

ANNUAL REPORT AND ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2025

Registered Charity No 215551



MORDEN COLLEGE



# ANNUAL REPORT





# CONTENTS



<b>Foreword from the Chair of Trustees and Chief Executive</b>	<b>5</b>
<b>History and Constitution</b>	<b>6</b>
<b>People and Charity information</b>	<b>7</b>
<b>Our new Strategic Framework</b>	<b>8</b>
<b>Trustees' Report</b>	
Excellent Homes	10
High Quality Services	12
Thriving Communities	14
Enablers – achieving our goals	16
<b>Independent Auditor's Report</b>	<b>26</b>
<b>Statement of Financial Activities</b>	<b>28</b>
<b>Balance Sheet</b>	<b>29</b>
<b>Statement of Cash Flows</b>	<b>30</b>
<b>Notes to the Accounts</b>	<b>31</b>

## FOREWORD FROM THE CHAIR OF TRUSTEES AND CHIEF EXECUTIVE

This has been a year of thinking about the future. In a place like Morden College, with its long history, that involves looking back to our beginnings as a charity and then looking ahead to the years to come. After significant consideration by the Trustees and executive team, we ended the year with plans for our 330 year old Quadrangle and a clear strategic framework for the coming years.



MORDEN COLLEGE IS AN  
INSPIRATIONAL AND BEAUTIFUL  
PLACE AND A THRIVING COMMUNITY  
OF RESIDENTS, TEAM MEMBERS,  
FAMILIES, FRIENDS AND PARTNERS.

The difficult decision to close our Quad temporarily meant that the year in question saw residents moving from the Quadrangle into flats across Morden College. This brought to an end a long period of internal moves for residents. Trustees have considered the future of the Quad with a range of advisors and are optimistic that our plans to refurbish it as refreshed almshouses will come to fruition.

Increasing our impact through the provision of more almshouse accommodation is at the heart of our new strategic framework which was developed between October 2024 and March 2025. Trustees set about refreshing the strategic framework by bringing together a clear understanding of the current landscape for older people in London and beyond especially with regard to housing. We consulted peers, partners, and other expert organisations and individuals and worked with strategy consultants and are delighted to have agreed our strategy for the next decade. The plan reinforces our commitment to the original purpose of Morden College – to provide homes to people who find themselves in financial hardship and struggling to find a home after a lifetime of work. Our strategic vision is for older people to live well at home and in a community and our purpose is to provide our older people with housing so they can live well as long as possible, and to work with partners to improve the lives of older people living on our sites. We have committed to three strategic goals of providing excellent homes, delivering high quality services and creating thriving communities. As we move into a year of implementation and adoption of this strategy, our work will be guided by our values of integrity, fairness and equity, and excellence. Read more about our new Strategic Framework on pages 8 and 9.

Morden College is an inspirational and beautiful place and a thriving community of residents, team members, families, friends and partners and we are delighted to present our latest Annual Report.



**Sir David Wootton**  
Chair of Trustees

**Meryl Davies**  
Chief Executive





# HISTORY AND CONSTITUTION

Morden College is the general title used for the administration of Sir John Morden's Charity and Dame Susan Morden's Charity. Both charities were established under separate Trust Deeds, but they share the same Registered Charity Number 215551.

The Trustees of the Charity are drawn, in the main, from the Court of Aldermen of the City of London. Trustees who retire from the Court of Aldermen of the City of London remain eligible to continue to serve as Trustees of the Charity. Trustees are appointed on the basis that they possess the appropriate range of skills and experience that will assist with the future growth and development of the Charity. Where it is recognised that certain particular skills and experience needed are not met from the Alderman group, the Charity has gone outside to look for sector experts, and three such Trustees are currently in post.



# PEOPLE AND CHARITY INFORMATION

## TRUSTEES

### Chairman and Honorary Treasurer:

Sir David Wootton

### Trustees:

Alderman Professor Michael Mainelli FCCA FCSI FBCS

Alderman Alison Gowman CBE

Alderman Alastair King

Alderman Robert Hughes-Penney

Fredrik Widlund

Professor Jill Manthorpe

Alderman Christopher Makin

Alderman Tim Hailes

Professor Sube Banerjee (*elected 11 June 2024*)

Alderman Greg Jones (*elected 11 June 2024*)

## ADVISORS TO THE TRUSTEES

### Honorary Surveyor

George Gillon MBE FRICS (*resigned 17 March 2025*)

### Advisor on Care

Dr Caroline Shuldham OBE (*resigned 14 May 2024*)

### Advisor on Finance

Ashley Wain (*appointed 1 August 2025*)

## OFFICERS AND SENIOR MANAGERS

### Clerk to the Trustees & Chief Executive

Meryl Davies

### Chaplain

The Rev'd Alex Russell (*appointed 3 June 2024*)

### Director of Finance & Resources

Helen Downie ACA (*appointed 21 August 2024*)

Kate Morris ACMA (*resigned 30 August 2024*)

### Director of Property

Ed Mileham MRICS BSc

### Director of Residents' Services

Robert Frier (*appointed 9 September 2025*)

Catronia Toms (*appointed 1 July 2024, resigned 20 March 2025*)

### Director of People & Culture

Sharon Jager (*appointed 25 November 2024, resigned 7 March 2025*)

Michael Lowe (*resigned 1 November 2024*)

### Director of Operations

Richard McAllister (*resigned 6 June 2025*)

## PRINCIPAL OFFICE

19 St Germans Place  
Blackheath  
London SE3 0PW

## PRINCIPAL BANKERS

### National Westminster Bank plc

13 Stratheden Road  
Old Dover Road, Blackheath  
London SE3 7SY

## CHARTERED SURVEYORS

### Newmark

7 Vere Street  
London W1G 0JB

## INVESTMENT ADVISORS

### Stanhope Consulting

35 Portman Square  
London W1H 6LR

## AUDITOR

### Haysmac LLP

10 Queen Street Place  
London EC4R 1AG

## SOLICITORS

### Farrer & Co LLP

66 Lincoln's Inn Fields  
London WC2A 3LH

### Attwaters Jameson Hill

St. Clement's House  
27 Clement's Lane  
London EC4N 7AE

## INVESTMENT MANAGERS

### Sarasin & Partners LLP

Juxon House  
100 St Paul's Churchyard  
London EC4M 8BU

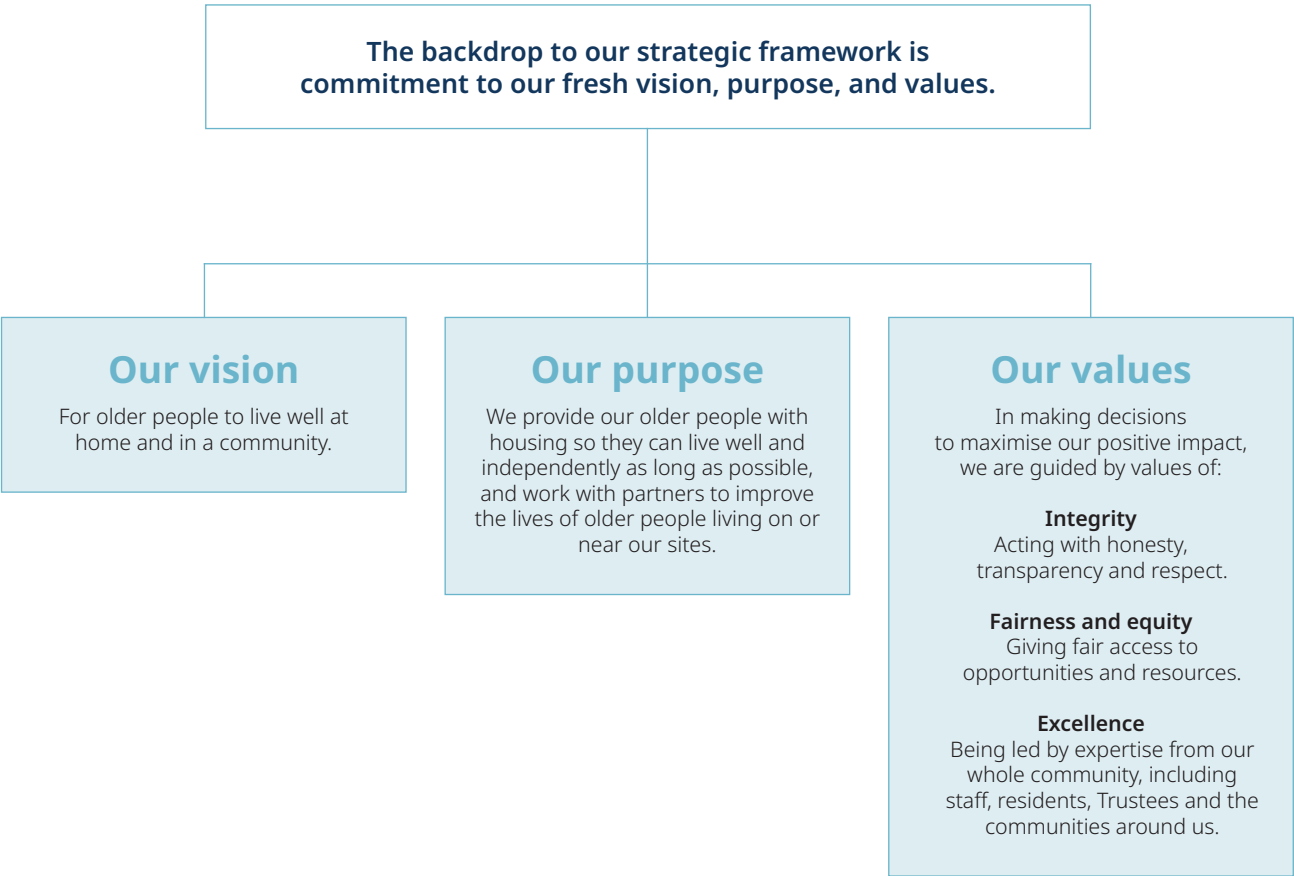
### CCLA Investment Management

1 Angel Lane  
London EC4R 3AB

# OUR NEW STRATEGIC FRAMEWORK

In 2024/25 the Trustees of Morden College developed a new strategic framework for the Charity. Over a period of six months, Trustees and senior leadership team considered expertise and insight from partners, peers, and other stakeholders and organisations. The aim was to produce a long-term strategic framework which would honour the origins of the Charity whilst ensuring that its purpose remains relevant in 21st-century London.

