Notes	Group		College	
		2024 £'000	Restated 2023 £'000	2024 £'000	2023 £'000
<b>FIXED ASSETS</b>					
Tangible	6	152,360	147,046	125,952	121,185
Investments	8	28,109	25,869	28,233	25,993
		<u>180,469</u>	<u>172,915</u>	<u>154,185</u>	<u>147,178</u>
<b>DEBTORS DUE IN MORE THAN ONE YEAR</b>					
Deferred Tax Asset	5	957	924	-	-
<b>CURRENT ASSETS</b>					
Listed investments	8	2,208	2,094	2,208	2,094
Stock		443	574	81	79
Debtors	9	5,198	4,055	2,171	3,158
Cash at bank and in hand		43,589	23,766	29,226	11,099
		<u>51,438</u>	<u>30,489</u>	<u>33,686</u>	<u>16,430</u>
Less: Creditors - Amounts falling due within one year	10	(29,994)	(23,412)	(19,363)	(14,700)
Net current assets		<u>21,444</u>	<u>7,077</u>	<u>14,323</u>	<u>1,730</u>
		<u>202,870</u>	<u>180,916</u>	<u>168,508</u>	<u>148,908</u>
Creditors - Amounts falling due after one year	11	(77,897)	(62,637)	(44,038)	(31,328)
<b>NET ASSETS</b>		<u>124,973</u>	<u>118,279</u>	<u>124,470</u>	<u>117,580</u>
<b>REPRESENTED BY:</b>					
Unrestricted Funds	13	101,209	96,910	100,706	96,211
Restricted Funds	17	11,322	10,079	11,322	10,079
Endowed Funds	18	12,442	11,290	12,442	11,290
	12	<u>124,973</u>	<u>118,279</u>	<u>124,470</u>	<u>117,580</u>

These financial statements were approved by the Council.

 ..... - Chair of Finance Committee  
 21 June 2025 ..... - Date

The accompanying notes are an integral part of these financial statements.

**MARLBOROUGH COLLEGE**

**CASH FLOW STATEMENT (Group)**

	2024		2023 - Restated	
	£'000	£'000	£'000	£'000
<b>Reconciliation of net income to net cash flow from operating activities</b>				
Net income per Statement of Financial Activities	6,530		12,215	
Depreciation charges & Impairment	5,797		5,640	
Amortisation cost for refundable deposits	(239)		(538)	
Gain on sale of tangible fixed assets	(59)		(29)	
Bank interest and investment income	(1,956)		(1,314)	
Net gain on investments	(2,439)		686	
Interest payable	1,585		1,472	
(Increase)/Decrease in stock	139		(43)	
(Increase)/Decrease in debtors	(144)		(778)	
Increase/(Decrease) in creditors	18,537		4,246	
Increase/(Decrease) in lease creditors	1,971		2,124	
Operating lease payment	(861)		(765)	
Tax charge for the year (M East)	597		1,096	
Tax paid in the year (M East)	(437)		(80)	
<b>Net cash provided by operating activities</b>		<b>29,021</b>		<b>23,932</b>
<b>Cash flows from investing activities</b>				
Bank interest and investment income	1,956		1,314	
Purchase of tangible fixed assets	(10,162)		(9,904)	
Proceeds from sale of tangible fixed assets	65		29	
Purchase of investments	(13,781)		(7,786)	
Proceeds from sale of investments	6,792		4,566	
Purchase of government securities and corporate bonds	-		(30)	
Proceeds from sale of government securities and corporate bonds	-		1	
<b>Net cash used in investing activities</b>		<b>(15,130)</b>		<b>(11,812)</b>
<b>Cash flows from financing activities</b>				
Interest payable	(1,583)		(1,472)	
Capital repayment on lease creditors	(166)		(103)	
<b>Net cash used in financing activities</b>		<b>(1,749)</b>		<b>(1,575)</b>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>12,142</b>		<b>10,545</b>
Foreign exchange movements		514		(1,403)
Cash and cash equivalents at the beginning of the reporting period		32,356		23,214
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>45,012</b>		<b>32,356</b>
<b>Analysis of cash and cash equivalents</b>				
Cash at bank and in hand		43,589		23,766
Uninvested cash included in investments		1,423		8,590
<b>Total cash and cash equivalents:</b>		<b>£45,012</b>		<b>£32,356</b>

An analysis of net debt is included in Note 23.

## MARLBOROUGH COLLEGE

### STATEMENT OF ACCOUNTING POLICIES

#### FOR THE YEAR ENDED 31 AUGUST 2024

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The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

**a) Basis of preparation**

The financial statements have been prepared in accordance with Financial Reporting Standard 102 and the Statement of Recommended Practice (SORP(FRS102)) 'Accounting and Reporting by Charities' effective 1 January 2019 and the Charities Act 2011. The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities that prepare their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2015 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Marlborough College meets the definition of a public benefit entity under FRS 102. The financial statements are prepared in accordance with the historical cost convention as modified by the revaluation of certain assets. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). The presentation currency is pound sterling while the subsidiary of Marlborough College Overseas Limited, M East Sdn Bhd, a company registered in Malaysia and which operates the school Marlborough College Malaysia (MCM), whose functional currency is Malaysian ringgits. The accounts are rounded to the nearest thousand.

**b) Going concern**

The Council considers there are no material uncertainties about the Group's financial viability and hence its ability to continue as a going concern. The review of the financial position, reserves levels and future plans gives Trustees confidence the Group remains a going concern for the foreseeable future. In particular, conservative cashflow modelling with sensitivity analysis including the implementation of VAT on school fees indicates that the cash reserves of the UK charity are adequate to meet the obligations as they fall due. Accordingly the Council believe that the Colleges' financial resources are sufficient to ensure that both Colleges, and the Group as a whole, will continue as a going concern for the foreseeable future, being at least 12 months from the date of approval of the financial statements, and have therefore prepared the financial statements on a going concern basis.

**c) Critical accounting judgements and estimates**

In preparing these financial statements, Management has made judgements, estimates and assumptions that affect the application of the College's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Certain long term liabilities, including overseas deposits and entrance deposits, have not been discounted on the grounds that the impact of discounting is considered to be immaterial to the financial statements. Where the impact is material, specifically in relation to MCM entrance deposits, the liabilities have been discounted.

**Deferred tax assets**

Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences or unused tax losses can be utilised.

**Impairment of Property and Equipment**

The Colleges' assess whether there is any indication that property and equipment are impaired at the end of each reporting period. Impairment loss is recognised for the amount by which the carrying amount of the asset exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest level for which there is separately identifiable cash flows (cash generating units).

**d) Fees and similar income**

Fees receivable and charges for services are accounted for in the year in which the service is provided. Fees receivable are stated after deducting allowances, scholarships and other remissions granted by the College, and include contributions received from Associated Funds for Scholarships, Bursaries and other grants.

**e) Summer School and the School of English and Culture**

The courses take place in the months of July and August each year. Income and expenditure relating to the Summer School and the School of English and Culture is reflected in the year the courses take place and is referred to as "Summer School".

