



# THE QUEEN'S COLLEGE OXFORD

ANNUAL REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 31 JULY 2020

**The Queen's College, Oxford**  
**Annual Report and Financial Statements**  
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**The Queen's College, Oxford**  
**Governing Body, Officers and Advisers**  
**Year ended 31 July 2020**

**MEMBERS OF THE GOVERNING BODY**

The members of the Governing Body are the College's charity trustees under charity law. The members of the Governing Body who served in office during the year or subsequently are detailed below.

|                            |                      | 1 | 2  | 3  | 4 | 5  | 6  |
|----------------------------|----------------------|---|----|----|---|----|----|
| Dr C H Craig CBE (Provost) | Appointed 02/08/2019 | • | •  | •  | • | •  | •* |
| Prof P A Madden (Provost)  | Retired 01/08/2019   |   |    |    |   |    |    |
| Prof W J Blair             | Retired 30/09/2020   |   |    |    |   |    |    |
| Prof P A Robbins           |                      | • |    |    |   |    |    |
| Dr R B Nickerson           |                      | • | •  |    |   | •  | •* |
| Dr J H Davis               |                      |   |    |    |   |    |    |
| Prof R A Taylor            |                      |   |    |    |   |    |    |
| Prof J A Langdale          |                      |   |    |    |   |    |    |
| Prof E J C Mellor          |                      |   |    |    |   | •  |    |
| Dr N J Owen                |                      |   |    | •~ |   | •~ |    |
| Prof O L Rees              |                      |   | •  |    |   |    |    |
| Mr N C Bamforth            |                      |   |    |    |   |    |    |
| Dr K A Q O'Reilly          |                      | • |    |    |   |    |    |
| Dr C B Louth               |                      |   | •^ | •^ |   | •  |    |
| Prof C J Norbury           |                      |   |    |    | • |    |    |
| Prof J P K Doye            |                      |   |    | •~ |   |    |    |
| Prof M J Buckley           |                      |   |    | •  |   |    |    |
| Prof S Aldridge            |                      | • |    |    |   |    |    |
| Dr A Timms                 |                      | • | •  |    | • | •  |    |
| Dr P Papazoglou            |                      |   |    |    |   |    |    |
| Dr L R Lonsdale            |                      |   |    |    |   |    |    |
| Prof R L Beasley           |                      |   |    | •~ |   |    |    |
| Dr C V Crowther            |                      |   |    |    |   |    |    |
| Prof C A O'Callaghan       |                      |   |    |    |   |    |    |
| Prof R N N Robertson       |                      |   |    |    |   |    |    |
| Prof L L A Phalippou       |                      | • |    |    |   |    |    |
| Dr D Meyer                 |                      |   |    |    |   |    |    |
| Prof A M Gardner           |                      |   |    |    |   |    |    |

**The Queen's College, Oxford**  
**Governing Body, Officers and Advisers**  
**Year ended 31 July 2020**

|                              |   |   |    |    |    |    |  |
|------------------------------|---|---|----|----|----|----|--|
| Dr P Tammaro                 |   |   |    |    |    |    |  |
| Dr L A Turnbull              |   |   |    |    |    |    |  |
| Dr J L Guest                 |   |   | •~ | •^ |    |    |  |
| Prof R B Parkinson           |   |   |    |    |    |    |  |
| Dr C M S Metcalf             |   | • |    | •  |    |    |  |
| Prof S A Whidden             |   |   | •  | •  |    | •^ |  |
| Dr W Kets                    | Resigned 31/08/2020                     |   |    |    |    |    |  |
| Dr D Prout                   |   |   |    |    |    |    |  |
| Prof B D Savage              | Resigned 30/09/2019                     |   |    |    |    |    |  |
| Prof J P Keating             | Elected 23/10/2019                      |   |    |    |    |    |  |
| Prof C E J Abell             | Elected 23/10/2019                      |   |    |    | •^ |    |  |
| Prof P C Mancall             | Elected 23/10/2019, Resigned 30/09/2020 |   |    |    |    |    |  |
| Prof R S Weatherup           | Elected 23/10/2019                      |   |    | •^ |    |    |  |
| Dr S B Kelly                 | Elected 13/11/2019                      |   |    |    |    |    |  |
| Prof J A Carillo de la Plata | Elected 06/05/2020                      |   |    |    |    |    |  |
| Dr C P O'Brien               | Elected 21/10/2020                      |   |    |    |    |    |  |
| Prof S J Leedham             | Elected 11/11/2020                      |   |    |    |    |    |  |

Fellows are listed in order of appointment to the Governing Body. Fellows elected to the Governing Body do not have voting rights during their first year and are therefore not considered to be trustees during that period.

Fellows served on committees during the year unless otherwise indicated.

The ~ symbol indicates that a Fellow has ceased membership of a committee since 31 July 2020.

The ^ symbol indicates that a Fellow has joined a committee since 31 July 2020.

The \* symbol indicates non-voting membership of a committee.

During the year the activities of the Governing Body were carried out through committees. The current membership of the major committees is shown above for each Fellow.

- 1 Estates and Finance Committee
- 2 Domus Committee
- 3 Academic Committee
- 4 Development Committee
- 5 Personnel Committee
- 6 Remuneration Committee

Governing Body members of the Remuneration Committee who receive remuneration from the College are in attendance only at that committee and are not entitled to vote.

The external members of the Remuneration Committee are:

Mr A Beecroft, Mr C Doley, Mr D Gillard, Mr N Kitchen, Mr P Newton, Mr D Seymour (chairman), Ms Z Wright.

**The Queen's College, Oxford**  
**Governing Body, Officers and Advisers**  
**Year ended 31 July 2020**

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**COLLEGE MANAGEMENT**

The members of the Governing Body to whom day-to-day management is delegated are as follows:

|                          |   |
|--------------------------|---|
| Provost                  | Dr C H Craig (Prof P A Madden to 01/08/2019)          |
| Bursar                   | Dr A Timms  |
| Senior Tutor             | Prof S A Whidden (Dr N J Owen to 30/09/2020)          |
| Dean                     | Dr R B Nickerson (Prof C A O'Callaghan to 30/09/2019) |
| Tutor for Undergraduates | Dr C B Louth (Prof S A Whidden to 30/09/2020)         |
| Tutor for Graduates      | Prof M J Buckley                                      |
| Tutor for Admissions     | Dr J L Guest (Prof J P K Doye to 30/09/2020)          |

They are supported in particular by the following senior staff:

|                         |  |
|-------------------------|--|
| Domestic Bursar         | Ms M L Bracey  |
| Finance Officer         | Mr G R Spankie   |
| Academic Administrator  | Dr S McHugh  |
| Director of Development | Dr J B Jacobs  |
| Chaplain                | The Revd K A M Price                                       |
| Librarian               | Dr M Shaw (from 14/09/2020) (Ms A J Saville to 21/10/2019) |

**COLLEGE ADVISERS**

**Investment property managers**

Savills, Wytham Court, 11 West Way, Oxford, OX2 0QL

Lambert Smith Hampton, Enterprise House, Ocean Way, Southampton, SO14 3XB

**Auditors**

Critchleys Audit LLP, Beaver House, 23-38 Hythe Bridge Street, Oxford, OX1 2EP

**Bankers**

The Royal Bank of Scotland, Drummond House (EW) Branch, 1 Redheughs Avenue, Edinburgh, EH12 9JN

**Solicitors**

Womble Bond Dickinson (UK) LLP, Oceana House, 39-49 Commercial Road, Southampton, SO15 1GA

Knights plc, Midland House, West Way, Botley, Oxford, OX2 0PH

**College address**

The Queen's College, High Street, Oxford, OX1 4AW

**Web site**

www.queens.ox.ac.uk

The members of the Governing Body present their Annual Report for the year ended 31 July 2020 under the Charities Act 2011 together with the audited financial statements for the year.

It can be said without exaggeration that the year ending in July 2020 was like no other in the College's long history. The impact of the global coronavirus pandemic touched almost every aspect of the College's affairs. The effects of the crisis are particularly highlighted in the relevant sections of this report. It can be noted here, however, that despite the closure of its main site in March 2020, the College continued to operate successfully throughout the year, and switched without problems to online teaching and assessment during the final term of the academic year. The majority of the College's students were not in residence during that Trinity Term (a result of the various restrictions and 'lockdowns' imposed upon travel and social activity), and many of its non-academic staff were placed on 'furlough' (under the UK government's Coronavirus Job Retention Scheme). None of the College's summer trading activity took place, but the College nevertheless reopened in August 2020 and extensive preparations were made for the safe, and in the event successful, return of a full complement of students in October 2020.

## **REFERENCE AND ADMINISTRATIVE INFORMATION**

The Provost and Scholars of the Queen's College in the University of Oxford, which is known as The Queen's College ("the College"), is an eleemosynary, chartered charitable corporation aggregate. It was founded, under licence granted 18 January in the year 1341 by King Edward the Third, by Robert de Eglesfield, Clerk, Chaplain to Queen Philippa. The College registered with the Charity Commission on 23 June 2011 (registered number 1142553).

The names of all members of the Governing Body at the date of this report and of those in office during the year, together with details of the senior staff and advisers to the College, are given on pages 2 to 4.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Governing documents**

The College is governed by its Statutes dated 13 February 2019.

### **Governing Body**

The Governing Body is constituted and regulated in accordance with the College Statutes, the terms of which are enforceable ultimately by the Visitor, who is the Archbishop of York. The Governing Body appoints the Provost, Fellows, Lecturers, and such administrative and other officers as the Governing Body deems necessary from time to time.

New members of the Governing Body are elected in accordance with the College Statutes. Membership is extended to the Provost, all Fellows holding University Associate Professorships or statutory professorial chairs, and such other Fellows of the College as the Governing Body deems appropriate on the basis of the Statutes.

The Governing Body determines the ongoing strategic direction of the College and regulates its administration and the management of its finances and assets. It meets regularly under the chairmanship of the Provost and is advised by committees which it constitutes.

### **Recruitment and training of members of the Governing Body**

New members of the Governing Body are recruited by competitive application for advertised vacancies and inducted into the workings of the College, including Governing Body policy and procedures, by meetings with College officers.

Members of the Governing Body are briefed annually by the Provost on current issues in the sector and updates to regulatory requirements. Student representatives attend the Governing Body for the unreserved part of the agenda, and representatives of the College's Research and Career Development Fellows, plus some members of the senior staff, attend the Governing Body for unreserved and reserved items of the agenda.

### **Remuneration of members of the Governing Body and senior College staff**

The members of the Governing Body are primarily teaching and research employees of the College or University and receive no remuneration or benefits from their trusteeship of the College. Those trustees who are employees of the College receive remuneration for their work as employees of the College which is set based on the advice of the College's Remuneration Committee, the voting members of which are currently Old

Members of the College not in receipt of remuneration from the College. Where possible, remuneration is set in line with that awarded to the University's academic staff or comparable College posts.

The remuneration of senior College staff is set by the Governing Body with reference to scales applied to academic-related staff in the University.