After six months of working together on developing the strategic framework we have now agreed a way forward which we consider to be dynamic and sustainable, delivering impact in the short, medium and long terms.





We have three strategic goals which will form the basis for all work we undertake.



### STRATEGIC GOAL 1 Excellent Homes

We will grow our provision of high-quality housing for older people, offered at fair rents, at our existing sites and beyond.



### STRATEGIC GOAL 2 High Quality Services

We will provide support that helps residents to live well, at home, for as long as possible.



### STRATEGIC GOAL 3 Thriving Communities

We will create opportunities for strengthened relationships between our residents and with our local communities.

Our commitment to delivering this strategy over the coming years is reinforced by our identification of strategic enablers, the factors and facets of our work which will be core to our delivery planning. The enablers identified by Trustees as part of the strategic planning process were:

#### 1. Expertise

We will sustain an expert team and ensure a pipeline of the skills and passion we need to deliver our vision and will make Morden College a great place to work.

#### 2. Resources and Technology

We will make disciplined investments with a long-term view to ensure our long-term financial sustainability.

We will integrate technology to help us to deliver our strategy, including through generating cost savings and efficiencies in how we deliver work, and improving positive impacts on the people we serve.

#### 3. Communications

We will communicate clearly with our whole community to establish a culture in line with our values.

#### 4. Decision-making and planning

We will establish clear processes for energetic and expert decision-making and planning.

#### 5. Impact

We will develop an impact approach that allows us to understand if we are doing the right things, and if we are doing things right.

#### 6. Delivery models

We will establish quality and consistent service delivery models and hold ourselves accountable against these models.

# TRUSTEES' REPORT



## STRATEGIC GOAL 1

# Excellent Homes

As we reported last year, the decision to close our 1695 Quadrangle of almshouses was made in June 2023 and has been the catalyst for a significant amount of research and investigation to ensure we understand the right approach to our heritage buildings. We have sought expert advice and undertaken work which has enabled us to improve our understanding of the significance of the Quad and the potential to restore it in a way that respects our history, our purpose, and our future impact.

The residents who lived in the Quad began to move into our other almshouse accommodation in 2023 and gradually settled into their new flats across the site. At the time of the decision to temporarily close the Quad, the decision was also made to convert the first floor of our care home building, Cullum Welch Court, into 16 small almshouse flats. This work was completed in early 2025 and the final Quad residents moved in this new area, now known as Edwardstone Court, in March 2025.

As part of our work to develop a Masterplan for our sites, we have undertaken a condition survey of all our almshouse buildings. This has provided us with a ten-year maintenance and upkeep plan to support planning and budgeting. We are also seeking to increase the number of almshouse flats on our sites by re-evaluating our buildings to maximise occupancy.







We're extremely lucky to live here, it's a beautiful flat, I've got a patio and a garden out here. I'm extremely lucky.

— BLACKHEATH RESIDENT



The whole place is kept to a high standard, if we break a window, they'll come in and do it... The facilities in the flats are very good.

— BECKENHAM RESIDENT



I was so grateful for the security of housing, the fact I could afford it but also it's the social life.

— BLACKHEATH RESIDENT





## STRATEGIC GOAL 2

# High Quality Services

**Our almshouse accommodation on both sites is located within a community where we provide services to support independent living for older people. At the heart of this is our new Resident Services team which was established in spring 2024. Our Director of Resident Services oversees two aspects of resident life: care and quality and resident services.**

The Care and Quality team oversees our care home, Cullum Welch Court, and our *Care at Home* domiciliary care work.

Cullum Welch Court is a 28-bed care home with nursing care and provides 24-hour care for people living with a wide range of conditions. The home offers residential, nursing, dementia, and end of life care whilst supporting individuals with physical disabilities and sensory impairments. Accommodation is in single bedrooms with ensuite facilities and views of the award-winning College gardens. We aim to meet people's need for autonomy, personal choice, control, privacy, fulfilment, safety, citizenship, and social interaction in a respectful and dignified manner. We believe that ensuring these needs are met will promote an overall sense of wellbeing and demonstrate clearly to the people who use our services that care and kindness are at the heart of the support we provide.

*Care at Home* is our domiciliary care service which is available to all residents assessed for care needs at our Blackheath site. The staff provide support to individuals living in their own home and operate between 8.00am to 8.00pm daily. The service helps individuals maintain their independence whilst ensuring help is always at hand if needed. The care and support provided to each person are responsive to a resident's individual need and choices. Our Care and Quality team also oversees our relationships with health and care providers who visit our site to provide services to our residents.

Resident Services support our residents with all requests regarding life at Morden College, including maintenance requests. This team is also responsible for providing activities and services for residents such as our minibus service, our small shop, activities such as choir and exercise classes, and trips to local attractions. The day-to-day life of our residents is also supported through our maintenance and security contracts, both of which have been reviewed during the year.

The Resident Services team is also responsible for admissions to our almshouses. The final moves out of the Quad flats ended a period of housing consolidation which had seen multiple internal moves. With our new strategy, we are committed to increasing the number of almshouse flats we provide, and we are anticipating a period of growth and of multiple new arrivals into our community.





Living here takes the anxiety out of living on your own. You haven't got to worry about a lot of things, especially if you don't have family to back you up.

— BLACKHEATH RESIDENT



I think at this stage in my life I'm in the right place, I feel secure, I feel I've got help if I need it. Sometimes even if I don't need it. Yes, I can't think of any other place I'd rather be, than here in my situation.

— BECKENHAM RESIDENT



It's a marvellous place to live, we're incredibly well cared for at not a vast cost, if something doesn't work you can pick up the phone and someone will come and see to it. It will happen; you're not going to be without for weeks on end.

— BLACKHEATH RESIDENT





STRATEGIC GOAL 3

# Thriving Communities

Our almshouse flats are all located within settings which provide multiple opportunities for community life. The work we have carried out on developing the 2025 Masterplan has enabled us to consider not only our buildings but also our open spaces.

Our two sites include communal seating areas and bars which are used by residents regularly. Each site has a resident-led Sports and Social Committee which organises events and activities such as musical entertainment and activities like darts, putting, bingo, and happy hours. There is also healthy rivalry with putting matches between the sites and between residents and staff.

Both sites also have beautiful communal gardens with seating, shade, and water features. As part of our ESG

commitments, we are addressing our approach to gardening and committing to more sustainable methods.

The facilities at our Blackheath site were significantly enhanced with the completion of the John Morden Centre which won the Stirling Prize in 2023. This building contains a health and wellbeing centre, a café and a community hall. In 2024, we commissioned a review of our catering services and kitchen facilities on both sites. The review found that we have significant underutilised potential.

The key recommendations related to four areas:

1. Revitalise communal spaces by redesigning the café and creating a communal kitchen at the Beckenham site.
2. Enhance catering services by improving food quality, tailored to resident needs and ensuring best practice in food handling and labelling
3. Improve financial oversight and efficiency by centralising operations and reducing costs. Develop a business model for external catering opportunities to generate additional revenue.
4. Expand and optimise services adjusting opening hours to include evenings and Sundays to better serve residents. Improve retail offerings in the shop and promote themed events and social experiences to increase engagement.







# There is a family feeling here.

— BLACKHEATH RESIDENT



All sorts of things are provided here, the exercises, the choir, there are a lot of things if you choose to join in, but you don't have to join in anything.

— BLACKHEATH RESIDENT



We look around and think wow, we have a diary absolutely packed.

— BECKENHAM RESIDENT



I had a big family, and my wife had a big family, but all my in-laws have died, and all my family have died. That's why living communally is a godsend. It's part of something greater.

— BECKENHAM RESIDENT



## ENABLERS

# Achieving our goals

## Technology

Improving our use of technology will be seen in our commitment to excellent homes and high-quality services, but this year the greatest technological change was in our development of our finance system and our shift to improved financial management. We started work on a significant project to transform how we use technology and data to streamline how we work, improve our residents' experience of living at Morden College and ensure we can measure the impact of our work on residents' lives. This involved replacing our ageing finance system with a new system, Business Central, and taking the first steps towards implementation of the Dynamics Customer Relationship Management database (CRM). The next stage of the project will focus on the development of the Dynamics CRM. This will involve reviewing every aspect of how we work; from our admissions process for new residents, through to our processes for organising events and activities.