## MARLBOROUGH COLLEGE

### STATEMENT OF ACCOUNTING POLICIES (Continued)

#### FOR THE YEAR ENDED 31 AUGUST 2024

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**f) Donations, gifts and legacies**

Donations are recognised as income on receipt of funds. If received for the general purposes of the College they are credited to College funds. Where the Council designates donations for special purposes they are credited to designated funds, to distinguish them from direct school income. Donations subject to specific wishes of the donors are credited to relevant restricted funds, or to endowed funds, where the capital is permanent.

Legacies are recognised as income on receipt of funds or when entitlement of receipt by the Foundation is measurable and considered probable. Entitlement is taken to be the earlier date of the College being notified of an impending distribution following settlement of the estate or the legacy being received.

**g) Expenditure**

Expenditure is accounted for on an accruals basis when there is a legal and constructive obligation to make a payment to a third party and the amount can be measured reliably.

Expenditure is allocated to expense headings either on a direct cost basis, or apportioned according to time spent. Support costs include expenses which enable charitable activities and fund generating to be undertaken. Governance costs include expenditure on management and compliance with constitutional and statutory requirements.

**h) Leases**

The Colleges' rentals paid under operating leases, in which substantially all the risks and rewards of ownership are retained by the lessor, are charged to income on a straight line basis over the lease term.

MCM's leases of assets where they assume substantially all risks and rewards incidental to ownership of the leased assets are classified as finance leases. The leased assets and the corresponding lease liabilities (net of finance charges) under finance leases are recognised on the balance sheet as land and buildings and borrowings respectively, at the inception of the leases based on the lower of the fair value of the leased assets and the present value of the minimum lease payments.

Each lease payment is apportioned between the finance expense and the reduction of the outstanding lease liability. The finance expense is recognised in the Statement of Financial Activities on a basis that reflects a constant periodic rate of interest on the finance lease liability.

**i) Financial instruments**

Both Colleges have financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

MCM also has debt instruments that are classified as current assets or current liabilities and are measured at the undiscounted amount of cash or other consideration expected to be paid or received. Other debt instruments are measured at amortised cost using the effective interest method.

**j) Tangible fixed assets**

The College land and buildings in existence at 1 July 1999 were valued by the Council on the following basis:

- Specialised buildings were valued using depreciated replacement cost. Specialised buildings are buildings such as schools, "where there is no competing market demand from other organisations using these types of property in the locality" and are therefore rarely sold on the open market for single occupation for a continuation of their existing use, except as part of a sale of the business in occupation. Acquisitions of specialised buildings subsequent to 1 July 1999 are capitalised and subsequently depreciated in accordance with the College's normal accounting policies, as set out below (page 29).
- Non-specialised buildings were valued at existing use value. Non-specialised buildings include residential buildings outside the College campus and shops.
- Land related to specialised buildings were valued on an agricultural value basis.
- Land relating to non-specialised buildings were valued at open market value.

The College does not intend to adopt a policy of revaluation. Thus the buildings valuations at 1 July 1999 are frozen subject to any adjustments necessary resulting from an impairment review.

## MARLBOROUGH COLLEGE

### STATEMENT OF ACCOUNTING POLICIES (Continued)

#### FOR THE YEAR ENDED 31 AUGUST 2024

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**j) Tangible fixed assets (continued)**

Vehicles and other items of equipment with an individual purchase price of £1,000 or above and a useful economic life of two years or more are capitalised, whereas all IT equipment is capitalised.

Depreciation for the Group is provided to write off the cost or valuation, less estimated residual value, of all fixed assets, except freehold land, over their expected useful lives.

The rates of depreciation are as follows:

Buildings:	
Buildings	10 to 50 years
Building services and fixtures	10 years
Building renovations	15 to 25 years
Leasehold buildings	based on remaining lease term of 30 years up to 2042
Computers	3-4 years
Equipment	5 years
Fixtures and Furniture	5 to 10 years
Motor Vehicles	4 years

**k) Fixed asset and current asset investments**

Listed investments held as fixed or current assets are included in the financial statements at market value.

The fixed asset listed investments are known as “The College Funds” and include monies invested by Designated, Restricted and Endowed funds. These funds are allocated with units which establish their proportion of the overall investment pool. The transactions relating to the consolidated investment pool are then shared out between the funds on a unit basis.

Realised gains are the difference between sales proceeds and opening market value where the investment was held at the beginning of the year, or sales proceeds less cost of purchase where the investment was acquired in the year.

Unrealised gains are the change in value of investments after taking into account any movements in investment holdings such as purchases and disposals of investments.

Realised and unrealised gains are accounted for within the Statement of Financial Activities.

Investment properties consist of agricultural land and commercial and retail properties. They are included in the financial statements at their open market value as estimated by professional valuers annually.

**l) Stock**

Stock is valued at the lower of cost and net realisable value.

**m) Debtors**

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

**n) Cash at bank and in hand**

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

**o) Creditors and provisions**

Creditors and provisions are recognised where the College has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. Long term liabilities are discounted where the impact is material.

**p) Funds**

The Statement of Financial Activities is analysed between Unrestricted College Funds, Unrestricted Designated Funds, Restricted Funds and Endowed Funds. The purpose and accounting treatment of these funds are explained further in Notes 13 to 18.

## MARLBOROUGH COLLEGE

### STATEMENT OF ACCOUNTING POLICIES (Continued)

#### FOR THE YEAR ENDED 31 AUGUST 2024

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**q) Consolidation**

The Group financial statements represent the activities of the College consolidated with:-

- Marlborough College Enterprises Ltd (MCEL); and
- Marlborough College Overseas Limited, which incorporates its subsidiaries:-
  - M East Sdn Bhd (which runs Marlborough College Malaysia school (MCM)); and
  - Taska M East Sdn Bhd (which runs the nursery element of MCM).

Consolidated financial statements have been prepared for the College and its wholly owned subsidiaries. The turnover and expenditure of the subsidiaries are included within the consolidated statement of financial activities. The assets and liabilities of the subsidiaries are included on a line-by-line basis in the consolidated balance sheet in accordance with FRS102 section 9 – consolidated and separate financial statements. Uniform accounting policies are adopted throughout the group and any profits or losses arising from intra-group transactions are eliminated in the consolidated Statement of Financial Activities. Where any differences arise between United Kingdom Generally Accepted Accounting Principles (UK GAAP) and Malaysian Generally Accepted Accounting Principles, on consolidation UK GAAP has been followed. The College has taken advantage of the exemption available to a qualifying entity in FRS 102 from the requirement to present a charity only Cash Flow Statement within the consolidated financial statements.

**r) Employee benefits**

Pension costs

The College contributes to the Teachers' Pension Scheme at rates set by the Scheme actuary and advised to the Board by the Scheme Administrator. For the purposes of complying with relevant accounting standards, the Teachers' Pension Scheme is accounted for as a defined contribution scheme as the charity is not responsible for, or entitled to receive benefit for any surplus or deficit of the scheme. The amounts included within the Statement of Financial Activities, Balance Sheet and Cash Flow Statement are in accordance with FRS 102 section 28.