### **Organisational management**

The members of the Governing Body meet ten times a year. The work of developing their policies and monitoring the implementation of these is carried out by six primary committees:

- The Estates and Finance Committee includes the Provost, Bursar, two former holders of the office of Estates Bursar, and four further Fellows, and meets nine times per year. The Finance Officer attends meetings. The role of the Committee is to examine the management of the College's property and assets and all matters connected with the finances of the College.
- The Domus Committee includes the Provost, Bursar, Dean, Tutor for Undergraduates, IT Fellow, Steward of Common Room, and two elected Fellows, and meets six times per year. The Chaplain, Domestic Bursar, IT Officer, and Conference and Functions Officer attend meetings together with student representatives and a representative of the College's Research and Career Development Fellows. The Committee oversees the use of facilities, routine maintenance and refurbishment, accommodation and catering, IT provision, and conference and trading activities.
- The Academic Committee includes the Provost, Senior Tutor, Tutor for Undergraduates, Tutor for Graduates, Tutor for Admissions, and at least two further Fellows, together with two student representatives and a representative of the College's Research and Career Development Fellows. It meets six times per year. The Academic Administrator attends meetings. It oversees the academic activities of the College and in particular makes recommendations to the Governing Body in relation to academic appointments, strategy, feedback, and governance.
- The Development Committee consists of the Provost, Bursar, two further Fellows, a number of Old Members, and a representative of the College's Research and Career Development Fellows. It meets three times per year. The Director of Development and Old Members' Officer attend meetings. Its role is to maintain good relationships with Old Members of the College and to oversee the College's fundraising activities.
- The Personnel Committee consists of the Provost, Bursar, Senior Tutor, Equalities Officer, and two further Fellows. The Domestic Bursar attends meetings. Its role is to consider personnel matters that relate to the non-academic employees of the College.
- The Remuneration Committee meets to consider the remuneration of members of the Governing Body. The Committee consists of seven members elected by the Governing Body from among the Honorary, Emeritus, and Professorial Fellows, and Old Members of the College who are not members of the Governing Body. It is attended by the Provost and another Fellow who acts as secretary. No voting member of the committee may draw a stipend from the College.

The day-to-day running of the College is delegated to the Provost, supported by College Officers and other senior staff. The Provost normally chairs all meetings of the Governing Body and its committees. In 2019–20 the Governing Body and its committees typically met online while the strictest coronavirus restrictions were in force; business was transacted effectively, and the transition to remote participation was unproblematic. In addition, the Governing Body delegated limited emergency authority to the Provost and Bursar to take urgent necessary decisions arising from the pandemic, and a 'Core Group' of key College Officers was formed to assist in the management of the day-to-day response. These measures—highly unusual when measured against the College's traditionally flat and highly participatory governance structure—enabled the College to react nimbly to the challenges of the pandemic, while ensuring that the Governing Body and its primary committees were kept fully abreast of developments.

### **Group structure and relationships**

The College also administers many trusts and specific funds, as outlined in notes 19 and 20 to the financial statements, and has two wholly owned non-charitable subsidiaries: The Queen's College Oxford Trading

Limited ("QCOTL"; a company registered in England and Wales, number 07192549) and The Queen's College Oxford Developments Limited ("QCODL"; a company registered in England and Wales, number 09668661).

QCOTL primarily provides letting of the College facilities for conference and other events when not in use by the College. Any profits are donated to the College through Gift Aid.

QCODL provides design and development services in respect of the College's buildings. Any profits are donated to the College through Gift Aid. This company is in the process of being wound up as the College no longer has a use for it.

The College is part of the collegiate University of Oxford. Material interdependencies between the University and the College arise as a consequence of this relationship.

## **OBJECTIVES AND ACTIVITIES**

### **Charitable Objects and Aims**

The College's objects are to maintain a College for the advancement of education and research and the advancement of religion.

The College's aims for the public benefit are:

- (1) The advancement of education and research for the benefit of the public, in a range of subject areas as determined from time to time by its Governing Body, including through: (a) the provision of teaching, supervision, accommodation and other forms of support for undergraduate and graduate students; and (b) the provision of a Library which shall include works for consultation by qualified scholars.
- (2) The advancement of religion for the benefit of the public, including through the provision of a Chapel affiliated with the Church of England and through the holding of services and associated events.

The Governing Body is mindful of the long-standing requirement to provide public benefit and of the disclosure requirements of the Charities Act 2011. In this connection the Governing Body has monitored closely the general and supplemental guidance produced by the Charity Commission, in particular its public benefit guidance on advancement of education and on fee-charging.

### **Activities and objectives of the College and subsidiaries**

- (1) To carry out education and research activities jointly with the University. This involves payment of salaries and the provision of infrastructure including office space and administrative support.
- (2) To supplement the education provided jointly with the University with tutorial teaching provided by College-only appointed teachers, and by provision of its own Library and IT facilities, and welfare, social, cultural and recreational facilities to enable each of its students to realise their academic and personal potential to its fullest extent.
- (3) To supplement the research activities it promotes jointly with the University by providing College-only funded research Fellowships and by providing an environment for interaction between researchers. In addition it provides funding in support of their research to members of the College, and provides facilities for visiting researchers, including access to a valued research Library.
- (4) To admit undergraduate and graduate students without any restriction subject only to satisfaction of publicised academic criteria. Tuition fees are regulated on a national basis. The College accommodates almost all of its undergraduates and roughly one half of its graduates. For such costs and other costs Home/EU undergraduate students are eligible for student loans under the national scheme and for Oxford Bursaries on a means-tested basis.
- (5) To provide various forms of financial assistance to both undergraduate and graduate students through prizes, scholarships, and grants to allow them to pursue projects which further their studies, and to provide targeted support in cases of hardship.
- (6) To support a number of access-related activities, provided to ensure that the information needed to apply for admission to the University is disseminated as widely as possible.
- (7) To provide and support a Chapel affiliated with the Church of England and through the holding of daily services and associated events that are open to the public. The employment of a Chaplain facilitates the



**The Queen's College, Oxford**  
**Report of the Governing Body**  
**Year ended 31 July 2020**

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above and provides ministry to all students without regard to religious affiliation. The College maintains a Chapel Choir which complements and enhances the liturgy.

The aim of The Queen's College Oxford Trading Limited is to provide financial support for the achievement of the College's aims as set out above.

The aim of The Queen's College Oxford Developments Limited is to provide design and development services in respect of the College's buildings.

In 2019–20 the College admitted 97 new undergraduate students and 75 postgraduate students (including five PGCE students), bringing the total numbers in residence to 369 and 233 respectively, plus one registered visiting student. 13 new part-time College Lecturers were appointed to supplement the teaching provided by Fellows. One Laming Junior Fellow, five Junior Research Fellows, and one Career Development Fellow were appointed. Two graduate students were appointed as new residential Junior Deans.

College representatives ran a series of events to address pupils from groups of schools to explain the admissions procedure and the benefits of studying at Oxford. The College supported other colleges and University departments with further events. The College's commitment to improving access to higher education for all, and in particular for those from backgrounds without a strong tradition of university education, was affirmed by the resources allocated to Schools Liaison and Outreach, where a total of £132,604 was spent in the year. This work continued remotely for much of the year, as coronavirus restrictions prevented open days and many schools visits from taking place.

The College believes that the best academic work takes place in a balanced environment; it supported undergraduate sport, music and other non-academic activities during the year. £116,597 was spent in support of all sports, £2,070 in support of music (in addition to support of the Chapel Choir), and £32,065 on the student common rooms.

The Library was open to students 24 hours a day during the first two terms of the academic year. In Trinity Term 2020 it closed as a result of coronavirus restrictions, but continued to provide a remote service to the greatest extent possible. It purchased new resources as required in support of the students at a cost of £25,508.

Members of the College were very active in research in a wide range of fields. The College supported this work with research grants and allowances to a total of £91,714. This contribution makes a significant difference to the final quality of work that can be achieved in many disciplines.

48 choral services were held in the first two terms of the academic year (mainly on Sunday, Wednesday, and Friday evenings). These services attracted significant numbers of local residents as well as students and Fellows. November 2019 marked the 300<sup>th</sup> anniversary of the consecration of the Chapel; a programme of commemorative events, including two BBC Radio 3 Choral Evensong broadcasts, was held. In Trinity Term 2020, when the Chapel was closed as a result of coronavirus restrictions, eight video services using pre-recorded material were held. The Chaplain is much involved in counselling and in the pastoral care of the College.

### **Public benefit**

The College remains committed to the aim of providing public benefit in accordance with its founding principles.

It admits as students those who have the highest potential for benefitting from the education provided by the College and University and recruits as academic staff those who are able to contribute most to the academic excellence of the College, regardless of financial, geographical, ethnic, social or religious background, or age.

It provides subsidised accommodation and meals to students at reasonable rates. It offers accommodation to all of the undergraduate body and to roughly half of the graduates, including all of those in their first year of study. In order to assist undergraduates entitled to financial support the College provides funds to the Oxford Bursary Scheme. For the academic year 2019–20 the number of awards made to Queen's students was 64, the total value of which was £144,070. 15 Queen's students were awarded Crankstart (formerly Moritz-Heyman) Scholarships, providing bursaries of £55,500 in total and fee reductions of £45,000. In addition the College awarded 30 Scholarships, each with a value of £450, 40 Junior Scholarships, each with a value of £300, and 11 Exhibitions, each with a value of £150, to undergraduates on academic merit, without reference to background. To support the costs of graduate students the College made a number of Scholarship awards,

including a growing number of fully funded studentships for both fees and living costs, to a total value of £319,703. In addition the College operates a targeted Hardship Scheme, which makes awards to both undergraduates and graduates up to a total value of £15,000. In 2019–20 the College was particularly mindful of the impact of the pandemic on its students, and took steps to streamline procedures for financial assistance as a direct response to the crisis.

The College provides academic support to students through book and equipment grants and an academic travel grant scheme which together made awards totalling £36,548 in 2019–20.

The College operates an outreach programme to raise educational aspiration and attract outstanding applicants who might not otherwise have considered applying to the College. It employs a full-time Schools Liaison and Outreach Officer and the programme involves visits by schools to the College, open days, and guidance and information to applicants and teachers.

During term-time the Chapel hosts daily morning and evening services on weekdays (the evening service taking the form of Choral Evensong on Wednesdays and Fridays), and Holy Communion and Choral Evensong on Sundays. All services are open to the public; Choral Evensong, in particular, is well attended thanks in part to the outstanding quality of the Chapel Choir. The Choir also sang for several external events around the country.

The College hosts a substantial programme of musical performances that are well attended by the public, including weekly organ and instrumental recitals. In addition the College hosts, free of charge, a number of concerts by Oxford-based ensembles, including the now-celebrated Oxford Lent Concerts, the proceeds from which are donated to charities.

As well as providing an excellent service to current members of the College, the Library holds an outstanding collection of pre-1800 books and manuscripts, many of which are unique. 41 external readers consulted 174 items from the special collections. The underground extension to the Library, which opened in 2017, has continued to be a popular and well-used facility.

The College maintains a sports ground, primarily for the use of its members, but which is also used extensively by local clubs, especially during the vacations.

## **ACHIEVEMENTS AND PERFORMANCE**

94 undergraduates passed final examinations in June 2020, including 51 with first class honours, and during the course of the 2019–20 academic year 26 graduates completed doctoral research degrees. A further 26 completed graduate taught courses, five completed the Clinical Medicine (BM BCh) degree, and five completed Postgraduate Certificates in Education. The College is particularly proud of the achievements of its students given the considerable disruption to their learning and assessment caused by the pandemic.

In the financial year 2019–20 the College received £5,117,473 in gifts from Old Members and other benefactors. The College is very grateful for this generous support. Total income received in donations exceeded expectations, which was principally the result of a substantial donation of endowment to establish a Fellowship in History. The sums spent to raise these donations were in line with the College's expectations.