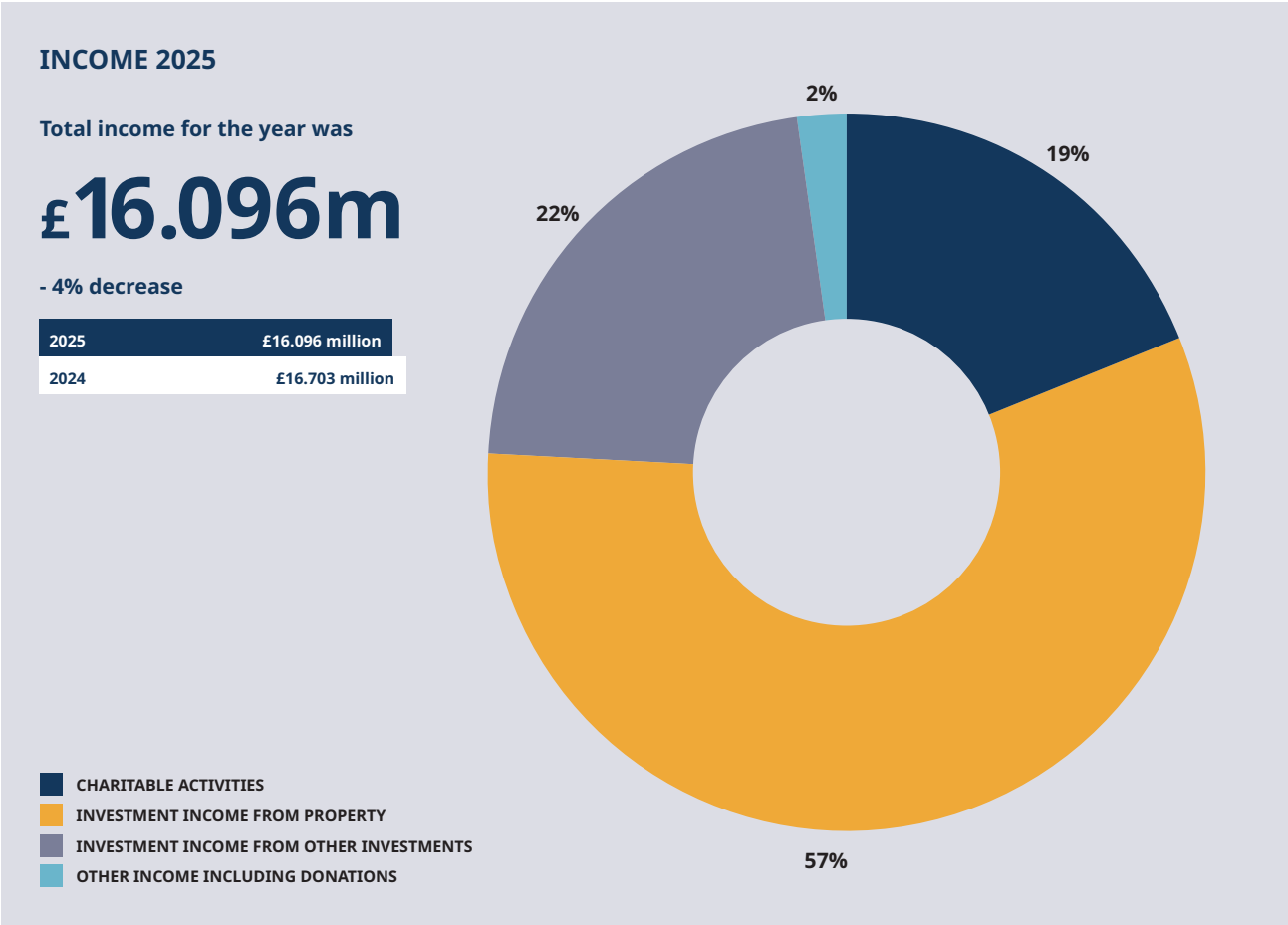


## Impact

In 2024/25, we took important steps towards becoming a more sustainable and socially responsible almshouse charity. We are proud to continue to provide older people with housing so they can live well and independently as long as possible, while also deepening our commitment to strong Environmental, Social and Governance (ESG) principles.







FINANCIAL REVIEW

Over 75% of Morden College’s income comes from its endowment portfolio, which is invested in property and financial assets. Contributions from residents in our care home and independent living accommodation make up a further 19% of annual income, with the remainder coming from one-off donations and other sundry income. Resident contributions are set at a level that is both affordable for residents and sustainable for the Charity over the long term. Meanwhile, the endowment portfolio funds the Charity’s running costs, including maintenance of our heritage buildings. The portfolio also provides capital for future almshouse developments, enabling us to increase our impact for people in need of safe, secure and affordable housing in later life.

The net surplus for the year (before transfers between funds and investment gains) was £1.0m (2024: £0.988m). Both income and expenditure were lower than the previous year, for the reasons set out below.

- (1) **Income from charitable activities**

Income from residents in our living accommodation (including the care home) was £3.027 million, a reduction of 8% compared to the previous year. (2024: £3.306 million). The reduction in income was due to lower occupancy in our care home and in our Quad accommodation, which was gradually vacated during the year, pending redevelopment. All former Quad residents have moved into vacant accommodation on our sites in Blackheath and Beckenham and we are now able to start welcoming new residents from outside Morden College as flats become available.
- (2) **Investment income from property**

Property income this year was £9.133 million, a reduction of 10% compared with the previous year (2024: £10.171 million). This reduction was due to the sale of the Morden Wharf Southern Site in October 2023 and two vacant commercial sites that have now been re-let. Total income from property includes income from our Property Funds held with Savills and Swiss Life Asset Managers.
- (3) **Investment income from other investments**

Income from the Charity’s financial investments was £3.525 million, an increase of 30% compared with the previous year (2024: £2.708 million). This increase was due to interest on significant cash balances from the sale of the Morden Wharf Southern Site. This cash will be used to fund the Quad redevelopment, with the balance invested to generate future income and capital for the Charity.
- (4) **Other income including donations**

Other income includes donations and sales in our Café 19 restaurant and shop, together with income from events and other resident activities. Other income was £411k (2024: £518k).
- (5) **Fundraising**

The Charity does not undertake fundraising activities during its normal course of operations.

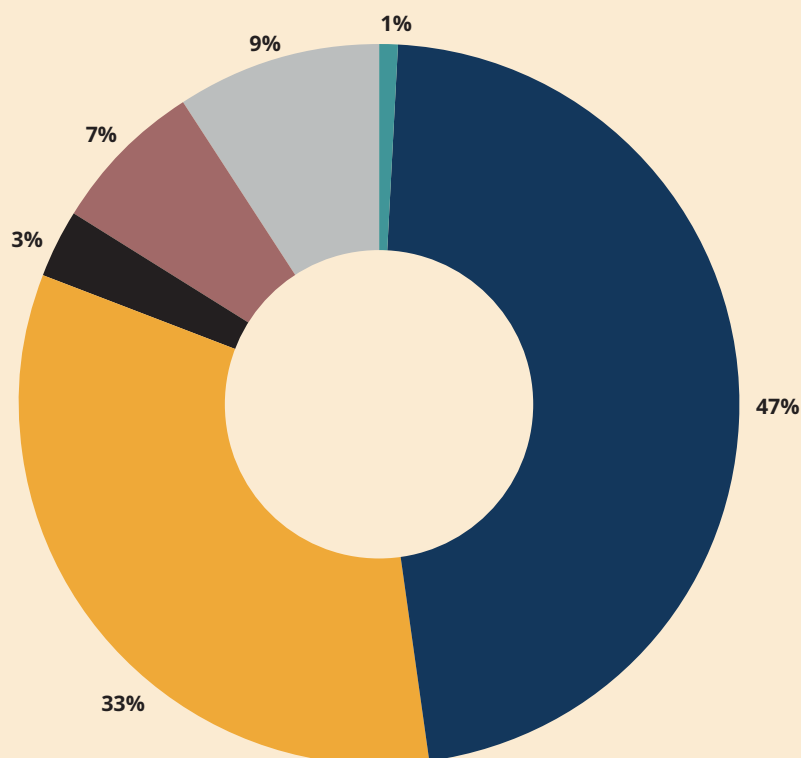
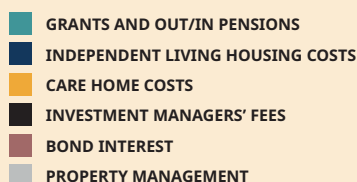
## EXPENDITURE 2025

Total expenditure for the year was

**£15.051m**

- 4% decrease

2025	£15.051 million
2024	£15.715 million



### (1) Grants and out/in pensions

The total paid in Grants and out/in pensions, before allocated costs, was £196k (2024: £194k). The number of individual beneficiaries supported by grants during the financial year was 63 (2024: 73). Other grant payments were made from Dame Susan restricted funds to fund local choristers, in line with the objects of the Dame Susan Charitable Trust.

### (2) Independent Living Housing Costs (including the Quadrangle)

Independent living costs were £7.0 million, in line with the previous year. These costs include the maintenance and depreciation of our charitable buildings, support costs such as our IT infrastructure and staff who maintain our estate and support our residents.

### (3) Care Home Costs

Care Home costs reduced by 9% to £4.915 million (2024: £5.372 million). The staffing structure in the care home now reflects the reduced number of residents, following conversion of the first floor of the care home into flats for independent living. The lower cost base also reflects a correction to buildings depreciation over-charged in previous years.

### (4) Investment Managers' fees

Investment Managers' fees represent the cost of managing our financial investment portfolios, held with Sarasin and CCLA. The overall cost of raising funds includes the £1.021 million annual interest payment on the £30 million Bond, which is repayable in 2042.

### (5) Property Management Costs

The costs associated with managing our direct property investments were £1.358 million, a 15% reduction compared with the previous year (2024: £1.590 million). These costs include the costs of our inhouse Real Estate team, together with direct property costs. These costs are largely determined by the complexity of property transactions undertaken during the year. Prior year expenditure included the cost of finalising the sale of the Morden Wharf Southern Site.

## INVESTMENTS

Sir John Morden left approximately £12,500 to endow the College when he died in 1708 and the permanent endowment assets of the Charity (which include the assets of Sir John and Dame Susan Morden) are now valued at £309 million. The permanent endowment assets include fixed assets, which includes the original land and buildings, investment properties and financial investments.

Approximately 52% of the Charity's endowment investments are invested in property (including property funds) and 48% in financial investments.

The time horizon for the endowment portfolio is very long term, reflecting the Charity's history. With effect from 1 April 2016, the Trustees adopted a Total Return approach to accounting for the investments for the Sir John Morden's Charity's Permanent Endowment. The Trustees are using the statutory powers included in the Charities Act 2011 ("the Act") and given effect by the Charities (Total Return) Regulations 2013 ("the Regulations"), which do not require Charity Commission approval in order for the Total Return basis to be adopted.

The Trust for Investment is considered to be the value of the permanent endowment as at 1 April 2016 and may be increased by the allocation of unapplied total return, being the investment income and capital gains on the portfolio, from time to time.

The Trustees have determined that the Trust for Investment should be increased annually in line with CPI inflation to protect its real value, which has resulted in an increase of 2.6% in the current year (2024: 3.8%).