The College participated in two of The Pensions Trust (TPT) schemes that were multi-employer defined benefit schemes: the Independent Schools' Pension Scheme and the Growth Plan, with both being closed in October 2022. It is not possible in the normal course of events to identify on a consistent and reasonable basis the share of underlying assets and liabilities belonging to individual participating employers. This is because the Schemes are multi-employer schemes where the scheme assets are commingled for investment purposes and benefits are paid from the total scheme assets. However, the College has been advised by the Pensions Trust as to the deficit repayments due in relation to the schemes. Therefore, in line with the requirements of FRS 102, the College recognises a creditor for the discounted present value of the deficit contributions due to the scheme, which will continue for the next few years even though the schemes have been closed.

The College also contributed to The Pensions Trust Flexible Retirement Plan, which was closed to existing members in October 2022. The College now contributes to the Marlborough College Pension Scheme, also a defined contribution scheme and the Independent Schools' Pension Scheme – Defined Contribution Scheme, both with rates set by the College. Salary sacrifice for pensions was introduced with the new defined contribution schemes to members.

The amounts included within the Statement of Financial Activities, Balance Sheet and Cash Flow Statement are in accordance with FRS 102 section 28.

MCM's pension benefit schemes comprise a defined contribution plan: a pension plan under which the Company pays fixed contributions into a separate entity (a fund) and has no legal or constructive obligations to pay further contributions or to make direct benefit payments to employees if the fund does not hold sufficient assets to pay all employees benefits relating to employee service in the current and prior periods.

Other employee benefits

Short term benefits including holiday pay are recognised as an expense in the year in which the service is received. Termination benefits are accounted for on an accrual basis and in line with FRS 102.

**s) Foreign currency translation**

The College's functional and presentation currency is pound sterling. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are recognised in the SOFA.

**t) Legal status**

The College is incorporated by Royal Charter and registered as an Educational Charity (No. 309486). Its constitution is contained in its Charter and Bye-laws. Its principal address is shown on Page 3.

**MARLBOROUGH COLLEGE**

**NOTES TO THE FINANCIAL STATEMENTS**

<b>1. FEES RECEIVABLE</b>	<b>2024</b>	<b>2023 - Restated</b>	
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Full fees for pupils at the Schools	65,571		59,631
		<u>65,571</u>	<u>59,631</u>
Less: Deductions			
Scholarships	300		357
Bursaries and other deductions	6,401		5,362
		<u>(6,701)</u>	<u>(5,719)</u>
		58,870	53,912
Add back: scholarships, grants etc paid by restricted funds		1,344	994
Add back: scholarships, grants etc paid by designated funds		458	544
		<u>60,672</u>	<u>55,450</u>

The 2023 figures have been restated to show the bursaries and scholarships funded by the designated and restricted funds.

<b>2. OTHER INCOME</b>	<b>2024</b>	<b>Restated</b>
	<b>£'000</b>	<b>2023</b>
		<b>£'000</b>
Registration and acceptance fees	846	544
Rental income	102	101
Miscellaneous	603	315
Charges for extras including school trips	3,427	3,161
Gain on disposal of tangible fixed assets	59	29
	<u>5,037</u>	<u>4,150</u>

The 2023 figures have been restated to show the breakdown of income for school trips and extras that had previously been netted back within expenditure.

<b>3. ANALYSIS OF TOTAL EXPENDITURE</b>	<b>Staff costs</b>	<b>Other direct costs</b>	<b>2024 Total</b>
<b>2024</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<u>Costs of raising funds</u>			
Trading costs	371	606	977
Finance costs	-	3,914	3,914
Marketing and fundraising	463	841	1,304
Investment management	-	60	60
<u>Charitable activities</u>			
College operating costs:			
Teaching costs	19,449	6,250	25,699
Summer School expenses	616	1,005	1,621
Welfare costs	5,454	3,124	8,578
Premises costs	2,776	10,561	13,337
Support costs	2,895	2,912	5,807
Grants, awards and prizes	-	2,110	2,110
Depreciation and impairment	-	5,765	5,765
	<u>32,024</u>	<u>37,148</u>	<u>69,172</u>

All costs included above are direct costs of each activity. The full comparatives and the support costs of running the Group are shown on pages 32 and 33.

## 3. ANALYSIS OF TOTAL EXPENDITURE (continued)

2023	Staff Costs £'000	Other direct Costs £'000	Restated 2023 Total £'000
<u>Costs of raising funds</u>			
Trading costs	370	540	910
Finance costs	-	4,154	4,154
Marketing and fundraising	464	862	1,326
Investment management	-	61	61
<u>Charitable activities</u>			
College operating costs:			
Teaching costs	18,768	5,322	24,090
Summer School expenses	555	918	1,473
Welfare costs	4,906	3,151	8,057
Premises costs	2,806	9,836	12,642
Support costs	2,856	3,241	6,097
Grants, awards and prizes	-	1,799	1,799
Depreciation and impairment	-	5,640	5,640
	30,725	35,524	66,249
	30,725	35,524	66,249

The figure for Grants, awards and prizes has been restated to account for the reclassification of negative funds to expenditure as a result of charitable activities. In addition, the Teaching costs have been restated to include the actual costs of school trips and extras that had previously been netted off with income against the expenditure.

	2024 £'000	2023 £'000
<u>Support Costs</u>		
Administrative salaries	2,895	2,856
Office costs	1,282	1,163
Professional fees	1,130	749
Other administrative costs	347	1,169
Governance costs	153	160
	5,807	6,097
	5,807	6,097

**MARLBOROUGH COLLEGE**

**NOTES TO THE FINANCIAL STATEMENTS (continued)**

4. EXPENDITURE	2024 £'000	Restated 2023 £'000
Expenditure includes:		
Equipment rental	309	280
Depreciation	5,765	5,640
Auditors' remuneration	53	46
Non-audit service fees	7	6
Fees paid to subsidiary auditors	17	17
Council members' expenses reimbursed	35	41
Council members' liability insurance	27	15
	<u>          </u>	<u>          </u>
<b>Staff Costs</b>		
Wages and salaries	26,110	25,387
Social security costs	2,195	2,026
Other pension costs	3,512	3,165
Redundancy costs	207	147
	<u>          </u>	<u>          </u>
	<u>32,024</u>	<u>30,725</u>

Employees numbers during the year were:	2024 Ave. Nos	2023 Ave Nos	2024 FTE Nos	2023 FTE Nos
Teaching staff	272	269	285	263
Teaching Support staff	168	144	107	98
Non-teaching staff	466	453	367	365
Trading activities	9	11	6	7
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
	<u>915</u>	<u>877</u>	<u>765</u>	<u>733</u>

The number of higher paid employees was:	2024 Nos	2023 Nos
Taxable emoluments band:		
£60,000 - £70,000	56	49
£70,001 - £80,000	35	41
£80,001 - £90,000	13	14
£90,001 - £100,000	8	4
£100,001 - £110,000	2	1
£110,001 - £120,000	1	1
£120,001 - £130,000	2	2
£140,001 - £150,000	1	-
£160,001 - £170,000	-	1
£180,001 - £190,000	1	-
£190,001 - £200,000	-	1
£260,001 - £270,000	-	1
£300,001 - £310,000	1	-
	<u>          </u>	<u>          </u>

The total employee benefits received by key management personnel in the year ended 31 August 2024 were £3,179,781 (2023: £3,322,131).