The College is voluntarily registered with the Fundraising Regulator and has committed to follow its Code of Fundraising Practice and the Fundraising Promise. The College's fund-raising is carried out by employees, overseen at a strategic level by a Development Committee consisting of trustees of the College together with a number of representatives of the Old Membership of the College. The College prioritises its long-term relationship with Old Members over short-term considerations, and always endeavours to raise funds in a respectful and moderated manner. Any Old Member who does not wish to be contacted for fund-raising purposes can easily opt out of such communications, and all relevant staff are trained to respect such preferences. The College received no complaints about its fundraising activity in 2019-20.

In 2019–20 the College undertook a major and long-planned project to replace the roof of its Chapel and Hall. The project, which notably cloaked one side of the Front Quad in scaffolding, was completed on time and on budget. Work continued largely uninterrupted during the period in which the main site was otherwise closed, and the site was able to operate safely and effectively notwithstanding the coronavirus restrictions.

QCOTL undertook the letting of College facilities to various clients. Turnover was substantially below expectations, because the Easter and summer commercial activities of the College were severely affected by

the pandemic. The College expects this income stream to recover in due course, and is working carefully with its clients to maintain relationships in the meantime.

QCODL made a small profit. As noted above, the company will shortly be liquidated.

## **FINANCIAL REVIEW**

The College's financial performance during the year was, in the circumstances, strong. The effects of the coronavirus pandemic caused income to fall materially in comparison with previous years, reflecting the loss of much student residence income in Trinity Term 2020 and almost all of the expected July 2020 trading income. Student residence income is expected to recover in 2020–1 as the College expects to have students in residence throughout the year, as normal; trading income is expected to recover when the pandemic recedes. In addition, like many other commercial property landlords, the College faced significant challenges in collecting rents in a period when many businesses were forced to close, and it agreed exceptional terms (including lease restructurings, rent deferrals, and rent waivers) with a number of tenants.

More positively, income from the Coronavirus Job Retention Scheme (CJRS) and the College's fund-raising activities substantially improved the financial position. The College claimed £370,950 from the CJRS in 2019–20, having initially furloughed 98 staff in April 2020. The College topped up the furlough payments so that all furloughed staff received 100% of their normal salary. Total expenditure was well within budget, reflecting savings consequent to the closure of the College's main site from late March until mid-August 2020.

Net income before gains was £2,716,000. The increase in net income compared with last year was primarily caused by an increase in donations and legacies (including a substantial legacy recognised as income where the funds were received after the year-end), together with reduced expenditure on the College's charitable activities. This expenditure notably included a significant credit in respect of the defined benefit liability arising from the 2018 valuation of the USS pension scheme; note 23 of the financial statements outlines this in greater detail.

The endowment assets produced a total return of -2.6%, comprising income of 1.3% and a capital loss of -3.9%. This result is disappointing in comparison with the returns of recent years, but in the context of the pandemic it is satisfactory. The fall in endowment assets was driven by the performance of the College's equity investments and its commercial properties. Like many educational endowments, the College retains a significant domestic bias in its geographical allocation of equity investments, and the UK market has recovered more slowly from the large stock market losses seen globally in March 2020; however, the College took advantage of the volatility—and also the fact that it entered the pandemic with a significant cash holding—to increase its equity holdings in March and April 2020. The College's commercial investment properties saw a small decrease in value over the financial year and there were significant (but in the circumstances unremarkable) difficulties with rent collection; its agricultural properties, on the other hand, generally performed well. At the end of the year the funds of the College had decreased from £382,698,000 to £371,762,000 net of long-term borrowings of £34,851,000.

## **Reserves policy**

The College's reserves policy is to maintain sufficient free reserves to enable it to meet its short-term financial obligations in the event of an unexpected revenue shortfall and to allow the College to be managed efficiently and to provide a buffer that would ensure uninterrupted services. The policy has been tested by the pandemic, and in the view of the Governing Body it has been demonstrated to be highly effective.

Total funds of the College and its subsidiaries at the year-end amounted to £371,762,000 (2019: £382,698,000). This includes endowment capital of £288,836,000 (2019: £300,793,000) and unspent restricted income funds totalling £9,725,000 (2019: £9,350,000). Free reserves at the year-end amounted to £8,091,000 (2019: £6,873,000), representing retained unrestricted income reserves excluding an amount of £33,194,000 (2019: £33,981,000) for the book value of tangible fixed assets less associated funding arrangements. Designated funds at the year-end consisted of £31,825,000 (2019: £31,459,000) for the maintenance and refurbishment of the College's buildings, to be spent as required and usually within 10 years.

The statuses of the College's funds, including free and designated reserves, are described in notes 19 and 20 to the financial statements. The Governing Body, advised by the Estates and Finance Committee, has determined the reserves to be sufficient and in line with the reserves policy.

### **Going concern**

The Governing Body has considered whether to adopt the going concern basis in preparing these financial statements. In support of this, it has received several extraordinary briefings on the College's finances from the Bursar, and the Estates and Finance Committee has reviewed the detailed impact of the pandemic on the College's finances in the short- and medium-term. The College has a healthy cash position, owns substantial endowed resources, enjoys healthy levels of demand from prospective students, and is ready and able to constrain expenditure growth if necessary. The Governing Body is therefore confident that the College has more than adequate resources to continue its activities for the foreseeable future, and considers that there are no uncertainties concerning the College's viability.

### **Risk management**

The College has processes which operated throughout the financial year to identify, evaluate and manage the principal risks and uncertainties faced by the College and its subsidiaries in undertaking their activities. When it is not able to assess risks using internal resources, the College takes advice from experts external to the College with specialist knowledge. Policies, procedures, and the risk register are reviewed by the Estates and Finance Committee, with input from other relevant College committees. In addition, the Domestic Bursar and domestic heads of sections meet regularly to review health and safety and personnel matters. The College has instituted a continuous programme of monitoring and improvement in health and safety matters, with advice regularly provided by suitably qualified personnel. Training courses and other forms of career development are available, when requested, to members of staff to enhance their skills in risk-related areas.

The Governing Body, which has ultimate responsibility for managing any risks faced by the College, has reviewed the processes in place for managing risk and the principal identified risks to which the College and its subsidiaries are exposed, and has concluded that adequate systems are in place to manage these risks. In particular, the Governing Body has identified and reviewed a register of risks in the following areas: governance, finances, academic matters, and operations. Specific risks considered include: governance processes (including conflicts of interests), relations with the University of Oxford (including divergences in strategic priorities), compliance risks (including safeguarding), the financial health of the College (including the future of the USS pension scheme), major capital projects, personnel matters (including the challenges posed by the high housing costs of Oxford), the condition of College buildings, health and safety, and business continuity.

In 2019-20, aside from the implications of the pandemic considered below, the Governing Body continued to pay particular attention to various risks in the valuation of the USS pension scheme. At the date of this report the 2020 valuation is underway, and the College has significant reservations about the wisdom of conducting a valuation in what are extraordinary circumstances. The College is also particularly concerned by the proposals to prevent employers from leaving the scheme. The Governing Body's view, however, remains that an attractive defined-benefit pension is an important component of the overall remuneration package that is offered to academic employees.

The College identified the risks posed by a potential pandemic early in 2020. A 'Core Group' of key College Officers was formed to oversee the management of the College's day-to-day response to the crisis, and regular reports were made to the Governing Body. More frequent cleaning of high-touch points was introduced; provision of hand sanitiser was increased. Preparations were made to ensure the continuity of all financial systems in the event that the College's Bursary had to work from home. Plans were developed to ensure that students who could not practicably return home in the Easter vacation could be accommodated in the College. When severe national restrictions were eventually introduced, the College closed its main site, and most domestic staff, who could not work from home, were furloughed. Teaching and assessment, in line with the University of Oxford's approach to the pandemic, moved online. The College ensured that its pastoral and welfare-related support of students continued despite the closure of the College; financial support was made available where appropriate, and the application process streamlined.

The Bursar provided several substantial briefings to the Governing Body on the financial implications of the pandemic. The College's budgeting process, completed in the middle of the 'lockdown', was successfully concluded and the Estates and Finance Committee surveyed a range of long-term forecasts outlining the College's financial sustainability in a variety of scenarios. The Governing Body was pleased to note that the effects of the pandemic, even in the more difficult scenarios, could most probably be mitigated by restricting

expenditure growth to CPI in the short-term. Nevertheless, as a precautionary and practical measure, some discretionary recruitment processes were paused, and planning for capital projects was halted briefly (but then restarted when the financial position improved).

The College reopened in mid-August 2020, and set about preparing itself for the return of students. Additional cleaning staff were hired, and sanitisation products were provided more widely around the College. A policy on face-coverings was adopted, and various appropriate measures were taken to enable 'social distancing' across the College's premises. The College planned its reopening on the basis that it would do so to the fullest extent possible, while taking reasonable steps to protect staff and students. It also adopted the principles of thinking for itself, and being honest and open about risk. These principles enabled it to react carefully and thoughtfully to the demands of the crisis, and to ensure that it could provide an educational and residential experience to students that was as close as reasonably possible (in the circumstances) to normal. A further principle adopted by the College was one of kindness, noting that individually and collectively every member of the College and its staff had suffered a considerable shock and would need support, of various kinds, to cope with the disruption to normality.

The Governing Body's view is that its approach to the pandemic has enabled the College to continue operating very effectively and successfully in unprecedented circumstances. At the date of this report the College has functioned successfully and safely in Michaelmas Term 2020, and has been able to support those students who have had to 'self-isolate'. The Governing Body will continue to monitor the risks posed specifically by the pandemic, and will continue to respond in a considered and flexible manner.

### **Investment policy, objectives and performance**

The College's investment objectives are to balance current and future beneficiary needs by:

- maintaining (at least) the value of the investments in real terms over the long term;
- producing a consistent and sustainable level of income to support expenditure; and
- delivering these objectives within acceptable levels of risk.

To meet these objectives the College's investments as a whole are managed on a total return basis, maintaining diversification across a range of asset classes in order to produce an appropriate balance between risk and return. In line with this approach, the College statutes allow the College to invest permanent endowments to maximise the related total return and to make available for expenditure each year an appropriate proportion of the unapplied total return. The initial value of the trust for investment and the initial value of the unapplied total return were established on 25 June 2011 and take effect from 1 August 2002. These values were established by examination, to the extent reasonably possible, of the terms (where known) of historical benefactions to the College.

The investment strategy, policy, and performance are monitored by the Estates and Finance Committee. At the year end, the College's long term investments, combining the securities and property investments, totalled £351,613,000.

Under the total return accounting basis, it is the Governing Body's policy to extract as income a percentage of the total endowment value. The figure depends on the split between property and securities and in the current year was 3.09% (plus the costs of running the endowment). To smooth and moderate the amounts withdrawn, income is calculated using the average of the year-end endowment values in each of the last five years, corrected for inflation.

The Governing Body will keep the level of income withdrawn under review to balance the needs and interests of current and future beneficiaries of the College's activities.