The Trust for Investment and the unapplied total return together comprise the permanent endowment fund disclosed in Note 14 to the accounts. The total return for the year ended 31 March 2025 was a gain of £12.7 million comprising income of £11.8 million and gains of £2.5 million, less investment management costs of £1.6 million. The balance of the Unapplied Total Return Fund at 31 March 2024 was £20.6 million and it is proposed that £6.609 million is allocated to the Trust for Investment, in line with the Trustees' policy established in 2017, and £11.830 million is converted to income and transferred to the unrestricted fund. The balance on the Unapplied Total Return Fund at 31 March 2025 is now £14.887 million.

The Charity's financial investment policy provides that the minimum investment objective is to preserve the capital and income of the Charity's portfolio from inflation. The measure of inflation is the Consumer Price Index (CPI). From 1 July 2021, the long-term total return objective for the investment portfolio was set at CPI inflation plus 3% p.a.

A reasonable level of capital volatility within the portfolio is considered by the Trustees to be acceptable in order to achieve the return objectives. However, the maximum capital losses in the financial portfolio in any one-year period in normal market conditions (defined as 98% of possible outcomes) should not exceed 15-20%.

In terms of responsible investment, the Trustees of Morden College believe that the endowment portfolio should be managed in a responsible and sustainable manner in accordance with its charitable objectives and social obligations.

Morden College uses the services of two fund managers; Sarasin and CCLA. The year to 31 March 2025 was a challenging year for financial markets. The first half of the year was characterised by strong market growth, driven by US technology stocks. However, political and economic turmoil in the second half of the year, driven by US trade tariffs, negatively impacted year end valuations. For the financial year covered by this report, the combined Sir John Morden financial portfolio underperformed the long-term objective of CPI +3% p.a., delivering a return of just 0.8%. Over the long term, the financial portfolio has modestly underperformed against target, delivering a return of 7.2% over ten years compared with a target return of 7.4%. This reflects the difficulty of achieving the investment objective during the period of high inflation in 2022 and 2023. Nevertheless, the Trustees believe the investment objective remains appropriate and achievable over the long term.

## RESERVES

### a. Unrestricted Funds

- I. The Accumulation of Income Fund was set up to ensure that the fixed overheads of the Charity, which are mainly staff costs in the short term, could be met for a limited period of time if income levels were temporarily insufficient to cover such costs. Under the Charity's Trust Deed, the Trustees are required to transfer a minimum amount of £6,000 per annum to the fund. The balance on the fund stands at £2.331 million.
- II. The balance of the General Fund at £7.891 million plus the Accumulation of Income Fund represents eight months of expenditure (with reference to the year under review). Trustees' target is to keep this combined balance at a minimum of 6 months of expenditure, since the Charity relies wholly on income and returns from its investments to fund day-to-day running costs. This balance reduces the risk of the Charity being unable to operate if faced with a downturn in either the property or financial investment markets.
- III. The Charity owns and manages an extensive property portfolio which comprises both investment properties and the Charity's College Buildings which provide accommodation and other facilities for its residents. Investment properties are usually let to commercial tenants on full repairing leases mitigating the risk of large repair costs. The maintenance plans for the Charity's College Buildings are reviewed annually and budgeted for. Most of these costs are met through income, but some of what is planned is exceptional and will be charged to the Extraordinary Repairs Fund (ERF). The ERF is also used for significant unforeseen and urgent expenditure. The balance on the fund as at 31 March 2025 is £3.895 million.
- IV. The balance on the Future Projects Fund as at 31 March 2025 was £10.204 million. This fund is used to develop the Charity's charitable property and for other projects within the Charity's objects. A transfer of £4.0 million was made into this fund during the year. This fund will be used to finance the redevelopment of the Quad.

Funds I – IV are referenced and set out in the Scheme for The Charity of Sir John Morden as submitted to the Charity Commission in 1991



## RISK MANAGEMENT

### b. Restricted Funds

- I. The Staff Welfare Fund was set up on the receipt of a legacy. The balance on this fund as at 31 March 2025 was £5,000. This is used for one-off loans and grants to staff in exceptional cases, and is governed by the Health and Wellbeing Committee.
- II. A Gift Donation Fund has also been established to hold legacies from former Beneficiaries given for specific items of expenditure at Morden College; the balance as at 31 March 2025 was £8,000.
- III. Included in Restricted Funds is the Dame Susan Morden Charity general fund, the balance on this fund has increased in year to £1.908 million (2024: £1.636 million).

### c. Permanent Endowment

These funds are the capital of the Charity, and they are invested to produce income that is used to further the Charity's work. The Permanent Endowment Fund may not be used for any other purposes. Its funds are invested in charitable property, investment property, quoted investments and cash deposits. The value of the Permanent Endowment Funds at the year-end was £308.707 million, of which £288.416 million represents the Sir John Morden permanent endowment and £20.291 million represents the Dame Susan Morden permanent endowment.

The risks of the Charity are monitored by the Chief Executive and Senior Leadership Team, and appropriate action is taken to reduce the risk of disruption to the impact and effectiveness of the Charity. Key strategic risks are reported to the Finance, Audit and Risk Committee on a quarterly basis and annually to the Board of Trustees. Operational risks are managed within Directorates and overseen by the Senior Leadership Team. All identified risks are assessed for the likelihood of occurrence and their potential impact. The risk management system is designed to reduce the likelihood of occurrence and/or mitigate the impact through the application and monitoring of appropriate controls, as described in the table below.

The Charity currently assesses and monitors fourteen risks, the following four are our key risks:	Risk	Mitigation
	We fail to generate sufficient income and manage our costs, impacting our ability to deliver our Mission.	<ul style="list-style-type: none"> <li>Detailed annual budgets and three-year cashflow forecasts</li> <li>Monthly review of financial performance and reforecasting</li> <li>Use of investment managers and external investment and property advisers</li> <li>Diversification of income and assets</li> <li>Effective management of tenancies and arrears by qualified Real Estate team</li> <li>Effective procurement policies and management of contracts</li> </ul>
	We suffer a significant IT breach or outage, impacting our operations.	<ul style="list-style-type: none"> <li>Antivirus software, access controls</li> <li>Business continuity planning</li> <li>Staff training and vetting</li> <li>Use of external experts for infrastructure support</li> </ul>
	We fail to comply with legislation in key areas such as care, fire safety and health and safety.	<ul style="list-style-type: none"> <li>Recruitment of specialist staff in key areas</li> <li>Effective policies, monitoring arrangements and reporting of incidents</li> <li>Contractor management, quality audits</li> <li>Staff training</li> <li>Use of specialist advisers where required</li> </ul>
	Physical damage to property and unplanned capital expenditure	<ul style="list-style-type: none"> <li>Condition survey and planned preventative maintenance</li> <li>Insurance policies in place</li> <li>ESG strategy to address environmental impacts and obligations</li> <li>Recruitment of suitably qualified staff and use of expert advisers</li> <li>Extraordinary Repairs Fund to cover unforeseen expenditure</li> </ul>

## STRUCTURE AND GOVERNANCE

Construction of Morden College began in 1695. It opened in 1700 for the benefit of poor, elderly merchants of good character who were either bachelors or widowers and who had failed in business through no particular fault of their own. Since that time, the criteria for entry have been widened. They now include men or women of good character who have either been engaged in a trade, business, or a profession as principals, or reached a position of authority or seniority, in employment and who, through accident, misfortune, disability, or infirmity have been prevented from continuing to follow their former calling and are in reduced material circumstances. The criteria also include the spouses, partners, widows and widowers of such men and women.

The Trustees are also empowered to provide assistance by way of pensions and grants for older people in need, whether or not they are resident in the Charity's homes. Donations may also be made to other charities that provide or undertake in return to provide items, services, or facilities to beneficiaries of the Charity.

The Trustees determine the general policies of the Charity and delegate day-to-day management to the Clerk to the Trustees, whose role is that of Chief Executive. The Charity's Senior Leadership Team holds regular meetings to review progress against objectives agreed with the Trustees. The Chairman visits the Charity on a regular basis and meets with the Chief Executive.

The Trustees of the Charity are drawn, in the main, from the Court of Aldermen of the City of London. Trustees who retire from the Court of Aldermen of the City of London remain eligible to continue to serve as Trustees of the Charity. Trustees are appointed on the basis that they possess the appropriate range of skills and experience that will assist the future growth and development of the Charity.

All Trustees receive an induction programme.

All Trustees give their time freely and no Trustee remuneration was paid during the year. There were no related party transactions with Trustees.

Trustees are required to disclose all relevant interests and register them with the Chairman of the Trustees and the Chief Executive.

## MANAGEMENT AND STAFF REMUNERATION

There are clear distinctions between the role of Trustees and the Senior Leadership Team. The Trustees hold a range of reserved matters and delegate certain authority to the Chief Executive and Senior Leadership Team to run the organisation effectively. Matters such as policy, strategy and budgets are prepared by the Senior Leadership Team for consideration and approval by the Trustees.

The Charity aims to pay salaries which are fair, competitive within the charity sector, and proportionate to the complexity of each role. In setting salaries, the Charity ensures that:

- Roles are benchmarked against salaries paid by other charities operating in the sector, taking data from information published by the National Care Forum and other pay surveys which are publicly available, such as the NHS and Local Government.
- All staff receive ongoing performance management, including quarterly reviews which provide them with feedback on how they have contributed to the achievement of the Charity's strategy; and
- All staff are paid at or above the London Living Wage.

Within Dame Susan's Charitable trust, the sole employee is the Chaplain who is supported in her role by the Chief Executive, the Senior Leadership Team and members of staff employed by Morden College as and when the need arises.

## POLICIES

### Applications policy

Applications for accommodation or outpensions must be submitted in writing and must be supported by independent testimonials. Applications for grants are also made in writing and are normally for single payments unless the need is assessed as a continuing one, when the Charity may award an annual Outpension. The Trustees review all applications carefully and satisfy themselves that the applicant is genuine, and the assistance sought is in accordance with the Charity's aims. All applicants for accommodation are interviewed by a panel chaired by the Chief Executive before being recommended for admittance by the Trustees.

### Grant Making Policy

Every application for a grant must be submitted in writing and include the total cost of the project for which the grant is sought. All applications are scrutinised to ensure that the request for assistance falls within the scope of the Charity's objects. Applicants who are eligible for help are visited to clarify any outstanding matters. If all is found to be in order, a report is made to the Trustees, who consider the application, and instruct whether the grant should be made together with any conditions relating to it. Compliance with any conditions made is monitored, and payment of grants may be withheld if the terms of assistance are not met.