**4. EXPENDITURE (continued)****Pension Schemes****Teachers' Pension Scheme**

The College participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff on a Phased Withdrawal basis. It was closed to new teachers from 31 August 2022. From 1 January 2023 existing teachers were given the option to move to the Marlborough College Pension scheme, a defined contribution scheme, or remain in the TPS with a variation to their salary and future contributions. The pension charge for the year includes contributions payable to the TPS of £1,448,854 (2023: £1,642,980) and at the year-end £163,012 (2023 - £165,407) was accrued in respect of contributions to this scheme.

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

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

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

The employer contribution rate for the TPS is 28.6%, and employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 28.68%.

**Independent Schools' Pension Scheme – Defined Benefit Scheme**

This scheme closed to all existing active members in October 2022 due to the increased costs of running such a scheme.

There is still a potential debt on the employer that could be levied by the Trustee of the Scheme. The debt is due in the event of the employer ceasing to participate in an Independent Schools' Pension Scheme or the Scheme winding up. Marlborough College has been notified by the Pensions Trust of the estimated employer debt on withdrawal from the Independent Schools' Pension Scheme based on the financial position of the Scheme as at 30 September 2023. As of this date the estimated employer debt was £8.94m (2023: £11.24m). This amount is not provided for in the accounts.

This pension scheme is a collective defined benefit scheme under section 28 of FRS 102. Accordingly contributions have been accounted for as they fall due as if it was a defined contribution scheme, except for the recognition of a creditor for deficit contributions which has been notified to the College, which will continue despite the scheme being closed to existing members. As required by FRS 102, the discounted present value of deficit contributions notified to the College has been included in creditors. As shown in Notes 10 and 11, a total of £2,435,000 was included in creditors at 31 August 2024 (2023: £2,529,000).

The commitment to make contributions to the scheme in the year was £332,884 (2023: £436,416).

Contributions totalling £29,235 (2023: £29,468) were payable to pension schemes at the year end.

**The Growth Plan – Defined Benefit Scheme**

The Growth Plan, also operated by The Pensions Trust, which allowed AVC payments, was also closed to all existing active members in October 2022. As with the ISPS, there is a potential debt on the employer that could be levied by the Trustee of the Scheme. The debt on withdrawal was valued at £51,619 as at 31 October 2022 and this was paid by the College at which point the College ceased to participate in the plan and the College has no further liabilities in relation to this pension scheme.

<b>ISPS Deficit</b>	<b>2024</b>	<b>2023</b>
	<b>£'000</b>	<b>£'000</b>
Provision at start of period	2,529	2,884
Unwinding of the discount factor (interest expense)	137	117
Deficit contribution paid	(325)	(316)
Remeasurements – impact of any change in assumptions	94	(156)
Remeasurements – amendments to the contribution schedule	-	-
Provision at end of period	<u>2,435</u>	<u>2,529</u>

#### **Marlborough College Pension Scheme**

A defined contribution scheme operated by Legal & General has been opened to all new staff from September 2022, including teachers. Existing Support Staff and Teachers were given the opportunity to move to this scheme with varying contributions to mirror those of the respective current pension schemes. Employee and employer contributions can vary, but the overarching aim of these pension changes is to address the risk associated with defined benefit pensions.

The commitment to make contributions to the scheme during the year was £2,053,637 (2023: £1,442,665).

Contributions totalling £188,968 (2023: £132,151) were payable to the scheme at the year end.

#### **Independent Schools' Pension Scheme – Defined Contribution Scheme**

A defined contribution scheme operated by The Pensions Trust was opened in October 2022 as a result of the ISPS DB being closed to current members. This means that the current employer debt for the DB scheme is not triggered as the ISPS scheme is essentially still open.

The commitment to make contributions to the scheme during the year was £4,937 (2023: £3,918).

Contributions totalling £658 (2023: £392) were payable to the scheme at the year end.

#### **MCM – Defined Contribution Scheme**

Defined contribution schemes operated by Employee' Pension Fund (EPF) and SOCSO (Social Security Organisation) are statutory boards for employees' retirement schemes. The employee contributes are 11% and 0.5% for EPF and SOCSO respectively and the employer contributes 12% for EPF and 1.75% for SOCSO.

The commitment to make contributions to the scheme during the year was £152,898 (2023: £147,743).

Contributions totalling £nil (2023: nil) were payable to the scheme at the year end.

**5. TAXATION**

As a charity the College is exempt from United Kingdom income tax and corporation tax.

MCM is normally subject to tax (24%) but was granted a tax exemption on 100% of statutory income for a period of 10 years under Section 127(3A) of the Income Tax Act, 1967 commencing year of assessment 2011 which expired in December 2021.

The deferred tax asset now recognised in the balance sheet has been used to offset taxable profits until fully offset when tax will then become payable.

The deferred tax asset is made up as follows:

	<b>2024</b>	<b>Restated</b>
	<b>£'000</b>	<b>2023</b>
		<b>£'000</b>
Deferred tax assets:		
- deferred income	1,650	1,363
- provisions	76	129
	<u>1,726</u>	<u>1,492</u>
Deferred tax liability:		
- accelerated of capital allowances over depreciation	(769)	(568)
	<u>957</u>	<u>924</u>

## 6. TANGIBLE FIXED ASSETS

2024	COLLEGE			SUBSIDIARY COMPANIES			GROUP
	Land & Buildings £'000	Equipment £'000	Total £'000	Land & Buildings £'000	Equipment £'000	Total £'000	Total £'000
<b>COST</b>							
1 September 2023	149,120	13,560	162,680	33,639	4,946	38,585	201,265
Additions	8,259	538	8,797	615	806	1,421	10,218
Disposals	-	(53)	(53)	-	(32)	(32)	(85)
Exchange effects	-	-	-	1,219	167	1,386	1,386
31 August 2024	<u>157,379</u>	<u>14,045</u>	<u>171,424</u>	<u>35,473</u>	<u>5,887</u>	<u>41,360</u>	<u>212,784</u>
<b>DEPRECIATION</b>							
1 September 2023	30,903	10,592	41,495	9,512	3,212	12,724	54,219
Charge for the year	3,194	831	4,025	1,368	372	1,740	5,765
Disposal	-	(48)	(48)	-	(32)	(32)	(80)
Exchange effects	-	-	-	401	119	520	520
31 August 2024	<u>34,097</u>	<u>11,375</u>	<u>45,472</u>	<u>11,281</u>	<u>3,671</u>	<u>14,952</u>	<u>60,424</u>
<b>NET BOOK VALUES</b>							
31 August 2024	<u>123,282</u>	<u>2,670</u>	<u>125,952</u>	<u>24,192</u>	<u>2,216</u>	<u>26,408</u>	<u>152,360</u>
31 August 2023	<u>118,217</u>	<u>2,968</u>	<u>121,185</u>	<u>24,127</u>	<u>1,734</u>	<u>25,861</u>	<u>147,046</u>

No depreciation was charged on freehold property additions of the Group amounting to £6,284,435 (2023: £6,435,703) as the projects were incomplete at 31 August 2024.