### **FUTURE PLANS**

The core elements of the College's future plans as agreed by the Governing Body are:

- to work with the University of Oxford to identify, encourage applications from, and offer places to, prospective students solely on the basis of their academic excellence and potential to benefit from the opportunities provided by the College;

**The Queen's College, Oxford**  
**Report of the Governing Body**  
**Year ended 31 July 2020**

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- to provide the best possible environment for the scholarly pursuit of knowledge in the arts, sciences, humanities, and social sciences, including the provision of individual or small-group teaching and supervision and the support of academic research, and to support and encourage members of the College in ways that will help them to achieve their full academic potential;
- to increase support for members of the College who would otherwise be unable to engage fully in scholarly pursuit as a consequence of financial disadvantage or disability;
- to ensure the long-term financial security of the College, and the integrity of its residential and educational facilities.

Specific development plans have been agreed, where necessary, for the separate departments within the College to ensure that the College continues to enhance its ability to provide a first-class education in an academic environment rooted in research. In the year 2020–21 the College will:

- continue to make efforts to improve the academic results attained by its undergraduates;
- continue to consider the future of the Florey Building and the overall student accommodation strategy;
- implement a new policy on the reduction of the College's carbon 'footprint';
- submit planning applications for a number of projects envisaged in a commissioned 'masterplan', including in particular a new, fully accessible Porters' Lodge;
- continue to implement the recommendations of an audit into the College's human resource practices;
- implement the recommendations of a newly formed working group on race, diversity, and access matters.

## **STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES**

The Governing Body is responsible for preparing the Report of the Governing Body and the financial statements in accordance with applicable law and regulations.

Charity law requires the Governing Body to prepare financial statements for each financial year. Under that law the Governing Body has prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 102: The Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102).

Under charity law the Governing Body must not approve the financial statements unless it is satisfied that they give a true and fair view of the state of affairs of the College and of its net income or expenditure for that period. In preparing these financial statements, the Governing Body is required to:

- select the most suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards, including FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements;
- state whether a Statement of Recommended Practice (SORP) applies and has been followed, subject to any material departures which are explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the College will continue to operate.

The Governing Body is responsible for keeping proper accounting records that are sufficient to show and explain the College's transactions and disclose with reasonable accuracy at any time the financial position of the College and enable it to ensure that the financial statements comply with the Charities Act 2011. It is also responsible for safeguarding the assets of the College and ensuring their proper application under charity law and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the Governing Body on 2 December 2020 and signed on its behalf by:

Dr C H Craig  
Provost

## **The Queen's College, Oxford**

### **Independent auditor's report to the members of the Governing Body of The Queen's College, Oxford**

#### **Opinion**

We have audited the financial statements of The Queen's College, Oxford (the "Charity") for the year ended 31 July 2020 which comprise the Statement of Accounting Policies, the Consolidated Statement of Financial Activities, the Consolidated and College Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group and charity's affairs as at 31 July 2020 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;
- 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 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**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the members of the Governing Body's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the members of the Governing Body have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

#### **Other information**

The members of the Governing Body are responsible for the other information. 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, 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.



## **The Queen's College, Oxford**

### **Independent auditor's report to the members of the Governing Body of The Queen's College, Oxford**

#### **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 Act 2011 requires us to report to you if, in our opinion:

- sufficient accounting records have not been kept;
- the financial statements are not in agreement with the accounting records and returns; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

#### **Responsibilities of the members of the Governing Body**

As explained more fully in the Statement of Accounting and Reporting Responsibilities (set out on page 12), the members of the Governing Body 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 they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the members of the Governing Body 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 members of the Governing Body 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.

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 College's Governing Body, as a body, in accordance with section 144 of the Charities Act 2011 and the regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the members of the Governing Body those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the College's Governing Body as a body, for our audit work, for this report, or for the opinions we have formed.

Critchleys Audit LLP  
Statutory Auditor  
Oxford

Critchleys Audit LLP is eligible to act as an auditor in terms of sections 1212 of the Companies Act 2006.

## **1. Scope of the financial statements**

The financial statements present the Consolidated Statement of Financial Activities (SoFA), the Consolidated and College Balance Sheets and the Consolidated Statement of Cash Flows for the College and its wholly owned subsidiaries, The Queen's College Oxford Trading Limited and The Queen's College Oxford Developments Limited. The subsidiaries have been consolidated from the date of their formation being the date from which the College has exercised control through voting rights in the subsidiaries. No separate SoFA has been presented for the College alone as currently permitted by the Charity Commission on a concessionary basis for the filing of consolidated financial statements. A summary of the results and financial position of the charity and each of its material subsidiaries for the reporting year are disclosed in note 13.

## **2. Basis of accounting**

The College's individual and consolidated financial statements have been prepared in accordance with United Kingdom Accounting Standards, in particular 'FRS 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102).

The College is a public benefit entity for the purposes of FRS 102 and a registered charity. The College has therefore also prepared its individual and consolidated financial statements in accordance with 'The Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with FRS 102' (The Charities SORP (FRS 102)).

The financial statements have been prepared on a going concern basis and on the historical cost basis, except for the measurement of investments and certain financial assets and liabilities at fair value with movements in value reported within the Statement of Financial Activities (SoFA). The principal accounting policies adopted are set out below and have been applied consistently throughout the year.

## **3. Accounting judgements and estimation uncertainty**

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the Governing Body to have most significant effect on amounts recognised in the financial statements:

The College carries investment property at fair value in the balance sheet, with changes in fair value being recognised in the income and expenditure section of the SoFA. Independent valuations are obtained to determine fair value at the balance sheet date.

Before legacies are recognised in the financial statements, the Governing Body has to exercise judgement as to what constitutes sufficient evidence of entitlement to the bequest. Sufficient entitlement exists once notification of payment has been received from the executor(s) of the estate or estate accounts are available which indicate there are sufficient funds in the estate after meeting liabilities for the bequest to be paid.

With respect to the next financial year, the most significant areas of uncertainty that affect the carrying value of assets held by the College are the level of investment return, the performance of investment markets, and the USS pension scheme deficit.

## **4. Income recognition**

All income is recognised once the College has entitlement to the income, the economic benefit is probable and the amount can be reliably measured.

### **a. Income from fees, Office for Students support and other charges for services**

Fees receivable, Office for Students support and charges for services and use of the premises are recognised in the period in which the related service is provided.

### **b. Income from donations, grants and legacies**

Donations and grants that do not impose specific future performance-related or other specific conditions are recognised on the date on which the charity has entitlement to the resource, the amount can be reliably measured and the economic benefit to the College of the donation or grant is probable. Donations and grants subject to performance-related conditions are recognised as and when those conditions are met. Donations and grants subject to other specific conditions are recognised as those conditions are met or

their fulfilment is wholly within the control of the College and it is probable that the specified conditions will be met.

Legacies are recognised following grant of probate and once the College has received sufficient information from the executor(s) of the deceased's estate to be satisfied that the gift can be reliably measured and that the economic benefit to the College is probable.

Donations, grants and legacies accruing for the general purposes of the College are credited to unrestricted funds.

Donations, grants and legacies-which are subject to conditions as to their use imposed by the donor or set by the terms of an appeal are credited to the relevant restricted fund or, where the donation, grant or legacy is required to be held as capital, to the endowment funds. Where donations are received in kind (as distinct from cash or other monetary assets), they are measured at the fair value of those assets at the date of the gift.

#### **c. Investment income**

Interest on bank balances is accounted for on an accrual basis with interest recognised in the period to which the interest relates.

Income from fixed interest debt securities is recognised using the effective interest rate method.

Dividend income and similar distributions are recognised on the date the share interest becomes ex-dividend or when the right to the dividend can be established.

Income from investment properties is recognised in the period to which the rental income relates.

#### **5. Expenditure**

Expenditure is accounted for on an accruals basis. A liability and related expenditure is recognised when a legal or constructive obligation commits the College to expenditure that will probably require settlement, the amount of which can be reliably measured or estimated.

Grants awarded that are not performance-related are charged as an expense as soon as a legal or constructive obligation for their payment arises. Grants subject to performance-related conditions are expensed as the specified conditions of the grant are met.

All expenditure including support costs and governance costs are allocated or apportioned to the applicable expenditure categories in the Statement of Financial Activities (the SoFA).

Support costs, which include governance costs (costs of complying with constitutional and statutory requirements) and other indirect costs, are apportioned to expenditure categories in the SoFA based on the estimated amount attributable to that activity in the year, either by reference to staff time or the use made of the underlying assets, as appropriate. Irrecoverable VAT is included with the item of expenditure to which it relates.

Intra-group sales and charges between the College and its subsidiaries are excluded from trading income and expenditure in the consolidated financial statements.

#### **6. Leases**

Leases of assets that transfer substantially all the risks and rewards of ownership are classified as finance leases. The costs of the assets held under finance leases are included within fixed assets and depreciation is charged over the shorter of the lease term and the assets' useful lives. Assets are assessed for impairment at each reporting date. The corresponding capital obligations under these leases are shown as liabilities and recognised at the lower of the fair value of the leased assets and the present value of the minimum lease payments. Lease payments are apportioned between capital repayment and finance charges in the SoFA so as to achieve a constant rate of interest on the remaining balance of the liability.

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Rentals payable under operating leases are charged in the SoFA on a straight line basis over the relevant lease terms. Any lease incentives are recognised over the lease term on a straight line basis.

#### **7. Tangible fixed assets**

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Expenditure on the acquisition or enhancement of land and on the acquisition, construction and enhancement of buildings which is directly attributable to bringing the asset to its working condition for its intended use and amounting to more than £10,000 together with expenditure on equipment costing more than £10,000 is capitalised.

Where a part of a building or equipment is replaced and the costs capitalised, the carrying value of those parts replaced is derecognised and expensed in the SoFA.

Other expenditure on equipment incurred in the normal day-to-day running of the College and its subsidiaries is charged to the SoFA as incurred.

## **8. Depreciation**

Depreciation is provided to write off the cost of all relevant tangible fixed assets, less their estimated residual value, in equal annual instalments over their expected useful economic lives as follows:

|   |  |
|---|--|
| Freehold properties, including major extensions | 50 years                               |
| Leasehold properties                            | 50 years or period of lease if shorter |
| Building improvements                           | 10 - 50 years                          |
| Equipment                                       | 4 - 10 years                           |

Freehold land is not depreciated. The cost of maintenance is charged in the SoFA in the period in which it is incurred.

At the end of each reporting period, the residual values and useful lives of assets are reviewed and adjusted if necessary. In addition, if events or change in circumstances indicate that the carrying value may not be recoverable then the carrying values of tangible fixed assets are reviewed for impairment.

## **9. Heritage Assets**

The College has a number of assets, including items of art and historic texts that meet the definition of heritage assets under the SORP. The College has chosen to hold heritage assets at cost, but because of their age and in many cases unique nature, reliable historical cost information is not available for these assets and could not be obtained except at disproportionate expense. However, the depreciated historic cost of these items is considered to be now immaterial.

## **10. Investments**

Investment properties are initially recognised at their cost and subsequently measured at their fair value (market value) at each reporting date. Purchases and sales of investment properties are recognised on exchange of contracts.

Listed investments are initially measured at their cost and subsequently measured at their fair value at each reporting date. Fair value is based on their quoted price at the balance sheet date without deduction of the estimated future selling costs.

Investments such as hedge funds and private equity funds which have no readily identifiable market value are initially measured at their costs and subsequently measured at their fair value at each reporting date without deduction of the estimated future selling costs. Fair value is based on the most recent valuations available from their respective fund managers.

Changes in fair value and gains and losses arising on the disposal of investments are credited or charged to the income or expenditure section of the SoFA as 'gains or losses on investments' and are allocated to the fund holding or disposing of the relevant investment.