### Responsible Leadership/ Environmental, Social and Governance (ESG) Policy

The Trustees of Morden College believe that all of Morden College's business should be led and managed in accordance with the charitable objectives of both the Sir John Morden and Dame Susan Morden Charities, and in a way that conforms to the College's social, environmental and governance obligations.

Trustees support fully the ten principles of the United Nations' Global Compact. Notably, Trustees and the Executive recognise their responsibility to take account of, and be responsible for, the impact Morden College's business has on the environment and climate, sustainability, employment rights and practices, human rights, and on the College community as well as the wider (local to Morden College) community; and to work against all forms of dishonesty such as corruption, fraud, extortion, and bribery. This approach accords also with the College's values of:

**Integrity:** acting with honesty, transparency and respect.

**Fairness and equity:** giving fair access to opportunities and resources.

**Excellence:** being led by expertise from our whole community, including staff, residents, Trustees and the communities around us.

Our strategic enablers demonstrate our commitment to responsible leadership:

**Expertise:** we will sustain an expert team and ensure a pipeline of the skills and passion we need to deliver our vision and will make Morden College a great place to work. We will focus on training, skill sharing, alignment of individual goals with wider goals – and, crucially, accountability.

**Resources:** we will make disciplined investments with a long-term view to ensure our long-term financial sustainability. We will spend consciously in pursuit of our vision. We will draw upon the positive impact of external expertise. Our teams will demonstrate our values in their use of resources and be empowered by a shift towards prudence.

**Technology:** we will integrate technology to help us to deliver our strategy, including through generating cost savings and efficiencies in how we deliver work, and improving positive impacts on the people we serve (such as through technology enabled housing). Our teams will understand the impact of their work through the lens of data and will use technology to improve the resident experience.

**Communications:** we will communicate clearly with our whole community to establish a culture in line with our values.

**Decision-making and planning:** we will establish clear processes for energetic and expert decision-making and planning. Our lenses for considering decisions will be:

- maximising positive impact
- living our values
- using our resources consciously.

**Impact:** we will develop an impact approach that allows us to understand if we are doing the right things for our residents, communities, friends, families, and our teams. We will involve our residents in the design of our work to improve our impact.

**Delivery models:** we will establish quality and consistent service delivery models and hold ourselves accountable against these models. Our teams will be empowered by the transparency inherent in this approach. And with expertise, they will understand boundaries and when and how to flex or adapt.

## PUBLIC BENEFIT

The objective of the Charity is to relieve financial hardship suffered by older people and it does this primarily by providing living accommodation comprising independent living and a Care Home. We also make available such support as is necessary to enable beneficiaries to live their lives in the community to the full.

The Charity also provides single grants and continuing annual grants, (referred to as outpensions) to older people in financial need but who do not necessarily wish to apply to the Charity for accommodation. Beneficiaries receiving such grants use the money to defray living costs as they see fit.

The objective of Dame Susan's Trust is the advancement of religion by assisting the Church of England with the upkeep of their churches and associated activities and by maintaining and paying for the operating costs of the Morden College Chapel and its Chaplain.

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and in planning future activities including the provision of accommodation, the making of grants and provision of outpensions.

### The Charity fulfils these objectives by:

- (1) Relieving financial hardship for older people by providing accommodation at subsidised rates and increasingly by providing care that will allow them to lead independent lives for as long as possible. Applicants for accommodation are not required to have a minimum level of income but a cap is in place to ensure only those in need qualify. The financial limits are reviewed annually to take account of changing market conditions.
- (2) Making available such support as is necessary to enable beneficiaries to live their lives in the community to the full. This support includes a Resident Services team, a Domiciliary Care Team, social events, and the provision of facilities such as a Cafeteria and Social Club which assist older people with their daily lives.
- (3) Providing an annual outpension to those who qualify as being in need, as the Trustees recognise that not all applicants in need will wish to relocate to where the Charity's accommodation is located.

Applications for accommodation are received from older people who come from many different backgrounds but share a common problem in retirement in so far as they face financial difficulties. Enquiries for accommodation continue to be from all over the country as well as a small number from people living abroad but all applicants must have the right to live in the UK to qualify

for accommodation. The number of applications has been increasing, as a shortage of housing and the effects of the cost-of-living crisis continue to be felt across the UK.

As properties become vacant, they are refurbished before being made available to new residents to ensure the standard meets the needs of older people.

The Charity, via the Dame Susan Trust, seeks to deliver public benefit by making grants to Church of England churches who lack the necessary funds to maintain, repair and improve the fabric of their own buildings.

Regular services of worship were held throughout the year in the Morden College Chapel at Blackheath and at the Charity's second site at Ralph Perring Court, Beckenham. Regular services are also held in Cullum Welch Court, the Care Home provided by Sir John Morden's Charity which is situated at Blackheath.



## STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources of the Charity for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently,
- Observe the methods and principles in the Charities SORP,
- Make judgements and accounting estimates that are reasonable and prudent,
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements,
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with Charities Act 2011. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. Through a system of internal controls, the Trustees seek to ensure all expenditure is properly incurred and properly authorised, that receipt of income is secure, and that the Charity's property is fit for purpose.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the Charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities' Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland.



**Sir David Wootton**  
Chair of the Trustees



**Meryl Davies**  
Clerk to the Trustees & Chief Executive

24 September 2025



Thrive is a good word, I like people to thrive. I feel like I thrive here, I'm a happy positive person.

— BECKENHAM RESIDENT





# INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF MORDEN COLLEGE

---

## Opinion

We have audited the financial statements of Morden College for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 March 2025 and of the net movement in funds 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 have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder. 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 Charity 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 Trustees' 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 Trustees with respect to going concern are described in the relevant sections of this report.

## Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Foreword from the Chair of Trustees and Chief Executive, History and Constitution, People and Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## 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:

- adequate accounting records have not been kept by the Charity; or
- sufficient accounting records have not been kept; or
- the Charity 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 Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 24, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the 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 Trustees 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

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

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

Based on our understanding of the Charity and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to compliance with the regulations of the Care Quality Commission, Tenancy Laws, Health and Safety Regulations, Charity Law, GDPR and Employment Law, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011 and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to the potential to manipulate accounting estimates and judgements and the posting of inappropriate journal entries. Audit procedures performed by the engagement team included:

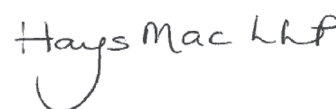
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, using data analytics to focus testing on higher risk entries; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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 section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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's Trustees as a body for our audit work, for this report, or for the opinions we have formed.



### HaysMac LLP

10 Queen Street Place  
Statutory Auditor  
London  
EC4R 1AG

Date: 29 October 2025

HaysMac LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

# Statement of Financial Activities

for the year ended 31 March 2025

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Permanent Endowment £'000	Total 2025 £'000	Total 2024 £'000
<b>INCOME AND ENDOWMENTS FROM</b>						
Charitable Activities		3,027	-	-	3,027	3,306
Investment Income from Property		-	480	8,653	9,133	10,171
Investment income from other Investments	3	274	74	3,177	3,525	2,708
Other income including Donations	4	400	11	-	411	518
<b>Total income</b>	<b>2</b>	<b>3,701</b>	<b>565</b>	<b>11,830</b>	<b>16,096</b>	<b>16,703</b>
<b>EXPENDITURE ON</b>						
Charitable Activities	5a	11,954	158	135	12,247	12,755
Raising Funds	5b	1,021	135	1,648	2,804	2,960
<b>Total expenditure</b>	<b>2</b>	<b>12,975</b>	<b>293</b>	<b>1,783</b>	<b>15,051</b>	<b>15,715</b>
<b>Net income/(expenditure) before investment gains/(losses)</b>		<b>(9,274)</b>	<b>272</b>	<b>10,047</b>	<b>1,045</b>	<b>988</b>
Net gains/ (losses) on investments	9c	122	-	1,942	2,064	14,714
Unwinding of discount on debtor falling due after one year		-	-	494	494	-
<b>Net income/(expenditure)</b>		<b>(9,152)</b>	<b>272</b>	<b>12,483</b>	<b>3,603</b>	<b>15,702</b>
Transfer between Funds		11,830	-	(11,830)	-	-
<b>Net movement in funds</b>		<b>2,678</b>	<b>272</b>	<b>653</b>	<b>3,603</b>	<b>15,702</b>
<b>Reconciliation of Funds</b>						
Total Funds brought forward at 1 April 2024		21,643	1,649	308,054	331,346	315,644
<b>Total funds carried forward at 31 March 2025</b>		<b>24,321</b>	<b>1,921</b>	<b>308,707</b>	<b>334,949</b>	<b>331,346</b>

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above. The accompanying notes form an integral part of this Statement of Financial Activities.