The tangible fixed assets are wholly used for the Group activities.

Capital commitments:	2024 £'000	2023 £'000
Contracted for but not provided in these accounts	2,284	3,050
Authorised but not contracted for	<u>7,225</u>	<u>6,532</u>

## MARLBOROUGH COLLEGE

### NOTES TO THE FINANCIAL STATEMENTS (Continued)

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7. INVESTMENT IN SUBSIDIARIES	2024	2023
	£	£
Interest in subsidiary undertakings	<u>360</u>	<u>360</u>

The College owns 100% of the following companies' share capital both of which are registered in England and Wales:

**Marlborough College Enterprises Limited - 02967713**

The issued share capital of the company is £150.

**Marlborough College International Limited - 12054930**

The issued share capital of the company is £100.

**Marlborough College (Overseas) Limited - 6407923**

The issued share capital of the company is £110. The company did not trade in the year.

The College via Marlborough College Overseas Limited owns 100% of the share capital of M East Sdn Bhd, which is registered in Malaysia and runs Marlborough College Malaysia ("MCM"). M East in turn owns 100% of the share capital of Taska M East Sdn. Bhd, a nursery run by MCM on the same site.

**MARLBOROUGH COLLEGE**

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**7. INVESTMENT IN SUBSIDIARIES (continued)**

The results of the College's trading subsidiary companies are summarised below:

	Enterprises		M East	
	2024	2023	2024	Restated 2023
	£'000	£'000	£'000	£'000
Turnover	1,340	1,337	19,601	16,111
Cost of sales	(932)	(921)	-	-
Gross profit	408	416	19,601	16,111
Teaching	-	-	(8,015)	(6,350)
Welfare	-	-	(1,414)	(1,348)
Facilities	-	-	(2,713)	(2,532)
Administration	(216)	(229)	(4,692)	(4,762)
Operating profit	192	187	2,767	1,119
Gift Aid donation to the College	(221)	(243)	-	-
Actuarial Movement	3	11	-	-
Finance Costs	-	-	(2,340)	(2,405)
Tax charge for the year	-	-	(597)	(1,096)
	(26)	(45)	(170)	(2,382)

Marlborough College Enterprises Limited have transferred a sum of gift aid to Marlborough College in the year of £221,000 (2023: £243,000).

The net assets of Marlborough College Enterprises Ltd at 31 August 2024 amounted to £59,701 (2023: £85,305), and for M East £565,601 (2023: £736,767)

Turnover represents both external customer sales and those to Marlborough College. Below details those transactions with the College for both departmental and pupil shop purchases, and salary cross charges.

	2024	2023
	£'000	£'000
<b>MCEL</b>		
Payment from the College to MCEL:	(681)	(655)
Payment from MCEL to the College:		
Rent	18	18
Owing at the year end MCEL to the College	2024 £'000	2023 £'000
	173	312

During the year a total of £1.34 million (RM 7.469 million) (2023; £765,301/RM 4.207 million) was transferred from MCM to Marlborough College for royalties. This transfer included the balance of royalties for year ending 31 August 2023 of £832,644 (RM 4,895 million) along with £75,869 (RM 507,842) of withholding tax.

	2024	2023
	£'000	£,000
Owing at year end MCM to the College	590	1,450

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

8. FIXED AND CURRENT ASSET INVESTMENTS (Group)	Fixed Asset Investments £'000	Current Asset Investments £'000
<b>2024</b>		
Listed securities:		
Market value at 31 August 2023	15,326	1,366
Additions	13,780	-
Disposal at opening market value	(6,474)	(279)
Revaluation	2,401	60
	25,033	1,147
Endowment property	7	-
Cash at bank for re-investment	362	1,061
Rare books	847	-
Investment properties (revalued 31 August 2024)	1,860	-
	28,109	2,208
Market value at 31 August 2024	28,109	2,208
Historical costs of listed securities	21,647	1,249
Listed securities are represented by:		
UK Government fixed interest	596	353
UK fixed interest and index linked	751	478
Foreign Fixed Interest	-	316
UK equities	7,660	-
Foreign Equities	15,876	-
Property	150	-
	25,033	1,147
	25,033	1,147

The revaluation of the listed securities stated above is in relation to unrealised gains and losses. In addition to the unrealised gains of £2,461,000 there were £22,000 of realised losses which are included in the Statement of Financial Activities.

The College's investment properties are valued annually at the end of August by Woolley & Wallis. There was a £5,000 increase in the valuation compared with the valuation at 31 August 2023.

The College's Rare Books are valued annually at the end of August by Dominic Winter Auctioneers. There was a £30,000 increase in the valuation compared with the valuation at 31 August 2023.

The College had a beneficial interest in the Trevalga estate, which was administered by independent trustees, whereby the College received surplus income from the estate but had no entitlement to the capital. Trevalga's Trustees sold the estate in July 2023 and the College received £10 million of the proceeds towards bursaries for pupils with a Cornish connection, which were subsequently invested in listed securities during the financial year.

The College has investments of £124,000 in its overseas subsidiaries.

MARLBOROUGH COLLEGE

NOTES TO THE FINANCIAL STATEMENTS (Continued)

8. FIXED AND CURRENT ASSET INVESTMENTS (Group) (continued) 2023	Fixed Asset Investments £'000	Current Asset Investments £'000
Listed securities:		
Market value at 31 August 2022	12,714	1,393
Additions	7,663	30
Disposal at opening market value	(5,096)	-
Revaluation	45	(56)
	<u>15,326</u>	<u>1,367</u>
Endowment property	7	-
Cash at bank for re-investment	7,864	727
Rare books	817	-
Investment properties (revalued 31 August 2023)	1,855	-
	<u>25,869</u>	<u>2,094</u>
Market value at 31 August 2023	<u><u>13,996</u></u>	<u><u>1,517</u></u>
Historical costs of listed securities		
Listed securities are represented by:		615
UK Government fixed interest	438	450
UK fixed interest and index linked	-	302
Foreign Fixed Interest	8,296	-
UK equities	6,432	-
Foreign Equities	160	-
Property	<u>15,326</u>	<u>1,367</u>

9. DEBTORS – Amounts falling due within one year	Group		College	
	2024 £'000	Restated 2023 £'000	2024 £'000	2023 £'000
Fees in arrears and extras	727	578	727	578
Sundry debtors	66	73	10	73
Prepayments	2,077	1,719	670	744
Trade debtors	2,328	1,685	-	-
Amount due from related companies	-	-	764	1,763
	<u>5,198</u>	<u>4,055</u>	<u>2,171</u>	<u>3,158</u>