## **11. Other financial instruments**

### **a. Cash and cash equivalents**

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of three months or less.

### **b. Debtors and creditors**

Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price. Debtors and creditors that are receivable or payable in more than one year (which are

not classified as concessionary loans) and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.

#### **12. Stocks**

Stocks are valued at the lower of cost and net realisable value, cost being the purchase price on a first in, first out basis.

#### **13. Foreign currencies**

The functional and presentation currency of the College and its subsidiaries is the pound sterling.

Transactions denominated in foreign currencies during the year are translated into pounds sterling using the spot exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated into pounds sterling at the rates applying at the reporting date.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the exchange rates at the reporting date are recognised in the income and expenditure section of the SoFA except when deferred and initially credited or charged in 'other recognised gains and losses' as qualifying cash flow hedges.

#### **14. 'Total return' investment accounting**

The College's statutes authorise the College to adopt a 'total return' basis for the investment of its permanent endowment. The College can invest its permanent endowments without regard to the capital/income distinctions of standard trust law and with discretion to apply any part of the accumulated total return on the investment as income for spending each year. Until this power is exercised, the total return is accumulated as a component of the endowment known as the unapplied total return that can be either be retained for investment or release to income at the discretion of the Governing Body.

#### **15. Fund accounting**

The total funds of the College and its subsidiaries are allocated to unrestricted, restricted or endowment funds based on the terms set by the donors or set by the terms of an appeal. Endowment funds are further sub-divided into permanent and expendable.

Unrestricted funds can be used in furtherance of the objects of the College at the discretion of the Governing Body. The Governing Body may decide that part of the unrestricted funds shall be used in future for a specific purpose and this will be accounted for by transfers to appropriate designated funds.

Restricted funds comprise gifts, legacies and grants where the donors have specified that the funds are to be used for particular purposes of the College. They consist of *either* gifts where the donor has specified that both the capital and any income arising must be used for the purposes given *or* the income on gifts where the donor has required or permitted the capital to be maintained and with the intention that the income will be used for specific purposes within the College's objects.

Permanent endowment funds arise where donors specify that the funds are to be retained as capital for the permanent benefit of the College. Any part of the total return arising from the capital that is allocated to income will be accounted for as unrestricted funds unless the donor has placed restrictions on the use of that income, in which case it will be accounted for as a restricted fund.

Expendable endowment funds are similar to permanent endowment in that they have been given, or the College has determined based on the circumstances that they have been given, for the long term benefit of the College. However, the Governing Body may at their discretion determine to spend all or part of the capital.

#### **16. Pension costs**

The costs of retirement benefits provided to employees of the College through two multi-employer hybrid pension schemes are accounted for as if these were defined contribution schemes as information is not available to use defined benefit accounting in accordance with the requirements of FRS 102. The College's contributions to these schemes are recognised as a liability and an expense in the period in which the salaries to which the contributions relate are payable.

In addition, a liability is recognised at the balance sheet date for the discounted value of the expected future contribution payments under the agreements with these multi-employer schemes to fund the past service deficits.

**The Queen's College, Oxford**  
**Consolidated Statement of Financial Activities**  
**For the year ended 31 July 2020**

|   | Notes  | Unrestricted funds<br>£'000 | Restricted funds<br>£'000 | Endowed funds<br>£'000 | 2020<br>Total<br>£'000 | 2019<br>Total<br>£'000 |
|---|--------|-----------------------------|---------------------------|------------------------|------------------------|------------------------|
| <b>INCOME AND ENDOWMENTS FROM:</b>                        |        |                             |                           |                        |                        |                        |
| <b>Charitable activities:</b>                             | 1      |                             |                           |                        |                        |                        |
| Teaching, research and residential                        |        | 4,373                       | -                         | -                      | 4,373                  | 4,974                  |
| <b>Other trading income</b>                               | 3      | 284                         | -                         | -                      | 284                    | 672                    |
| <b>Donations and legacies</b>                             | 2      | -                           | 128                       | 4,990                  | 5,118                  | 3,350                  |
| <b>Investments</b>  |        |                             |                           |                        |                        |                        |
| Investment income   | 4      | 657                         | 118                       | 5,148                  | 5,923                  | 6,144                  |
| Total return allocated to income                          | 14     | 7,390                       | 1,394                     | (8,784)                | -                      | -                      |
| <b>Other Income: Coronavirus Job Retention Scheme</b>     |        | 371                         | -                         | -                      | 371                    | -                      |
| <b>Total income</b>                                       |        | <b>13,075</b>               | <b>1,640</b>              | <b>1,354</b>           | <b>16,069</b>          | 15,140                 |
| <b>EXPENDITURE ON:</b>                                    |        |                             |                           |                        |                        |                        |
| <b>Charitable activities:</b>                             | 5      |                             |                           |                        |                        |                        |
| Teaching, research and residential                        |        | 10,283                      | 891                       | 231                    | 11,405                 | 11,517                 |
| <b>Generating funds:</b>                                  |        |                             |                           |                        |                        |                        |
| Fund-raising  |        | 127                         | -                         | -                      | 127                    | 114                    |
| Trading expenditure                                       |        | 407                         | -                         | -                      | 407                    | 444                    |
| Investment management costs                               |        | 156                         | 28                        | 1,230                  | 1,414                  | 1,444                  |
| <b>Total Expenditure</b>                                  |        | <b>10,973</b>               | <b>919</b>                | <b>1,461</b>           | <b>13,353</b>          | 13,519                 |
| <b>Net income / (expenditure) before gains / (losses)</b> |        | <b>2,102</b>                | <b>721</b>                | <b>(107)</b>           | <b>2,716</b>           | 1,621                  |
| Net (losses) / gains on investments                       | 11, 12 | (1,484)                     | (324)                     | (11,844)               | (13,652)               | 13,026                 |
| <b>Net (expenditure) / income</b>                         |        | <b>618</b>                  | <b>397</b>                | <b>(11,951)</b>        | <b>(10,936)</b>        | 14,647                 |
| <b>Transfers between funds</b>                            | 19     | 28                          | (22)                      | (6)                    | -                      | -                      |
| <b>Net movement in funds for the year</b>                 |        | <b>646</b>                  | <b>375</b>                | <b>(11,957)</b>        | <b>(10,936)</b>        | 14,647                 |
| Fund balances brought forward                             | 19     | 72,555                      | 9,350                     | 300,793                | 382,698                | 368,051                |
| <b>Funds carried forward at 31 July</b>                   |        | <b>73,201</b>               | <b>9,725</b>              | <b>288,836</b>         | <b>371,762</b>         | 382,698                |

**The Queen's College, Oxford**  
**Consolidated and College Balance Sheets**  
**As at 31 July 2020**

|  | Notes | 2020<br>Group<br>£'000 | 2019<br>Group<br>£'000 | 2020<br>College<br>£'000 | 2019<br>College<br>£'000 |
|--|-------|------------------------|------------------------|--------------------------|--------------------------|
| <b>FIXED ASSETS</b>                                    |       |                        |                        |                          |                          |
| Tangible assets  | 9     | 33,194                 | 33,981                 | 33,194                   | 33,981                   |
| Heritage assets  | 10    | -                      | -                      | -                        | -                        |
| Property investments                                   | 11    | 90,970                 | 91,419                 | 90,970                   | 91,419                   |
| Other investments                                      | 12    | 260,643                | 258,897                | 260,643                  | 258,897                  |
| <b>Total fixed assets</b>                              |       | <b>384,807</b>         | <b>384,297</b>         | <b>384,807</b>           | <b>384,297</b>           |
| <b>CURRENT ASSETS</b>                                  |       |                        |                        |                          |                          |
| Stocks   |       | 404                    | 410                    | 404                      | 410                      |
| Debtors  | 15    | 5,025                  | 1,218                  | 4,953                    | 1,104                    |
| Cash at bank and in hand                               |       | 19,333                 | 35,482                 | 19,316                   | 35,481                   |
| <b>Total current assets</b>                            |       | <b>24,762</b>          | <b>37,110</b>          | <b>24,673</b>            | <b>36,995</b>            |
| <b>LIABILITIES</b>                                     |       |                        |                        |                          |                          |
| Creditors: amounts falling due within one year         | 16    | 1,142                  | 1,602                  | 1,144                    | 1,729                    |
| <b>NET CURRENT ASSETS</b>                              |       | <b>23,620</b>          | <b>35,508</b>          | <b>23,529</b>            | <b>35,266</b>            |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>           |       | <b>408,427</b>         | <b>419,805</b>         | <b>408,336</b>           | <b>419,563</b>           |
| <b>CREDITORS: falling due after more than one year</b> | 17    | <b>34,851</b>          | <b>34,840</b>          | <b>34,851</b>            | <b>34,840</b>            |
| <b>NET ASSETS BEFORE PENSION LIABILITY</b>             |       | <b>373,576</b>         | <b>384,965</b>         | <b>373,485</b>           | <b>384,723</b>           |
| Defined benefit pension scheme liability               | 23    | 1,814                  | 2,267                  | 1,814                    | 2,267                    |
| <b>TOTAL NET ASSETS</b>                                |       | <b>371,762</b>         | <b>382,698</b>         | <b>371,671</b>           | <b>382,456</b>           |
| <b>FUNDS OF THE COLLEGE</b>                            |       |                        |                        |                          |                          |
| <b>Endowment funds</b>                                 | 19    | <b>288,836</b>         | <b>300,793</b>         | <b>288,836</b>           | <b>300,793</b>           |
| <b>Restricted funds</b>                                | 19    | <b>9,725</b>           | <b>9,350</b>           | <b>9,725</b>             | <b>9,350</b>             |
| <b>Unrestricted funds</b>                              | 19    |                        |                        |                          |                          |
| Designated funds                                       |       | 65,019                 | 65,440                 | 65,019                   | 65,440                   |
| General funds  |       | 8,182                  | 7,115                  | 8,091                    | 6,873                    |
|  |       | <b>371,762</b>         | <b>382,698</b>         | <b>371,671</b>           | <b>382,456</b>           |

The financial statements were approved and authorised for issue by the Governing Body of The Queen's College, Oxford on 2 December 2020

Trustee:

Trustee:

**The Queen's College, Oxford**  
**Consolidated Statement of Cash Flows**  
**For the year ended 31 July 2020**

|   | Notes  | 2020<br>£'000   | 2019<br>£'000  |
|---|--------|-----------------|----------------|
| <b>Net cash used in operating activities</b>                              | 26     | <u>(12,107)</u> | <u>(5,674)</u> |
| <b>Cash flows from investing activities</b>                               |        |                 |                |
| Dividends, interest and rents from investments                            | 4      | 5,923           | 6,144          |
| Purchase of property, plant and equipment                                 | 9      | (6)             | (307)          |
| Proceeds from sale of investments   | 11, 12 | 2,051           | 455            |
| Purchase of investments   |        | <u>(17,000)</u> | <u>-</u>       |
| <b>Net cash provided by investing activities</b>                          |        | <u>(9,032)</u>  | <u>6,292</u>   |
| <b>Cash flows from financing activities</b>                               |        |                 |                |
| Receipt of endowment  | 2      | 4,990           | 3,191          |
| <b>Net cash provided by financing activities</b>                          |        | <u>4,990</u>    | <u>3,191</u>   |
| <b>Change in cash and cash equivalents in the reporting period</b>        |        | <u>(16,149)</u> | <u>3,809</u>   |
| <b>Cash and cash equivalents at the beginning of the reporting period</b> |        | 35,482          | 31,673         |
| <b>Cash and cash equivalents at the end of the reporting period</b>       | 28     | <u>19,333</u>   | <u>35,482</u>  |



The Queen's College, Oxford  
Notes to the financial statements  
For the year ended 31 July 2020

1 INCOME FROM CHARITABLE ACTIVITIES

|   | 2020         | 2019         |
|---|--------------|--------------|
|   | £'000        | £'000        |
| <b>Teaching, research and residential</b>       |              |              |
| Unrestricted funds                              |              |              |
| Tuition fees - UK and EU students               | 1,363        | 1,406        |
| Tuition fees - overseas students                | 854          | 730          |
| Other Office for Students support               | 250          | 232          |
| Other academic income                           | 90           | 91           |
| College residential income                      | 1,816        | 2,515        |
| <b>Total teaching, research and residential</b> | <b>4,373</b> | <b>4,974</b> |
| <br>  |              |              |
| <b>Total income from charitable activities</b>  | <b>4,373</b> | <b>4,974</b> |

The above analysis includes £1,625k received from the University of Oxford from publicly accountable funds under the CFF scheme (2019: £1,618k).