# Balance Sheet

## for the year ended 31 March 2025

	Notes	2025 £'000	2024 £'000
<b>FIXED ASSETS</b>			
<b>Tangible fixed assets</b>			
College buildings	8	40,004	38,164
Other tangible fixed assets	8	3,617	3,563
		<b>43,621</b>	41,727
Investment property	9	173,147	169,970
Quoted investments	9	91,338	87,672
		<b>264,485</b>	257,642
<b>Total fixed assets</b>		<b>308,106</b>	299,369
<b>CURRENT ASSETS</b>			
Debtors – amounts falling due within one year	10	1,300	18,914
Short term deposits		33,249	27,911
Cash at bank and in hand		8,138	1,749
		<b>42,687</b>	48,574
<b>Creditors: amounts falling due within one year</b>	11	(2,701)	(2,962)
<b>NET CURRENT ASSETS</b>		<b>39,986</b>	45,612
<b>Debtors – amounts falling due after more than one year</b>	10	16,857	16,365
<b>Creditors – amounts falling due after more than one year</b>	12	(30,000)	(30,000)
<b>NET ASSETS</b>		<b>334,949</b>	331,346
<b>FUNDS</b>			
<b>Permanent endowment</b>	13, 14		
Sir John Morden		288,416	287,688
Dame Susan Morden		20,291	20,366
<b>Restricted funds</b>	13, 15	1,921	1,649
<b>Unrestricted funds</b>	13, 16	24,321	21,643
<b>Total Charity funds</b>		<b>334,949</b>	331,346

The financial statements on pages 28 to 45 were approved and authorised for issue by the Board of Trustees and signed on 24 September 2025 on its behalf by:



Sir David Wootton  
Chairman of the Trustees



Meryl Davies  
Clerk to the Trustees and Chief Executive



# Statement of Cash Flows

## for the year ended 31 March 2025

	Notes	2025 £'000	2024 £'000
<b>Cash flow from operating activities</b>			
Net cash provided by/(used in) operating activities	<b>A</b>	5,688	(44,821)
<b>Cash flow from investment activities</b>			
Dividend, interest and rents from investments		12,658	12,879
Proceeds from the sale of investments		27,771	71,890
Purchase of investments		(32,550)	(19,872)
Purchase of tangible fixed assets		(1,840)	(3,630)
		6,039	61,267
<b>Change in cash and cash equivalents in the reporting period</b>		11,727	16,446
<b>Cash and cash equivalents at the beginning of the reporting period</b>		29,660	13,214
<b>Cash and cash equivalents to the end of the reporting period</b>	<b>B</b>	41,387	29,660
<b>A. Reconciliation of net income to net cash flow from operating activities</b>		<b>2025 £000</b>	<b>2024 £000</b>
<b>Net income for the reporting period</b>		3,603	15,702
<b>Adjustments for</b>			
Depreciation		(54)	1,335
Gains on investments		(2,064)	(14,714)
Dividends, interest and rents from investments		(12,658)	(12,879)
Decrease/(Increase) in debtors		17,122	(33,928)
Decrease in creditors		(261)	(337)
<b>Net cash provided by/(used in) operating activities</b>		<b>5,688</b>	<b>(44,821)</b>
<b>B. Analysis of cash and cash equivalents</b>			
Cash in hand		8,138	1,749
Notice deposits (less than 3 months)		33,249	27,911
<b>Total cash and cash equivalents</b>		<b>41,387</b>	<b>29,660</b>

### C. Cashflow Net Debt

	At 1 April 2024 £'000	Cashflows £'000	At 31 March 2025 £'000
Cash in hand	1,749	6,389	8,138
Notice deposits	27,911	5,338	33,249
Sub-total	29,660	11,727	41,387
Long-term bond	(30,000)	-	(30,000)
<b>Net debt</b>	<b>(340)</b>	<b>11,727</b>	<b>11,387</b>

# Notes to the Accounts

## for the year ended 31 March 2025

### 1. PRINCIPAL ACCOUNTING POLICIES

The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015. The accounts 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 preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), (Second Edition, effective 1 January 2019) rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005, which has since been withdrawn.

#### Public Benefit

The Charity constitutes a public benefit entity as defined by FRS102.

#### Going Concern

The Charity has a significant level of cash and unrestricted reserves which were the equivalent of more than 12 months operating costs at the balance sheet date. These cash reserves provide adequate resources to finance the Charity's day-to-day operations. On this basis, the Board has a reasonable expectation that the Charity has adequate resources to continue operating for the foreseeable future, being a period of at least twelve months from the date on which the Annual Report and Accounts are signed. For this reason, these accounts have been prepared on a going concern basis.

#### Investment Gains and Losses

Realised gains and losses on quoted investments are based on the difference between the net disposal proceeds and the brought forward value or cost for additions during the year.

Realised gains and losses on property investments are based on the difference between the net disposal proceeds and the brought forward valuation. Sales are recognised on exchange of contracts where completion takes place after the financial year end.

Unrealised gains and losses represent the difference between the market value of quoted investments and investment properties at the balance sheet date and their brought forward carrying value or purchase cost for investments acquired during the year.

#### Estimation uncertainty

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income, and expenses is provided below. The principal judgments and sources of estimation uncertainty relate to the valuation of investment properties and the estimated useful lives of tangible fixed assets.

#### Income

- (1) All sources of income are included in the accounts when the Charity is legally entitled to it and the amount can be quantified with reasonable accuracy and are stated net of VAT, where applicable. Legacies are recorded when the receipt of the legacy is probable.
- (2) Where donations and legacies are received subject to the specific wishes of the donor they are credited to the relevant restricted fund.
- (3) Rents are accounted for on a receivable basis; income from rents is included in the Statement of Financial Activities when it becomes due. Rent received in advance is included within creditors.
- (4) Dividends and interest received are accounted for on an accruals basis.

#### Expenditure

- (1) All costs are accounted for on an accruals basis and are classified under headings that aggregate all costs related to that category. Costs relating to more than one activity have been allocated on a calculated use basis. Staff costs have been allocated on a job function basis. Staff costs for Dame Susan's charitable trust all relate to the Morden College Chapel in Blackheath.

- (2) Where VAT is irrecoverable, the expenses shown include the irrecoverable amount.
- (3) Apportioned costs comprise the direct costs, including staff, of maintaining the grounds, the running costs of the kitchen, restaurant, social club, library, and the administration of the Charity.
- (4) Governance costs reflect the cost of compliance with constitutional and statutory requirements.
- (5) Liabilities are recognised when there is a contractual obligation to discharge a cost.

### Investment property

The Charity's Commercial investment properties were last professionally valued by Messrs Gerald Eve LLP, Chartered Surveyors, as of 31 March 2025 on an open market basis in accordance with the Royal Institution of Chartered Surveyors Valuation Professional Standards. The Charity's residential investment properties were professionally valued by Comber & Co, as of 31 March 2025 on an open market basis in accordance with the Royal Institution of Chartered Surveyors Valuation Professional Standards.

Investment properties are classified in the balance sheet as fixed assets unless there is a firm intention to dispose of them, at which point they are transferred to current assets.

### Quoted Investments

Quoted investments are shown at market value as at the balance sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluations and disposals throughout the year.

The Charity also owns 100% of the share capital of Morden College Design and Build Limited and the value of this investment is stated at cost (£2).

### Tangible fixed assets

#### Useful lives of depreciable assets

The Trustees review their estimate of the useful lives of depreciable assets at each reporting date based on the expected utility of the assets. Uncertainties in these estimates relate to technological obsolescence that may change and changes to circumstances which may require more frequent replacement of key buildings or components of existing buildings.

The key judgements and estimates applied in respect of housing provided for beneficiaries are disclosed in the accounting policy dealing with fixed assets and depreciation and include:

- the useful economic life of property structure at 100 years; and
- that properties have no residual value at the end of their useful life

These are conservative assumptions that are broadly aligned with general practice followed by registered housing providers.

#### Capitalisation of property development costs

Distinguishing the point at which a project is more likely than not to continue (allowing capitalisation of associated development costs) requires judgement. After capitalisation, management monitors the asset and considers whether subsequent changes may indicate that impairment is required.

### Fixed Assets and Depreciation

#### (1) Buildings

Freehold land is not depreciated.

Depreciation of housing property components is charged so as to write down the cost of the components to their estimated residual value, on a straight-line basis, over their estimated useful economic lives within the Charity. Housing property components are depreciated from the year following the replacement year. Estimated useful economic lives are assumed as follows:

#### Major components

- Housing property structure – 100 years
- Kitchens and bathrooms – 15 years
- Electrical wiring, windows and doors – 25 years



- Boilers -15 years
- Roofs - 60 years

(2) The College's historic collections are included at the insurance valuation made by Messrs Gurr Johns, Valuers and Fine Art Consultants in October 2023 which indicated that there had been no permanent diminution in carrying value of the assets. The Trustees do not consider that depreciation is appropriate for these assets, nor do they consider it prudent to revalue the historic collection as there is no intention to sell them and the value of antique goods are subject to market fluctuations.

(3) Motor vehicles and computers are shown at cost less depreciation.

(4) Furniture and equipment purchased at a cost of under £500 are written off in the year of acquisition as their useful life is normally quite short, and the total value is not material in the context of the total assets of the Charity. Items with a cost of over £500 are included in the balance sheet at cost less accumulated depreciation.

(5) Depreciation is provided on the cost of tangible fixed assets, less estimated residual values, on a straight-line basis as follows:

Furniture and equipment	5 years
Computers	4 – 7 years

### Grants

Grants payable are charged in the Statement of Financial Activities in the year that the payment is made to the recipient. All grants approved by the Trustees are conditional and are paid upon the completion of the conditions attached to them. Grants offered during the year but where conditions have not been met are not accrued as expenditure but are treated as contingent liabilities.

### Pension costs

Pension payments are made to a defined contribution pension scheme. There is also one (2024: 1) member who was in the closed defined benefits scheme and the Trustees have given their undertaking to use their best endeavours to ensure that this member does not suffer any loss of benefit following the closure of that scheme. All contributions are included in the SOFA when due.

### Funds and Reserves Policy

Funds held by the Charity are:

- (1) Permanent Endowment Funds – these are funds that provide the capital of the Charity and are invested to produce income and investment gains to further the Charity's objects. The funds may not be used for other purposes.
- (2) Restricted funds – these are funds that can only be used for restricted purposes within the objects of the Charity. Restrictions arise when specified by the donor or when funds are raised for specific purposes.
- (3) Unrestricted funds – these are funds that can be used in accordance with the charitable objects at the discretion of the Trustees.
- (4) Designated funds – these are funds set aside by the Trustees out of unrestricted funds for specific future purposes or projects. The Charity's policy is to maintain an Accumulation of Income Fund to ensure that the fixed overheads of the Charity can be met for a limited period if income levels are temporarily insufficient to cover such costs. The Charity also maintains an Extraordinary Repairs Fund and a Future Projects Fund..
- (5) Further explanation of the nature and purpose of each fund is included in notes 14-16 to the financial statements.