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

10. CREDITORS – Amounts falling due within one year	Group		College	
	Restated		2024	2023
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Entrance and overseas deposits	7,284	1,254	604	612
Fees in advance scheme	7,466	215	7,466	215
Trade creditors and accruals	12,889	19,659	9,281	11,822
Lease creditors	268	167	-	-
Other taxation and social security	595	547	533	494
Sundry creditors	1,157	1,244	1,154	1,241
Pension deficit payments	335	326	325	316
	<u>29,994</u>	<u>23,412</u>	<u>19,363</u>	<u>14,700</u>

  

11. CREDITORS – Amounts falling due after one year	Group		College	
			2024	2023
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Lease creditors	23,483	22,920	-	-
Accrued Operating Lease Liabilities	6,144	4,812	-	-
Entrance and overseas deposits				
- Amounts due within two to five years	5,057	4,820	2,796	2,753
- Amounts due after five years	3,498	2,454	1,591	1,010
Fees in advance scheme				
- Amounts due within two to five years	12,615	428	12,615	428
Loan note	25,000	25,000	25,000	25,000
Pension deficit payments	2,100	2,203	2,036	2,137
	<u>77,897</u>	<u>62,637</u>	<u>44,038</u>	<u>31,328</u>

The loan note of £25 million is repayable in stages: £10 million in 2037, £5 million in 2042 and the remaining £10 million in 2047. The loan is unsecured and incurs interest of 3.24% pa which is payable every six months.

## 12. ALLOCATION OF NET ASSETS BETWEEN FUNDS (Group)

The net assets are held for the various funds as follows:

2024	Fixed assets £'000	Investments £'000	Net current	Long term Liabilities £'000	Total £'000
			Assets/ (Liabilities) £'000		
Unrestricted & Designated	153,317	4,120	21,669	(77,897)	101,209
Restricted Funds	-	11,297	25	-	11,322
Endowed Funds	-	12,692	(250)	-	12,442
	<u>153,317</u>	<u>28,109</u>	<u>21,444</u>	<u>(77,897)</u>	<u>124,973</u>

  

2023	Fixed assets £'000	Investments £'000	Net current	Long term Liabilities £'000	Total £'000
			Assets/ (Liabilities) £'000		
Unrestricted & Designated	147,970	3,984	7,593	(62,637)	96,910
Restricted Funds	-	10,054	25	-	10,079
Endowed Funds	-	11,831	(541)	-	11,290
	<u>147,970</u>	<u>25,869</u>	<u>7,077</u>	<u>(62,637)</u>	<u>118,279</u>

**MARLBOROUGH COLLEGE**

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

**13. UNRESTRICTED FUNDS  
(Group)**

<b>2024</b>	<b>Balance 1 September 2023 £'000</b>	<b>Income £'000</b>	<b>Expenditure £'000</b>	<b>Transfers &amp; Other gains/(losses) £'000</b>	<b>Balance 31 August 2024 £'000</b>
College general funds	94,930	50,017	(47,086)	1,389	99,250
Malaysia designated fund	613	19,601	(19,791)	20	443
College designated funds (Note 16)	1,367	535	(471)	85	1,516
	<u>96,910</u>	<u>70,153</u>	<u>(67,348)</u>	<u>1,494</u>	<u>101,209</u>
<b>2023 Restated</b>	<b>Balance 1 September 2022 £'000</b>	<b>Income £'000</b>	<b>Expenditure £'000</b>	<b>Transfers &amp; Other gains/(losses) £'000</b>	<b>Balance 31 August 2023 £'000</b>
College general funds	89,527	45,970	(44,814)	4,247	94,930
Malaysia designated fund	2,995	17,217	(19,382)	(217)	613
College designated funds (Note 16)	1,478	672	(613)	(170)	1,367
	<u>94,000</u>	<u>63,859</u>	<u>(64,809)</u>	<u>3,860</u>	<u>96,910</u>

Restated for the transfer of funds in the Statement of Financial Activities

**MARLBOROUGH COLLEGE**

**NOTES TO THE FINANCIAL STATEMENTS (Continued)**

<b>14. TRANSFER OF FUNDS</b>	<b>2024</b>	<b>2023</b>
	<b>£'000</b>	<b>£'000</b>
The transfers between funds are listed below.		
<b>Unrestricted College</b>		
Revenue Fund	1,296	3,912
	<u>          </u>	<u>          </u>
<b>Designated College</b>		
Children of Clergy Fund	(48)	(50)
FALS	(77)	-
	<u>          </u>	<u>          </u>
	(125)	(50)
	<u>          </u>	<u>          </u>
<b>Restricted College</b>		
Master's Fund revenue	237	262
Capital Projects & Bursaries	(1,009)	(3,700)
	<u>          </u>	<u>          </u>
	(772)	(3,438)
	<u>          </u>	<u>          </u>
<b>Endowed Funds</b>		
Master's Fund capital	(231)	(245)
Cannon Diggle Scholarship Fund	(18)	(19)
Elstob Scholarship Fund	(70)	(74)
Gabriel Scholarship Fund	(9)	(9)
Sir George Abell Scholarship Fund	(10)	(11)
Barton Scholarship Fund	(47)	(51)
Bullock & Church Memorial Scholarship	(14)	(15)
	<u>          </u>	<u>          </u>
	(399)	(424)
	<u>          </u>	<u>          </u>

Transfers between the Designated, Restricted and Endowed Funds and the Revenue Fund represent contributions to scholarships and bursaries as well as capital project funding.

## 15. TOTAL RETURN INVESTMENTS

The Endowed Funds investments and movements in the unapplied total return are set out below.

	Endowment	Unapplied Total Return	Total
	£'000	£'000	£'000
As at 1 September 2023	11,513	(223)	11,290
<b>Movements in the reporting period</b>			
Investment return: dividends and interest	-	398	398
Investment return: realised and unrealised gains/(losses)	-	1,207	1,207
Investment management costs	-	(54)	(54)
<b>Total</b>	<u>          </u>	<u>          </u>	<u>          </u>
Extraction of income from total return	-	(399)	(399)
Net movement for the reporting period	<u>          </u>	<u>          </u>	<u>          </u>
		1,152	1,152
<b>As at 31 August 2024</b>	<u>          </u>	<u>          </u>	<u>          </u>
	<u>11,513</u>	<u>929</u>	<u>12,442</u>
	<u>          </u>	<u>          </u>	<u>          </u>

The Council adopted total applied return in December 2020 and in the absence of reliable records of the original donation balances, the market value of the investments as recorded at 1 September 2020 was taken as the value of the original gifts. This figure represents the baseline below which disposals may not be made, therefore taking a higher value than the actual donations was considered to be prudent.

The amount of return applied as income is calculated as 3.5% of the average of the last three years' year-end valuations of the College Fund. The total unapplied return represents the amount available to be applied, at the Council's discretion, over and above the 3.5% applied income.