Under the terms of the undergraduate student support package offered by the University of Oxford to students from lower income households, the College share of the fees waived amounted to £0k (2019: £6k). These are not included in the fee income reported above.

2 DONATIONS AND LEGACIES

|                               | 2020         | 2019         |
|-------------------------------|--------------|--------------|
|                               | £'000        | £'000        |
| <b>Donations and legacies</b> |              |              |
| Restricted funds              | 128          | 159          |
| Endowed funds                 | 4,990        | 3,191        |
|                               | <b>5,118</b> | <b>3,350</b> |

3 INCOME FROM OTHER TRADING ACTIVITIES

|                                   | 2020       | 2019       |
|-----------------------------------|------------|------------|
|                                   | £'000      | £'000      |
| Subsidiary company trading income | 284        | 672        |
|                                   | <b>284</b> | <b>672</b> |

4 INVESTMENT INCOME

|                                | 2020         | 2019         |
|--------------------------------|--------------|--------------|
|                                | £'000        | £'000        |
| <i>Unrestricted funds</i>      |              |              |
| Agricultural rent              | 67           | 65           |
| Commercial rent                | 313          | 322          |
| Equity dividends               | 268          | 240          |
| Bank interest                  | 9            | 10           |
|                                | <b>657</b>   | <b>637</b>   |
| <br>                           |              |              |
| <i>Restricted funds</i>        |              |              |
| Agricultural rent              | 12           | 10           |
| Commercial rent                | 56           | 51           |
| Equity dividends               | 48           | 38           |
| Bank interest                  | 2            | 2            |
|                                | <b>118</b>   | <b>101</b>   |
| <br>                           |              |              |
| <i>Endowed funds</i>           |              |              |
| Agricultural rent              | 524          | 551          |
| Commercial rent                | 2,453        | 2,736        |
| Equity dividends               | 2,098        | 2,037        |
| Bank interest                  | 73           | 82           |
|                                | <b>5,148</b> | <b>5,406</b> |
| <br>                           |              |              |
| <b>Total Investment income</b> | <b>5,923</b> | <b>6,144</b> |

**The Queen's College, Oxford**  
**Notes to the financial statements**  
**For the year ended 31 July 2020**

**5 ANALYSIS OF EXPENDITURE**

|  | <b>2020</b>   | 2019          |
|--|---------------|---------------|
|  | <b>£'000</b>  | £'000         |
| <b>Charitable expenditure</b>                |               |               |
| Direct staff costs allocated to:             |               |               |
| Teaching, research and residential           | 4,896         | 6,286         |
| Other direct costs allocated to:             |               |               |
| Teaching, research and residential           | 4,909         | 3,683         |
| Support and governance costs allocated to:   |               |               |
| Teaching, research and residential           | 1,600         | 1,548         |
| <b>Total charitable expenditure</b>          | <u>11,405</u> | <u>11,517</u> |
| <b>Expenditure on generating funds</b>       |               |               |
| Direct staff costs allocated to:             |               |               |
| Fund-raising                                 | 88            | 77            |
| Trading expenditure                          | 96            | 98            |
| Other direct costs allocated to:             |               |               |
| Fund-raising                                 | 39            | 37            |
| Trading expenditure                          | 236           | 274           |
| Investment management costs                  | 166           | 244           |
| Support and governance costs allocated to:   |               |               |
| Trading expenditure                          | 75            | 72            |
| Investment management costs                  | 1,248         | 1,200         |
| <b>Total expenditure on generating funds</b> | <u>1,948</u>  | <u>2,002</u>  |
| <b>Total expenditure</b>                     | <u>13,353</u> | <u>13,519</u> |

The 2019 expenditure of £13,519k represented £11,207k from unrestricted funds, £897k from restricted funds and £1,415k from endowed funds.

The College is liable to be assessed for Contribution under the provisions of Statute XV of the University of Oxford. The Contribution Fund is used to make grants and loans to colleges on the basis of need. Contributions are calculated annually in accordance with regulations made by the Council of the University of Oxford.

The teaching and research costs include College Contribution payable of £305k (2019 - £240k).

The Queen's College, Oxford  
Notes to the financial statements  
For the year ended 31 July 2020

6 ANALYSIS OF SUPPORT AND GOVERNANCE COSTS

|                          | Generating<br>Funds<br>£'000 | Teaching<br>and<br>Research<br>£'000 | 2020<br>Total<br>£'000 |
|--------------------------|------------------------------|--------------------------------------|------------------------|
| Financial administration | 432                          | 533                                  | 965                    |
| Human resources          | -                            | 47                                   | 47                     |
| IT                       | 31                           | 197                                  | 228                    |
| Depreciation             | -                            | 793                                  | 793                    |
| Loan interest payable    | 860                          | -                                    | 860                    |
| Other finance charges    | -                            | 12                                   | 12                     |
| Governance costs         | -                            | 18                                   | 18                     |
|                          | <u>1,323</u>                 | <u>1,600</u>                         | <u>2,923</u>           |

|                          | Generating<br>Funds<br>£'000 | Teaching<br>and<br>Research<br>£'000 | 2019<br>Total<br>£'000 |
|--------------------------|------------------------------|--------------------------------------|------------------------|
| Financial administration | 358                          | 471                                  | 829                    |
| Human resources          | -                            | 76                                   | 76                     |
| IT                       | 30                           | 175                                  | 205                    |
| Depreciation             | -                            | 791                                  | 791                    |
| Loan interest payable    | 884                          | -                                    | 884                    |
| Other finance charges    | -                            | 15                                   | 15                     |
| Governance costs         | -                            | 20                                   | 20                     |
|                          | <u>1,272</u>                 | <u>1,548</u>                         | <u>2,820</u>           |

Financial and domestic administration, IT and human resources costs are attributed according to the estimated staff time spent on each activity.

Depreciation costs and profit or loss on disposal of fixed assets are attributed according to the use made of the underlying assets.

Interest and other finance charges are attributed according to the purpose of the related financing.

Governance costs are allocated to teaching and research.

|   | 2020<br>£'000 | 2019<br>£'000 |
|---|---------------|---------------|
| <b>Governance costs comprise:</b>       |               |               |
| Auditor's remuneration - audit services | 18            | 20            |
|   | <u>18</u>     | <u>20</u>     |

No amount has been included in governance costs for the direct employment costs or reimbursed expenses of the College Fellows on the basis that these payments relate to the Fellows' involvement in the College's charitable activities. Details of the remuneration of the Fellows and their reimbursed expenses are included as a separate note within these financial statements.

**The Queen's College, Oxford**  
**Notes to the financial statements**  
**For the year ended 31 July 2020**

| 7 GRANTS AND AWARDS   | 2020<br>£'000 | 2019<br>£'000 |
|---|---------------|---------------|
| During the year the College funded research awards and bursaries to students from its restricted and unrestricted funds as follows: |               |               |
| <b>Unrestricted funds</b>   |               |               |
| Grants to individuals:  |               |               |
| Scholarships, prizes and grants   | 46            | 64            |
| Bursaries and hardship awards   | 105           | 96            |
| Graduate studentships   | 82            | 71            |
| <b>Total unrestricted</b>   | <u>233</u>    | <u>231</u>    |
| <b>Restricted funds</b>   |               |               |
| Grants to individuals:  |               |               |
| Scholarships, prizes and grants   | 64            | 63            |
| Bursaries and hardship awards   | 1             | 14            |
| Graduate studentships   | 194           | 159           |
| <b>Total restricted</b>   | <u>259</u>    | <u>236</u>    |
| <b>Total grants and awards</b>  | <u>492</u>    | <u>467</u>    |

The figure included above represents the cost to the College of the Oxford Bursary scheme. Students of this college received £144k (2019: £119k). Some of those students also received fee waivers amounting to £45k (2019: £29k).

The above costs are included within the charitable expenditure on teaching and research.

**The Queen's College, Oxford**  
**Notes to the financial statements**  
**For the year ended 31 July 2020**

**8 STAFF COSTS**

|   | <b>2020</b>         | 2019         |
|---|---------------------|--------------|
|   | <b>£'000</b>        | £'000        |
| The aggregate staff costs for the year were as follows. |                     |              |
| Salaries and wages                                      | <b>5,062</b>        | 5,026        |
| Social security costs                                   | <b>455</b>          | 415          |
| Pension costs:  |                     |              |
| Defined benefit schemes (Note 23)                       | <b>353</b>          | 1,750        |
| Other benefits  | <b>68</b>           | 63           |
|   | <b><u>5,938</u></b> | <u>7,254</u> |

The average number of employees of the College, excluding trustees, on a full time equivalent basis was as follows.

|                      | <b>2020</b>       | 2019       |
|----------------------|-------------------|------------|
| Tuition and research | <b>55</b>         | 42         |
| College residential  | <b>75</b>         | 81         |
| Fundraising          | <b>4</b>          | 3          |
| Support              | <b>40</b>         | 34         |
| Total                | <b><u>174</u></b> | <u>160</u> |

The average number of employed College trustees during the year was as follows.

|   |                  |           |
|---|------------------|-----------|
| Associate Professor -- TF University and non-TF | <b>18</b>        | 19        |
| Associate Professor -- TF College               | <b>9</b>         | 9         |
| Other teaching and research                     | <b>1</b>         | 1         |
| Other   | <b>2</b>         | 2         |
| Total   | <b><u>30</u></b> | <u>31</u> |

The following information relates to the employees of the College excluding the College trustees. Details of the remuneration and reimbursed expenses of the College trustees is included as a separate note in these financial statements.