### Taxation

The trust is a registered charity and as such its income and gains falling within sections 471 to 489 of the Corporation Tax Act 2010 or section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

### Financial Instruments

The Charity only has financial instruments of a kind that qualify as basic financial instruments such as debtors, creditors, cash at bank and listed investments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Financial assets held at settlement cost comprise cash and bank and cash in hand together with debtors. Financial liabilities held at settlement value or amortised cost comprise rents received in advance, accruals and other creditors, and the fixed interest bond. The Financial investments disclosed in note 9 are the only financial instruments measured at fair value.

## 2. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted Funds £'000	Restricted Funds £'000	Permanent Endowment £'000	Total 2024 £'000
<b>INCOME AND ENDOWMENTS FROM</b>				
Charitable Activities	3,306	-	-	<b>3,306</b>
Investment Income from Property	217	493	9,461	<b>10,171</b>
Investment income from other Investments	483	63	2,162	<b>2,708</b>
Other income including Donations	510	8		<b>518</b>
<b>Total income</b>	<b>4,516</b>	<b>564</b>	<b>11,623</b>	<b>16,703</b>
<b>EXPENDITURE ON</b>				
Charitable Activities	11,624	188	943	<b>12,755</b>
Raising Funds	1,021	118	1,821	<b>2,960</b>
<b>Total expenditure</b>	<b>12,645</b>	<b>306</b>	<b>2,764</b>	<b>15,715</b>
<b>Net income/(expenditure) before investment gains/(losses)</b>	<b>(8,129)</b>	<b>258</b>	<b>8,859</b>	<b>988</b>
Net gains/(losses) on investments	485	-	14,229	<b>14,714</b>
<b>Net income/(expenditure)</b>	<b>(7,644)</b>	<b>258</b>	<b>23,088</b>	<b>15,702</b>
Transfer between Funds	11,621	-	(11,621)	-
<b>Net movement in funds</b>	<b>3,977</b>	<b>258</b>	<b>11,467</b>	<b>15,702</b>
<b>Reconciliation of Funds</b>				
Total Funds brought forward at 1 April 2023	17,666	1,391	296,587	<b>315,644</b>
<b>Total funds carried forward at 31 March 2024</b>	<b>21,643</b>	<b>1,649</b>	<b>308,054</b>	<b>331,346</b>

## 3. INVESTMENT INCOME

	2025 £'000	2024 £'000
Dividends and income from Investments	<b>1,947</b>	2,202
Interest on Cash Deposits	<b>1,578</b>	506
	<b>3,525</b>	2,708

## 4. OTHER INCOME

	2025 £'000	2024 £'000
Beneficiary restaurant receipts and sundry income	<b>400</b>	510
Dame Susan Morden's Charity	<b>11</b>	8
	<b>411</b>	518

## 5. EXPENDITURE

	Direct Staff Costs £'000	Other Costs £'000	Apportioned costs £'000	Total £'000
<b>a. Charitable activities</b>				
<b>2025</b>				
Grants and out/in pensions	-	196	25	<b>221</b>
Independent living housing costs	1,144	824	2,053	<b>4,021</b>
Quadrangle housing costs	120	99	2,759	<b>2,978</b>
Care home costs	1,814	229	2,871	<b>4,914</b>
Morden College Chapel costs	56	16	-	<b>72</b>
Fire Safety Enhancement works	-	41	-	<b>41</b>
	<b>3,134</b>	<b>1,405</b>	<b>7,708</b>	<b>12,247</b>
<b>2024</b>				
Grants and out/in pensions	-	194	25	219
Independent living housing costs	476	1,297	2,015	3,788
Quadrangle housing costs	99	314	2,839	3,252
Care home costs	1,729	661	2,982	5,372
Morden College Chapel costs	64	9	-	73
Fire Safety Enhancement works	-	51	-	51
	<b>2,368</b>	<b>2,526</b>	<b>7,861</b>	<b>12,755</b>

	Direct Staff Costs £'000	Other Costs £'000	Apportioned costs £'000	Total £'000
<b>b. Cost of raising funds</b>				
<b>2025</b>				
Quoted investment managers' fees	-	425	-	<b>425</b>
Bond interest	-	1,021	-	<b>1,021</b>
Property management	-	1,036	322	<b>1,358</b>
	-	<b>2,482</b>	<b>322</b>	<b>2,804</b>
<b>2024</b>				
Quoted investment managers' fees	-	349	-	349
Bond interest	-	1,021	-	1,021
Property management	-	1,322	268	1,590
	-	<b>2,692</b>	<b>268</b>	<b>2,960</b>



	Donations, grants and out pensions £'000	Independent living housing costs £'000	Sheltered housing costs £'000	Care home costs £'000	Property management £'000	Total 2025 £'000
--	--	--	--	-----------------------------	---------------------------------	------------------------

**c. Apportioned costs have been allocated on a use basis as follows**

**2025**

Catering	-	78	355	23	-	<b>456</b>
Restaurant (Cafe 19)	-	44	44	-	-	<b>88</b>
Library & Muniments	-	-	5	-	-	<b>5</b>
Gardens	-	69	148	21	-	<b>238</b>
Administration	25	1,862	2,207	2,827	322	<b>7,243</b>
	<b>25</b>	<b>2,053</b>	<b>2,759</b>	<b>2,871</b>	<b>322</b>	<b>8,030</b>

**2024**

Catering	-	-	498	30	-	528
Restaurant (Cafe 19)	-	28	-	-	-	28
Library & Muniments	-	-	2	-	-	2
Gardens	-	62	131	19	-	212
Administration	25	1,925	2,208	2,933	268	7,359
	25	2,015	2,839	2,982	268	8,129

## 6. PAYMENT OF OUT/IN PENSIONS

	2025 £'000	2024 £'000
Individuals (Pensioners)	<b>110</b>	103
Administrative costs	<b>25</b>	25
Other grants	<b>86</b>	91
	<b>221</b>	219

There were 62 pensioners at 31 March 2025 (2024: 70)

## 7. WAGES AND SALARIES – STAFF COSTS (INCLUDING APPORTIONED COSTS)

	2025 £'000	2024 £'000
<b>Staff costs</b>		
Wages and salaries	<b>5,692</b>	5,257
Social security costs	<b>532</b>	535
Pension contributions	<b>357</b>	279
Other costs including bank and agency staff	<b>434</b>	815
	<b>7,015</b>	6,886

**Staff costs** – Wages and Salaries include redundancy costs of £537k (2024: £13.5k)

### Staff numbers

The average number of employees during the year including those who worked part-time was 164 (2024:186). Their full time equivalent was 127 (2024: 159) and their functional analysis was as follows:

	2025 No.	2024 No.
Kitchen and domestics	<b>34</b>	42
Nursing	<b>37</b>	55
Premises, grounds and security	<b>12</b>	17
Home management and pastoral	<b>1</b>	1
Management and administration	<b>43</b>	44
	<b>127</b>	159

	2025	2024
Highest paid employees, including benefits, excluding pensions		
£60,000 to £70,000	<b>2</b>	4
£70,000 to £80,000	<b>3</b>	-
£80,001 to £90,000	<b>1</b>	3
£90,001 to £110,000	<b>1</b>	2
£120,001 to £130,000	<b>-</b>	1
£130,001 to £140,000	<b>1</b>	-
£140,001 to £150,000	<b>-</b>	1
£160,001 to £170,000	<b>1</b>	-

The Charity's key senior managers are listed on page 7. Details of remuneration policy are set out in the Trustees' Report. Total remuneration paid to senior managers, including employers NI, was £1,033k (2024: £1,173k).

No Trustees received any remuneration but received reimbursement of expenses of £730 during the year (2024: £1,464).

## 8. TANGIBLE FIXED ASSETS

	Charity £'000
<b>College Buildings</b>	
<b>Cost</b>	
At 1 April 2024	50,553
Additions at Cost	1,422
<b>At 31 March 2025</b>	<b>51,975</b>
<b>Depreciation</b>	
At 1 April 2024	12,389
Net depreciation adjustment	(230)
Disposal adjustment	(188)
<b>At 31 March 2025</b>	<b>11,971</b>
<b>Net book value at 31 March 2025</b>	<b>40,004</b>
Net book value at 31 March 2024	38,164

	Antiques & Valuables £000	Computers £'000	Furniture & equipment £'000	Total £'000
<b>Other tangible fixed assets</b>				
<b>Cost or Valuation</b>				
At 1 April 2024	1,685	1,857	2,572	6,114
Additions at Cost		395	23	418
Disposals	-	-	-	-
<b>At 31 March 2025</b>	<b>1,685</b>	<b>2,252</b>	<b>2,595</b>	<b>6,532</b>
At valuation	1,685	-	-	1,685
At cost	-	2,252	2,595	4,847
<b>Depreciation</b>				
At 1 April 2024	-	612	1,939	2,551
Disposals	-	-	-	-
Charge for the year	-	240	124	364
<b>At 31 March 2025</b>	<b>-</b>	<b>852</b>	<b>2,063</b>	<b>2,915</b>
<b>Net book value at 31 March 2025</b>	<b>1,685</b>	<b>1,400</b>	<b>532</b>	<b>3,617</b>
Net book value at 31 March 2024	1,685	1,245	633	3,563



## 9. INVESTMENT ASSETS AT MARKET VALUE

	2025 £'000	2024 £'000
<b>a. Investment property</b>		
Residential	<b>64,785</b>	63,005
Commercial and Industrial incl Property Fund	<b>108,362</b>	106,965
	<b>173,147</b>	169,970
<b>b. Financial investments</b>		
Fixed interest and alternatives – UK & non UK	<b>24,143</b>	61,876
Equities – UK & non UK	<b>61,053</b>	23,244
	<b>85,196</b>	85,120
Stockbrokers' client account	<b>6,142</b>	2,552
	<b>91,338</b>	87,672
<b>Historical cost of investments held at 31 March 2025</b>	<b>83,260</b>	78,004

	Property £'000	Financial investments £'000	Total £'000
<b>c. The movements in market value may be summarised:</b>			
Market value at 31 March 2024	169,970	87,672	<b>257,642</b>
Realised/Unrealised gains/(losses)	3,018	(954)	<b>2,064</b>
	172,988	86,718	<b>259,706</b>
Additions	159	32,391	<b>32,550</b>
Disposals	-	(31,361)	<b>(31,361)</b>
Change in stockbroker cash deposits	-	3,590	<b>3,590</b>
<b>Market value at 31 March 2025</b>	<b>173,147</b>	<b>91,338</b>	<b>264,485</b>

## 10. DEBTORS

	2025 £'000	2024 £'000
<b>Amounts falling due within one year</b>		
Rent and contributions receivable	709	511
Prepayments and sundry debtors	17	220
Dividends and interest receivable	574	683
Due from sale of investment property	-	17,500
	<b>1,300</b>	18,914
Amounts falling due after more than one year	<b>16,857</b>	16,365

Amounts due after more than one year relate to the sale of the Morden Wharf Southern Site in October 2023. The amount of £18,023,307 due after more than one year has been discounted to its net present value at the balance sheet date using the rate on two-year government bonds (4.16%).