## 15. TOTAL RETURN INVESTMENTS (continued)

	Endowment	Unapplied Total Return	Total
	£'000	£'000	£'000
As at 1 September 2022	11,513	390	11,903
<b>Movements in the reporting period</b>			
Investment return: dividends and interest	-	424	424
Investment return: realised and unrealised gains/(losses)	-	(558)	(558)
Investment management costs	-	(55)	(55)
<b>Total</b>	-	(189)	(189)
Extraction of income from total return	-	(424)	(424)
Net movement for the reporting period	-	(613)	(613)
<b>As at 31 August 2023</b>	<b>11,513</b>	<b>(223)</b>	<b>11,290</b>

16. DESIGNATED FUNDS	Balance 1 September 2023 £'000	Income £'000	Expenditure £'000	Transfers & other gains/(losses) £'000	Balance 31 August 2024 £'000
Children of Clergy Fund capital	1,355	-	(6)	143	1,492
Children of Clergy Fund revenue	23	48	-	(47)	24
FALS Fund	(11)	29	(7)	(11)	-
Designated Bursaries & Projects	-	458	(458)	-	-
	<u>1,367</u>	<u>535</u>	<u>(471)</u>	<u>85</u>	<u>1,516</u>
2023	Balance 1 September 2022 £'000	Income £'000	Expenditure £'000	Transfers & other gains/(losses) £'000	Balance 31 August 2023 £'000
Children of Clergy Fund capital	1,427	-	(6)	(66)	1,355
Children of Clergy Fund revenue	23	50	-	(50)	23
FALS Fund	28	22	(7)	(54)	(11)
Designated Bursaries & Projects	-	600	(600)	-	-
	<u>1,478</u>	<u>672</u>	<u>(613)</u>	<u>(170)</u>	<u>1,367</u>

**Designated Funds**

These consist of funds, as described below, which were originally set up to allocate donations of a general purpose towards designated purposes as approved by the Council. At the discretion of the Council, the funds can be applied towards other objectives, as has been the case with the designated bursaries and projects during the year.

- **Children of Clergy Fund**

The Fund is used to assist the children of clergy to attend the College. The fund receives investment income from its share of listed investments in the Consolidated Fund Investment Pool. Surplus income is transferred to the College in order to assist the College in its obligations towards Children of Clergy bursaries.

- **FALS Fund**

During the year the Council took the decision to review the position of designated funds and transferred the balance of these funds (advance fee payments) back to unrestricted funds.

17. RESTRICTED FUNDS	Balance			Transfers &	Balance
	1 September	Income	Expenditure	Other	31 August
2024	2023	£'000	£'000	gains/(losses)	2024
	£'000	£'000	£'000	£'000	£'000
The Master's Fund revenue	-	-	(237)	237	-
Curgenven Fund	10,034	254	(35)	1,023	11,276
Other Trust Funds	45	1	-	-	46
Capital projects and bursaries	-	2,507	(1,498)	(1,009)	-
	<u>10,079</u>	<u>2,762</u>	<u>(1,770)</u>	<u>251</u>	<u>11,322</u>
	<u><u>10,079</u></u>	<u><u>2,762</u></u>	<u><u>(1,770)</u></u>	<u><u>251</u></u>	<u><u>11,322</u></u>
2023	Balance	Income	Expenditure	Transfers &	Balance
	1 September	£'000	£'000	Other	31 August
	2022	£'000	£'000	gains/(losses)	2023
	£'000	£'000	£'000	£'000	£'000
The Master's Fund revenue	-	-	(262)	262	-
Curgenven Fund	-	10,043	-	(9)	10,034
Other Trust Funds	43	2	-	-	45
Capital projects and bursaries	-	4,822	(1,123)	(3,699)	-
	<u>43</u>	<u>14,867</u>	<u>(1,385)</u>	<u>(3,446)</u>	<u>10,079</u>
	<u><u>43</u></u>	<u><u>14,867</u></u>	<u><u>(1,385)</u></u>	<u><u>(3,446)</u></u>	<u><u>10,079</u></u>

#### Restricted Funds

These trust funds are subject to specific trusts declared by the donors or with their authority. These include donations towards specific capital projects (the Innovation and Science project plus the Memorial Hall) as well as bursary awards. The depreciation related to these projects, when completed, will be expended through the unrestricted funds as part of the running costs of the College.

- **The Master's Fund**  
It is represented by capital and accumulated income funds, which are expendable in accordance with the conditions imposed by the donors: solely for the purpose of providing bursaries and scholarships to pupils at the College. Total return accounting has meant the income is now accumulated and has been transferred to endowed funds before being expended.
- **The Gerald Curgenven Fund**  
This new fund has been set up with the proceeds the College received from the Trevalga estate following its sale. It has been set up with the sole purpose of assisting children with a connection to Cornwall to attend the College.
- **Other Trust Funds**  
These comprise trust funds whose assets are applied in accordance with conditions imposed by the donors. They do not own specified numbers of units in the Consolidated Fund Investment Pool and instead own specific listed investments.

## NOTES TO THE FINANCIAL STATEMENTS (Continued)

18. ENDOWED FUNDS	Balance 1 September 2023 £'000	Income £'000	Expenditure £'000	Transfers & investments gains/(losses) £'000	Balance 31 August 2024 £'000
The Master's Fund capital	6,538	217	(29)	425	7,151
Canon Diggle Scholarship fund	512	18	(3)	39	566
Elstob Scholarship fund	1,970	70	(9)	143	2,174
Gabriel Scholarship fund	247	9	(1)	17	272
Sir George Abell Scholarship fund	277	10	(1)	19	305
Barton Scholarship fund	1,356	58	(9)	129	1,534
Bullock & Church Memorial Scholarship	390	17	(2)	35	440
	<u>11,290</u>	<u>399</u>	<u>(54)</u>	<u>807</u>	<u>12,442</u>
2023	Balance 1 September 2022 £'000	Income £'000	Expenditure £'000	Transfers & investments gains/(losses) £'000	Balance 31 August 2023 £'000
The Master's Fund capital	6,886	230	(30)	(548)	6,538
Canon Diggle Scholarship fund	541	19	(3)	(45)	512
Elstob Scholarship fund	2,078	74	(10)	(172)	1,970
Gabriel Scholarship fund	260	9	(1)	(21)	247
Sir George Abell Scholarship fund	292	11	(1)	(25)	277
Barton Scholarship fund	1,435	62	(8)	(133)	1,356
Bullock & Church Memorial Scholarship	411	19	(2)	(38)	390
	<u>11,903</u>	<u>424</u>	<u>(55)</u>	<u>(982)</u>	<u>11,290</u>

**Endowed Funds**

These trust funds are subject to specific trusts declared by the donors or with their authority. They are represented by permanent capital funds. Income arising from the investments is applied in accordance with the conditions imposed by the donors.