The number of employees (excluding the College trustees) during the year whose gross pay and benefits (excluding employer NI and pension contributions) fell within the following bands was:

|                 |                 |          |
|-----------------|-----------------|----------|
| £60,001-£70,000 | <b>3</b>        | 2        |
| £70,001-£80,000 | <b>-</b>        | 1        |
|                 | <b><u>3</u></b> | <u>3</u> |

The number of the above employees with retirement benefits accruing was as follows:

|                             |                 |          |
|-----------------------------|-----------------|----------|
| In defined benefits schemes | <b>3</b>        | 3        |
|                             | <b><u>3</u></b> | <u>3</u> |

The Queen's College, Oxford  
Notes to the financial statements  
For the year ended 31 July 2020

9 TANGIBLE FIXED ASSETS

| Group                              | Freehold<br>land and<br>buildings<br>£'000 | Fixtures,<br>fittings and<br>equipment<br>£'000 | Total<br>£'000 |
|------------------------------------|--|---|----------------|
| <b>Cost</b>                        |  |   |                |
| At start of year                   | 41,446                                     | 158   | 41,604         |
| Additions                          | 6  | -   | 6              |
| Disposals                          | -  | -   | -              |
| <b>At end of year</b>              | <b>41,452</b>                              | <b>158</b>                                      | <b>41,610</b>  |
| <b>Depreciation and impairment</b> |  |   |                |
| At start of year                   | 7,556                                      | 67  | 7,623          |
| Depreciation charge for the year   | 762  | 31  | 793            |
| Depreciation on disposals          | -  | -   | -              |
| <b>At end of year</b>              | <b>8,318</b>                               | <b>98</b>                                       | <b>8,416</b>   |
| <b>Net book value</b>              |  |   |                |
| <b>At end of year</b>              | <b>33,134</b>                              | <b>60</b>                                       | <b>33,194</b>  |
| At start of year                   | 33,890                                     | 91  | 33,981         |
| <b>College</b>                     |  |   |                |
| <b>Cost</b>                        |  |   |                |
| At start of year                   | 41,446                                     | 158   | 41,604         |
| Additions                          | 6  | -   | 6              |
| Disposals                          | -  | -   | -              |
| <b>At end of year</b>              | <b>41,452</b>                              | <b>158</b>                                      | <b>41,610</b>  |
| <b>Depreciation and impairment</b> |  |   |                |
| At start of year                   | 7,556                                      | 67  | 7,623          |
| Charge for the year                | 762  | 31  | 793            |
| On disposals                       | -  | -   | -              |
| <b>At end of year</b>              | <b>8,318</b>                               | <b>98</b>                                       | <b>8,416</b>   |
| <b>Net book value</b>              |  |   |                |
| <b>At end of year</b>              | <b>33,134</b>                              | <b>60</b>                                       | <b>33,194</b>  |
| At start of year                   | 33,890                                     | 91  | 33,981         |

The College has long-held historic assets which are used in the course of the College's teaching and research activities. These principally comprise the listed buildings on the College site. Because of their age and, in many cases, unique nature, reliable historical cost information is not available for these assets and could not be obtained except at disproportionate expense. In the opinion of the trustees the depreciated historical cost of these assets is now immaterial.

10 HERITAGE ASSETS

The College has long-held heritage assets. These comprise works of art, ancient books and manuscripts and other treasured artefacts. Because of their age and, in many cases, unique nature, reliable historical cost information is not available for these assets and could not be obtained except at disproportionate expense. In the opinion of the trustees the depreciated historical cost of these assets is now immaterial.

There have been no material acquisitions or disposals of heritage assets in recent years and there is no standing policy to acquire or dispose of such assets. Heritage assets are conserved and managed by College officers and relevant members of staff, who take external professional advice when judged necessary. The College maintains catalogues of its heritage assets. Access to heritage assets, subject to risk assessment, is granted to those for whom they are the necessary subject of legitimate academic research.

**The Queen's College, Oxford**  
**Notes to the financial statements**  
**For the year ended 31 July 2020**

**11 PROPERTY INVESTMENTS**

| Group                                  |                       |                     |                | 2020           | 2019           |
|--|-----------------------|---------------------|----------------|----------------|----------------|
|  | Agricultural<br>£'000 | Commercial<br>£'000 | Other<br>£'000 | Total<br>£'000 | Total<br>£'000 |
| Valuation at start of year             | 44,617                | 46,100              | 702            | 91,419         | 91,464         |
| Disposals                              | (22)                  | -                   | 5              | (17)           | (270)          |
| Revaluation gains/(losses) in the year | 3,070                 | (3,155)             | (347)          | (432)          | 225            |
| <b>Valuation at end of year</b>        | <b>47,665</b>         | <b>42,945</b>       | <b>360</b>     | <b>90,970</b>  | <b>91,419</b>  |

  

| College                                |                       |                     |                | 2020           | 2019           |
|--|-----------------------|---------------------|----------------|----------------|----------------|
|  | Agricultural<br>£'000 | Commercial<br>£'000 | Other<br>£'000 | Total<br>£'000 | Total<br>£'000 |
| Valuation at start of year             | 44,617                | 46,100              | 702            | 91,419         | 91,464         |
| Disposals                              | (22)                  | -                   | 5              | (17)           | (270)          |
| Revaluation gains/(losses) in the year | 3,070                 | (3,155)             | (347)          | (432)          | 225            |
| <b>Valuation at end of year</b>        | <b>47,665</b>         | <b>42,945</b>       | <b>360</b>     | <b>90,970</b>  | <b>91,419</b>  |

A formal valuation of the agricultural properties was prepared by Savills as at 31 July 2018 and updated as at 31 July 2020.

A formal valuation of the commercial and other properties was prepared by Lambert Smith Hampton as at 31 July 2018 and updated as at 31 July 2020.

**12 OTHER INVESTMENTS**

All investments are held at fair value.

|   | 2020<br>£'000  | 2019<br>£'000  |
|---|----------------|----------------|
| <b>Group investments</b>                  |                |                |
| Valuation at start of year                | 258,897        | 246,281        |
| New money invested                        | 17,000         | -              |
| Amounts withdrawn                         | (2,034)        | (185)          |
| Decrease in value of investments          | (13,220)       | 12,801         |
| <b>Group investments at end of year</b>   | <b>260,643</b> | <b>258,897</b> |
| <b>College investments at end of year</b> | <b>260,643</b> | <b>258,897</b> |

  

| Group investments comprise:       | 2020<br>Total<br>£'000 | 2019<br>Total<br>£'000 |
|-----------------------------------|------------------------|------------------------|
| Equity investments                | 228,737                | 224,896                |
| Alternative and other investments | 31,906                 | 34,001                 |
| <b>Total group investments</b>    | <b>260,643</b>         | <b>258,897</b>         |

**The Queen's College, Oxford**  
**Notes to the financial statements**  
**For the year ended 31 July 2020**

**13 PARENT AND SUBSIDIARY UNDERTAKINGS**

The College holds 100% of the issued share capital in The Queen's College Oxford Trading Limited ("QCOTL"), a company providing letting of the College facilities for conference and other events when not in use by the College, and 100% of the issued share capital in The Queen's College Oxford Developments Limited ("QCODL"), a company providing design and development services in respect of the College's buildings.

The results and the assets and liabilities of the parent and subsidiaries at the year end were as follows:

|                                    | Parent College<br>£'000 | QCOTL<br>£'000 | QCODL<br>£'000 |
|------------------------------------|-------------------------|----------------|----------------|
| Income                             | 15,785                  | 284            | -              |
| Expenditure                        | (13,162)                | (193)          | 2              |
| Donation to College under gift aid | 244                     | (244)          | -              |
| Investment gains                   | (13,652)                | -              | -              |
| Net income for the year            | <u>(10,785)</u>         | <u>(153)</u>   | <u>2</u>       |
| Total assets                       | 409,480                 | 221            | -              |
| Total liabilities                  | (37,809)                | (130)          | -              |
| Net funds at the end of year       | <u>371,671</u>          | <u>91</u>      | <u>-</u>       |



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14 STATEMENT OF INVESTMENT TOTAL RETURN

The trustees have adopted a duly authorised policy of total return accounting for the College investment returns with effect from 1 August 2002. The investment return to be applied as income is based on the return on the classes of investments held and the average of the year-end values of the relevant investments in each of the last five years, adjusted for inflation. The preserved (frozen) value of the invested endowment capital represents its open-market value in 2002 together with all subsequent endowments valued at date of gift.

| 2020   | Permanent endowment           |                                 |                 | Expendable endowment | 2020 Total endowments |
|--|-------------------------------|---------------------------------|-----------------|----------------------|-----------------------|
|  | Trust for investment<br>£'000 | Unapplied total return<br>£'000 | Total<br>£'000  |                      |                       |
| <b>At the beginning of the year:</b>                               |                               |                                 |                 |                      |                       |
| Gift component of the permanent endowment                          | 86,908                        |                                 | 86,908          |                      | 86,908                |
| Unapplied total return   |                               | 192,012                         | 192,012         |                      | 192,012               |
| Expendable endowment   |                               |                                 |                 | 21,873               | 21,873                |
| <b>Total endowments</b>  | <b>86,908</b>                 | <b>192,012</b>                  | <b>278,920</b>  | <b>21,873</b>        | <b>300,793</b>        |
| <b>Movements in the reporting period:</b>                          |                               |                                 |                 |                      |                       |
| Gift of endowment funds  | 4,505                         |                                 | 4,505           | 485                  | 4,990                 |
| Investment return: total investment income                         |                               | 4,771                           | 4,771           | 377                  | 5,148                 |
| Investment return: realised and unrealised gains and losses        |                               | (10,977)                        | (10,977)        | (867)                | (11,844)              |
| Less: investment management costs                                  |                               | (1,140)                         | (1,140)         | (90)                 | (1,230)               |
| Other transfers  |                               | (78)                            | (78)            | (159)                | (237)                 |
| <b>Total</b>   | <b>4,505</b>                  | <b>(7,424)</b>                  | <b>(2,919)</b>  | <b>(254)</b>         | <b>(3,173)</b>        |
| Unapplied total return allocated to income in the reporting period |                               | (8,268)                         | (8,268)         | (516)                | (8,784)               |
| Expendable endowments transferred to income                        |                               |                                 |                 |                      |                       |
|  | -                             | (8,268)                         | (8,268)         | (516)                | (8,784)               |
| <b>Net movements in reporting period</b>                           | <b>4,505</b>                  | <b>(15,692)</b>                 | <b>(11,187)</b> | <b>(770)</b>         | <b>(11,957)</b>       |
| <b>At end of the reporting period:</b>                             |                               |                                 |                 |                      |                       |
| Gift component of the permanent endowment                          | 91,413                        | -                               | 91,413          |                      | 91,413                |
| Unapplied total return   |                               | 176,320                         | 176,320         |                      | 176,320               |
| Expendable endowment   |                               |                                 |                 | 21,103               | 21,103                |
| <b>Total endowments</b>  | <b>91,413</b>                 | <b>176,320</b>                  | <b>267,733</b>  | <b>21,103</b>        | <b>288,836</b>        |
| <b>2019</b>  |                               |                                 |                 |                      |                       |
|  |                               |                                 |                 |                      |                       |
| <b>At the beginning of the year:</b>                               |                               |                                 |                 |                      |                       |
| Gift component of the permanent endowment                          | 84,675                        |                                 | 84,675          |                      | 84,675                |
| Unapplied total return   |                               | 185,377                         | 185,377         |                      | 185,377               |
| Expendable endowment   |                               |                                 |                 | 20,554               | 20,554                |
| <b>Total endowments</b>  | <b>84,675</b>                 | <b>185,377</b>                  | <b>270,052</b>  | <b>20,554</b>        | <b>290,606</b>        |
| <b>Movements in the reporting period:</b>                          |                               |                                 |                 |                      |                       |
| Gift of endowment funds  | 2,233                         |                                 | 2,233           | 958                  | 3,191                 |
| Investment return: total investment income                         |                               | 5,019                           | 5,019           | 387                  | 5,406                 |
| Investment return: realised and unrealised gains and losses        |                               | 10,553                          | 10,553          | 828                  | 11,381                |
| Less: investment management costs                                  |                               | (1,181)                         | (1,181)         | (91)                 | (1,272)               |
| Other transfers  |                               |                                 |                 | (293)                | (293)                 |
| <b>Total</b>   | <b>2,233</b>                  | <b>14,391</b>                   | <b>16,624</b>   | <b>1,789</b>         | <b>18,413</b>         |
| Unapplied total return allocated to income in the reporting period |                               | (7,756)                         | (7,756)         | (470)                | (8,226)               |
| Expendable endowments transferred to income                        |                               |                                 |                 |                      |                       |
|  | -                             | (7,756)                         | (7,756)         | (470)                | (8,226)               |
| <b>Net movements in reporting period</b>                           | <b>2,233</b>                  | <b>6,635</b>                    | <b>8,868</b>    | <b>1,319</b>         | <b>10,187</b>         |
| <b>At end of the reporting period:</b>                             |                               |                                 |                 |                      |                       |
| Gift component of the permanent endowment                          | 86,908                        | -                               | 86,908          |                      | 86,908                |
| Unapplied total return   |                               | 192,012                         | 192,012         |                      | 192,012               |
| Expendable endowment   |                               |                                 |                 | 21,873               | 21,873                |
| <b>Total endowments</b>  | <b>86,908</b>                 | <b>192,012</b>                  | <b>278,920</b>  | <b>21,873</b>        | <b>300,793</b>        |