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

	2025 £'000	2024 £'000
Rents received in advance	1,043	962
Tax, pensions and social security	211	171
Value Added Tax	253	185
Sundry creditors	155	240
Accruals	1,039	1,404
	<b>2,701</b>	2,962

## 12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2025 £'000	2024 £'000
Fixed Interest Bond	30,000	30,000
	<b>30,000</b>	30,000

The Bond has a maturity date of 27 March 2042 and carries a fixed rate of interest of 3.38% until maturity. The Bond is repayable as a single amount.

### 13. ALLOCATION OF THE NET ASSETS OF THE CHARITY

	Endowment Funds £'000	Restricted Funds £'000	Unrestricted Funds £'000	Total Funds £'000
<b>2025</b>				
College buildings	40,004	-	-	<b>40,004</b>
Other tangible fixed assets	1,685	3	1,929	<b>3,617</b>
Investments – Sir John Morden	225,236	-	18,958	<b>244,194</b>
Investments – Dame Susan Morden	20,291	-		<b>20,291</b>
Net current assets	34,634	1,918	3,434	<b>39,986</b>
Debtors due after more than one year	16,857	-	-	<b>16,857</b>
Long Term Liability (Bond)	(30,000)	-	-	<b>(30,000)</b>
	<b>308,707</b>	<b>1,921</b>	<b>24,321</b>	<b>334,949</b>
<b>2024</b>				
College buildings	38,164	-	-	38,164
Other tangible fixed assets	1,685	6	1,872	3,563
Investments – Sir John Morden	223,722	-	13,554	237,276
Investments – Dame Susan Morden	20,366	-	-	20,366
Net current assets	37,752	1,643	6,217	45,612
Debtors due after more than one year	16,365	-	-	16,365
Long Term Liability (Bond)	(30,000)	-	-	(30,000)
	308,054	1,649	21,643	331,346



## 14. PERMANENT ENDOWMENT FUNDS

	Balance at 1 April £'000	Income £'000	Expenditure £'000	Gains/ (losses) £'000	Transfers £'000	Balance at 31 March £'000
<b>2025</b>						
Sir John Morden	287,688	11,830	(1,783)	2,511	(11,830)	288,416
Dame Susan Morden	20,366	-	-	(75)	-	20,291
	<b>308,054</b>	<b>11,830</b>	<b>(1,783)</b>	<b>2,436</b>	<b>(11,830)</b>	<b>308,707</b>
<b>2024</b>						
Sir John Morden	275,970	11,624	(2,763)	14,481	(11,624)	287,688
Dame Susan Morden	20,618	-	-	(252)	-	20,366
	296,588	11,624	(2,763)	14,229	(11,624)	308,054

The Permanent Endowment Fund is a restricted fund that includes the current value of the original endowment that was to provide homes and financial assistance for the elderly. In 2016, the Trustees resolved to apply Total Return accounting to the portion of the Sir John Morden permanent endowment fund that is represented by fixed asset investments.

The Trustees have established a policy of transferring the investment income received in the year to the general fund and retaining the balance of the Unapplied Total Return within the endowment fund. This policy is reviewed annually by the Trustees.

The total of the Trust for Investment and the Unapplied Total Return make up the Permanent Endowment Fund.

Income from the Trust for Investment is to be applied to the running costs of the Charity. The capital may be used to purchase property for charitable and investment purposes, but the maintenance and refurbishment of these properties must be paid from the income of the Charity.

## 14. PERMANENT ENDOWMENT FUNDS (CONTINUED)

	Permanent Endowment £'000	Unapplied Total Return £'000	Total £'000
<b>Sir John Morden – Total Return accounting</b>			
<b>Balance 1 April 2023</b>	<b>244,901</b>	<b>17,279</b>	<b>262,180</b>
Investment Income	-	11,624	<b>11,624</b>
Investment Gains	-	14,481	<b>14,481</b>
Investment Managers' Fees	-	(1,821)	<b>(1,821)</b>
	244,901	41,563	<b>286,464</b>
Inflation Indexation	9,306	(9,306)	-
	254,207	32,257	<b>286,464</b>
Allocation of Unapplied Total Return to Income	-	(11,624)	<b>(11,624)</b>
<b>Balance at 31 March 2024</b>	<b>254,207</b>	<b>20,633</b>	<b>274,840</b>
Investment Income	-	11,830	<b>11,830</b>
Investment Gain	-	2,511	<b>2,511</b>
Investment Managers' Fees	-	(1,648)	<b>(1,648)</b>
	254,207	33,326	<b>287,533</b>
Inflation Indexation	6,609	(6,609)	-
	260,816	26,717	<b>287,533</b>
Allocation of Unapplied Total Return to Income	-	(11,830)	<b>(11,830)</b>
<b>Balance at 31 March 2025</b>	<b>260,816</b>	<b>14,887</b>	<b>275,703</b>

The Trust for Investment as at 1 April 2016, the date of adoption of Total Return accounting, was identified by the Trustees as being equal to the value of the fund's investment portfolio as at that date. The Trustees have determined that the Trust for Investment should be increased annually in line with CPI inflation to protect its real value, which has resulted in an increase of 2.6%, £6.609m in the current year (2024: 3.8%, £9.306m).

Source: Office for National Statistics

## 15. RESTRICTED FUNDS

	Balance at 1 April £'000	Income £'000	Expenditure £'000	Balance at 31 March £'000
<b>2025</b>				
Welfare Fund	5	-	-	<b>5</b>
Gift Fund	8	-	-	<b>8</b>
Dame Susan Morden's Charity general fund	1,636	565	(293)	<b>1,908</b>
	<b>1,649</b>	<b>565</b>	<b>(293)</b>	<b>1,921</b>
<b>2024</b>				
Welfare Fund	5	-	-	5
Gift Fund	8	-	-	8
Dame Susan Morden's Charity general fund	1,378	564	(306)	1,636
	1,391	564	(306)	1,649

The Welfare Fund was created from a gift received some years ago and is for the benefit of residents and staff and it is for expenditure that is not part of the Charity's normal activities. The Gift Fund represents donations received for the benefit of the Care Home and its staff.

## 16. UNRESTRICTED FUNDS

	Balance at 1 April £'000	Income £'000	Expenditure £'000	Gains/Losses	Transfers £'000	Balance at 31 March £'000
<b>2025</b>						
General Fund	9,178	3,701	(12,975)	122	7,865	<b>7,891</b>
Accumulation of income	2,325	-	-	-	6	<b>2,331</b>
Extraordinary repairs	3,936	-	-	-	(41)	<b>3,895</b>
Future Projects	6,204	-	-	-	4,000	<b>10,204</b>
	<b>21,643</b>	<b>3,701</b>	<b>(12,975)</b>	<b>122</b>	<b>11,830</b>	<b>24,321</b>
<b>2024</b>						
General Fund	5,250	4,516	(12,645)	485	11,572	9,178
Accumulation of income	2,319	-	-	-	6	2,325
Extraordinary repairs	3,893	-	-	-	43	3,936
Future Projects	6,204	-	-	-	-	6,204
	17,666	4,516	(12,645)	485	11,621	21,643



The Trustees reviewed the balances on all funds before authorising transfers between funds.

The Trust Deed requires the Trustees to maintain an Accumulation of Income fund to ensure that the fixed overheads of the Charity could be met for a limited period of time if income levels were temporarily insufficient to cover such costs. The Deed also requires a minimum transfer of £6k into this fund each year; having reviewed the balance on the fund the Trustees have determined that the fund should be increased by the minimum amount. The fund is invested in a cash deposit.

Under the Trust Deed the Trustees are also required to maintain an Extraordinary Repairs Fund (Building Reserve Fund) for the maintenance, extraordinary repair, improvement or refurbishment of the almshouses, other buildings and the infrastructure of the Charity. The funds are invested in a bank deposit account.

The Future Projects fund provides for the future expenditure on new projects of any kind to be undertaken in furtherance of the objects of the Charity. The balance of the surplus for the year, after transfers to the Extraordinary Repairs Fund and other Funds is retained in this account.

## 17. CAPITAL COMMITMENTS

There were no capital commitments at 31 March in either the current year or the prior year.

## 18. SUBSIDIARY UNDERTAKING

The Charity incorporated a Private Limited Company, Morden College Design and Build Limited on 22 January 2013; the company is registered in England and Wales. The company supplied building construction services to Sir John Morden's Charity for its building project, Alexander Court. Following completion of the project, the company is now dormant. The subsidiary has 2 issued shares of £1 each which are both beneficially owned by the Charity.

## 19. OPERATING LEASES

The Charity derives the majority of its income from properties which are leased to commercial and residential tenants. The future minimum lease payments under non-cancellable operating leases are as follows:

	2025 £'000	2024 £'000
Not later than one year	6,438	1,153
Later than one year and not later than five years	19,509	29,331
Later than five years	33,697	39,096
	<b>59,644</b>	<b>69,580</b>



**MORDEN COLLEGE**  
19 ST GERMAN'S PLACE  
BLACKHEATH  
LONDON SE3 0PW

REGISTERED CHARITY NO 215551

**[WWW.MORDENCOLLEGE.ORG.UK](http://WWW.MORDENCOLLEGE.ORG.UK)**



**MORDEN COLLEGE**