- **The Master's Fund**

Individual Consolidated Trust Funds that have been consolidated with approval of the Charity Commission are represented by permanent capital funds, with the funds to be applied to bursary and scholarship support.

- **Scholarship funds**

The Canon Diggle, Elstob, Gabriel and Sir George Abell Scholarship Funds were all established by specific gifts which were to be invested to generate income to provide scholarships to pupils at the College. As part of the 2021 resolution Barton and Bullock & Church Memorial Scholarships funds are now also shown as separate scholarship funds rather than as part of the Master's Fund.

**19. FINANCE LEASE COMMITMENTS**

	<b>Property and Equipment</b>	
	<b>2024</b>	<b>2023</b>
	<b>£'000</b>	<b>£'000</b>
At 31 August 2024 the Group had the following total commitments under non-cancellable finance leases:		
Within one year	1,007	798
Two to five years	8,433	6,857
More than five years	30,345	31,536
	<u>39,785</u>	<u>39,191</u>
Less: future finance charges	(16,034)	(16,104)
Present value of finance lease liabilities	<u>23,751</u>	<u>23,087</u>
Representing:		
Within one year	268	167
Two to five years	3,334	2,452
More than five years	20,149	20,468
	<u>23,751</u>	<u>23,087</u>

**20. OPERATING LEASE COMMITMENTS**

	<b>Property and Equipment</b>	
	<b>2024</b>	<b>2023</b>
	<b>£'000</b>	<b>£'000</b>
At 31 August 2024 the Group had the following total commitments under non-cancellable operating leases:		
Within one year	2,207	2,135
Two to five years	8,379	8,118
More than five years	26,691	27,772
	<u>37,277</u>	<u>38,025</u>

**21. CONNECTED CHARITIES****The Marlburian Club Charitable Fund (MCCF) (1063749)**

The objects of MCCF are set out in the 1997 revision to the constitution of the Trust approved by the Charity Commission. The College does not control MCCF, and its accounts are therefore not consolidated into the group accounts.

Transactions with the Marlburian Club Charitable Fund include:	<b>2024</b>	<b>2023</b>
	<b>£'000</b>	<b>£'000</b>
Donations to the College	197	175
	<u>197</u>	<u>175</u>

**Marlborough College Foundation (registered as a Charity No: 1061798)**

The objects of the Foundation are set out in a Trust deed dated 4 June 1956. The College does not control the Foundation, and its accounts are therefore not consolidated into the group accounts of the College.

The main objectives of the Foundation are to provide long-term support to the College by accumulating an endowment fund for bursaries and to act as custodians for money raised to assist with individual capital projects and annual bursary awards. The Foundation does not fundraise directly as this is undertaken by the College's Development department.

The Master, M Birkin, S Bishop, P Coleman (resigned 2 December 2023), and T Martin-Jenkins were trustees.

Transactions with the Marlborough College Foundation included:	<b>2024</b>	<b>2023</b>
	<b>£'000</b>	<b>£'000</b>
Donations to the College	2,301	4,715
	<u>2,301</u>	<u>4,715</u>

**22. RELATED PARTY TRANSACTIONS**

Transactions between the College and its subsidiary undertakings are set out in Note 7.

As shown within Note 4, the College reimbursed travel and other expenses of £34,703 to fifteen Council Members (2023: £41,000 to eleven Council members). No Council members received remuneration in the current or prior year.

**23. ANALYSIS OF NET DEBT**

	At 1 Sep 2023 £'000	Movements in Cash Flow £'000	Effects of foreign exchange £'000	At 31 Aug 2024 £'000
Cash at bank and in hand	23,766	19,309	514	43,589
Uninvested cash included in investment	8,590	(7,167)		1,423
	<u>32,356</u>	<u>12,142</u>	<u>514</u>	<u>45,012</u>
Loan Note – amount due after 1 year	(25,000)	-	-	(25,000)
	<u>7,356</u>	<u>12,142</u>	<u>514</u>	<u>20,012</u>

## 24. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted Funds £'000	Designated Funds Malaysia £'000	College £'000	Restricted & Endowed Funds £'000	Restated Total 2023 £'000
<b>Income and endowments from:</b>					
<u>Charitable activities</u>					
School fees	40,250	15,200	-	-	55,450
Summer School	1,473	-	99	-	1,572
<u>Other trading activities</u>					
Trading Income	1,170	165	-	-	1,335
Other	2,599	1,550	1	-	4,150
<u>Donations, grants and legacies</u>	-	-	500	14,829	15,329
<u>Investments</u>	478	302	72	462	1,314
<b>Total income</b>	<b>45,970</b>	<b>17,217</b>	<b>672</b>	<b>15,291</b>	<b>79,150</b>
<b>Expenditure on:</b>					
<u>Raising funds</u>					
Trading costs	820	90	-	-	910
Financing costs	862	3,285	7	-	4,154
Marketing and fund raising	1,126	200	-	-	1,326
Investment management	-	-	6	55	61
	<b>2,808</b>	<b>3,575</b>	<b>13</b>	<b>55</b>	<b>6,451</b>
<u>Charitable activities</u>					
College operating costs:					
Teaching costs	16,615	7,456	19	-	24,090
Summer School expenses	1,473	-	-	-	1,473
Welfare costs	6,672	1,348	37	-	8,057
Premises costs	9,998	2,532	-	112	12,642
Support costs	3,508	2,589	-	-	6,097
Grants, awards and prizes	(18)	-	544	1,273	1,799
Depreciation	3,758	1,882	-	-	5,640
	<b>42,006</b>	<b>15,807</b>	<b>600</b>	<b>1,385</b>	<b>59,798</b>
<b>Total expenditure</b>	<b>44,814</b>	<b>19,382</b>	<b>613</b>	<b>1,440</b>	<b>66,249</b>
<b>Net income before investment gains</b>	<b>1,156</b>	<b>(2,165)</b>	<b>59</b>	<b>13,851</b>	<b>12,901</b>
Net (losses)/gains on investments	-	-	(120)	(566)	(686)
<b>Net (expenditure)/income</b>	<b>1,156</b>	<b>(2,165)</b>	<b>(61)</b>	<b>13,285</b>	<b>12,215</b>
Transfers between funds	3,912	-	(50)	(3,862)	-
Revaluation of other investment assets	72	-	-	-	72
Exchange (losses)/gains	(106)	(217)	-	-	(323)
Re-measurement of Pension Deficit	369	-	-	-	369
<b>NET MOVEMENT IN FUNDS</b>	<b>5,403</b>	<b>(2,382)</b>	<b>(111)</b>	<b>9,423</b>	<b>12,333</b>
Fund balances at 31 August 2022	89,527	2,995	1,478	11,946	105,946
<b>Fund balances at 31 August 2023</b>	<b>94,930</b>	<b>613</b>	<b>1,367</b>	<b>21,369</b>	<b>118,279</b>

The figure for Grants, awards and prizes has been restated to account for the reclassification of negative funds to expenditure as a result of charitable activities. In addition, the teaching costs have been restated to include the actual costs of school trips and extras that had previously been netted off with income under expenditure.