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15 DEBTORS

|  | <b>2020</b>  | 2019  | <b>2020</b>    | 2019    |
|--|--------------|-------|----------------|---------|
|  | <b>Group</b> | Group | <b>College</b> | College |
|  | <b>£'000</b> | £'000 | <b>£'000</b>   | £'000   |
| <b>Amounts falling due within one year:</b>          |              |       |                |         |
| Trade debtors  | 1,020        | 519   | 948            | 405     |
| Amounts owed by College members                      | 161          | 122   | 161            | 122     |
| Loans repayable within one year                      | 65           | 56    | 65             | 56      |
| Prepayments and accrued income                       | 86           | 56    | 86             | 56      |
| Legacy received after year end                       | 2,856        | -     | 2,856          | -       |
| <b>Amounts falling due after more than one year:</b> |              |       |                |         |
| Loans  | 837          | 465   | 837            | 465     |
|  | <b>5,025</b> | 1,218 | <b>4,953</b>   | 1,104   |

16 CREDITORS: falling due within one year

|                                    | <b>2020</b>  | 2019  | <b>2020</b>    | 2019    |
|------------------------------------|--------------|-------|----------------|---------|
|                                    | <b>Group</b> | Group | <b>College</b> | College |
|                                    | <b>£'000</b> | £'000 | <b>£'000</b>   | £'000   |
| Trade creditors                    | 128          | 205   | 128            | 205     |
| Amounts owed to group undertakings | -            | -     | 132            | 218     |
| Taxation and social security       | 145          | 98    | 134            | 57      |
| College contribution               | -            | 240   | -              | 240     |
| Accruals and deferred income       | 547          | 623   | 428            | 573     |
| Other creditors                    | 322          | 436   | 322            | 436     |
|                                    | <b>1,142</b> | 1,602 | <b>1,144</b>   | 1,729   |

17 CREDITORS: falling due after more than one year

|              | <b>2020</b>   | 2019   | <b>2020</b>    | 2019    |
|--------------|---------------|--------|----------------|---------|
|              | <b>Group</b>  | Group  | <b>College</b> | College |
|              | <b>£'000</b>  | £'000  | <b>£'000</b>   | £'000   |
| Bank loans   | 14,989        | 14,983 | 14,989         | 14,983  |
| Senior notes | 19,862        | 19,857 | 19,862         | 19,857  |
|              | <b>34,851</b> | 34,840 | <b>34,851</b>  | 34,840  |

The bank loans and senior notes are unsecured.

A loan for £8m was arranged and drawn down in November 2017. This is due for repayment in 2022.

A second bank loan for £7m is due for repayment in 2038.

On 24 September 2015 the College issued £20m of senior notes, with a coupon of 3.41% payable semi-annually in arrears, maturing on 24 September 2045. The fees for the notes are being amortised over the term of the notes.

All loans are included at amortised cost as they are classified as basic financial instruments.

18 PROVISIONS FOR LIABILITIES AND CHARGES

There are no provisions for liabilities and charges requiring disclosure.

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19 ANALYSIS OF MOVEMENTS ON FUNDS

|   | At 1 August<br>2019<br>£'000 | Income<br>£'000 | Expenditure<br>£'000 | Transfers<br>£'000 | Gains<br>£'000  | At 31 July<br>2020<br>£'000 |
|---|------------------------------|-----------------|----------------------|--------------------|-----------------|-----------------------------|
| <b>Endowment funds - permanent</b>      |                              |                 |                      |                    |                 |                             |
| Corpus permanent endowment              | 193,935                      | 3,309           | (791)                | (5,759)            | (7,470)         | 183,224                     |
| Endowment funds                         | 26,874                       | 3,464           | (136)                | (778)              | (1,200)         | 28,224                      |
| Trusts within College objects           | 57,838                       | 2,498           | (290)                | (1,695)            | (2,298)         | 56,053                      |
| Trusts outside College objects          | 273                          | 4               | (1)                  | (35)               | (9)             | 232                         |
| <b>Endowment funds - expendable</b>     |                              |                 |                      |                    |                 |                             |
| Corpus expendable endowment             | 14,435                       | 246             | (120)                | (369)              | (556)           | 13,636                      |
| Donations fund                          | 3,356                        | 547             | (18)                 | (120)              | (153)           | 3,612                       |
| Pension fund                            | 4,082                        | 70              | (105)                | (34)               | (158)           | 3,855                       |
| <b>Total endowment funds</b>            | <b>300,793</b>               | <b>10,138</b>   | <b>(1,461)</b>       | <b>(8,790)</b>     | <b>(11,844)</b> | <b>288,836</b>              |
| <b>Restricted funds</b>                 |                              |                 |                      |                    |                 |                             |
| Trusts within College objects           | 4,295                        | 74              | (391)                | 608                | (165)           | 4,421                       |
| Trusts outside College objects          | 179                          | 3               | (1)                  | (15)               | (5)             | 161                         |
| Endowment funds                         | 978                          | 17              | (488)                | 779                | (39)            | 1,247                       |
| Specific funds                          | 1,394                        | 152             | (39)                 |                    | (61)            | 1,446                       |
| Specific balances                       | 2,504                        |                 |                      |                    | (54)            | 2,450                       |
| <b>Total restricted funds</b>           | <b>9,350</b>                 | <b>246</b>      | <b>(919)</b>         | <b>1,372</b>       | <b>(324)</b>    | <b>9,725</b>                |
| <b>Unrestricted funds</b>               |                              |                 |                      |                    |                 |                             |
| General funds                           | 6,873                        | 4,865           | (7,259)              | 3,885              | (273)           | 8,091                       |
| Fixed assets reserve                    | 33,981                       |                 | (793)                | 6                  |                 | 33,194                      |
| Building fund                           | 31,459                       | 536             | (2,486)              | 3,527              | (1,211)         | 31,825                      |
| <b>Total unrestricted funds</b>         | <b>72,313</b>                | <b>5,401</b>    | <b>(10,538)</b>      | <b>7,418</b>       | <b>(1,484)</b>  | <b>73,110</b>               |
| Unrestricted funds held by subsidiaries | 242                          | 284             | (435)                | -                  | -               | 91                          |
| <b>Total unrestricted funds - group</b> | <b>72,555</b>                | <b>5,685</b>    | <b>(10,973)</b>      | <b>7,418</b>       | <b>(1,484)</b>  | <b>73,201</b>               |
| <b>Total funds</b>                      | <b>382,698</b>               | <b>16,069</b>   | <b>(13,353)</b>      | <b>-</b>           | <b>(13,652)</b> | <b>371,762</b>              |

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19 ANALYSIS OF MOVEMENTS ON FUNDS (Continued)

|   | At 1 August<br>2018<br>£'000 | Income<br>£'000 | Expenditure<br>£'000 | Transfers<br>£'000 | Gains<br>£'000 | At 31 July<br>2019<br>£'000 |
|---|------------------------------|-----------------|----------------------|--------------------|----------------|-----------------------------|
| <b>Endowment funds - permanent</b>      |                              |                 |                      |                    |                |                             |
| Corpus permanent endowment              | 189,320                      | 3,489           | (822)                | (5,392)            | 7,340          | 193,935                     |
| Endowment funds                         | 24,002                       | 2,716           | (114)                | (749)              | 1,019          | 26,874                      |
| Trusts within College objects           | 56,463                       | 1,041           | (245)                | (1,608)            | 2,187          | 57,838                      |
| Trusts outside College objects          | 267                          | 5               | (1)                  | (8)                | 10             | 273                         |
| <b>Endowment funds - expendable</b>     |                              |                 |                      |                    |                |                             |
| Corpus expendable endowment             | 14,091                       | 260             | (112)                | (350)              | 546            | 14,435                      |
| Donations fund                          | 2,478                        | 1,012           | (15)                 | (244)              | 125            | 3,356                       |
| Pension fund                            | 3,985                        | 74              | (106)                | (25)               | 154            | 4,082                       |
| <b>Total endowment funds</b>            | <b>290,606</b>               | <b>8,597</b>    | <b>(1,415)</b>       | <b>(8,376)</b>     | <b>11,381</b>  | <b>300,793</b>              |
| <b>Restricted funds</b>                 |                              |                 |                      |                    |                |                             |
| Trusts within College objects           | 3,904                        | 72              | (427)                | 595                | 151            | 4,295                       |
| Trusts outside College objects          | 164                          | 3               | (1)                  | 8                  | 5              | 179                         |
| Endowment funds                         | 626                          |                 | (429)                | 766                | 15             | 978                         |
| Specific funds                          | 1,325                        | 185             | (40)                 | (133)              | 57             | 1,394                       |
| Specific balances                       | 2,426                        |                 |                      |                    | 78             | 2,504                       |
| <b>Total restricted funds</b>           | <b>8,445</b>                 | <b>260</b>      | <b>(897)</b>         | <b>1,236</b>       | <b>306</b>     | <b>9,350</b>                |
| <b>Unrestricted funds</b>               |                              |                 |                      |                    |                |                             |
| General funds                           | 6,876                        | 5,097           | (8,683)              | 3,307              | 276            | 6,873                       |
| Fixed assets reserve                    | 34,465                       |                 | (791)                | 307                |                | 33,981                      |
| Building fund                           | 27,432                       | 506             | (1,068)              | 3,526              | 1,063          | 31,459                      |
| <b>Total unrestricted funds</b>         | <b>68,773</b>                | <b>5,603</b>    | <b>(10,542)</b>      | <b>7,140</b>       | <b>1,339</b>   | <b>72,313</b>               |
| Unrestricted funds held by subsidiaries | 227                          | 680             | (665)                | -                  | -              | 242                         |
| <b>Total unrestricted funds - group</b> | <b>69,000</b>                | <b>6,283</b>    | <b>(11,207)</b>      | <b>7,140</b>       | <b>1,339</b>   | <b>72,555</b>               |
| <b>Total funds</b>                      | <b>368,051</b>               | <b>15,140</b>   | <b>(13,519)</b>      | <b>-</b>           | <b>13,026</b>  | <b>382,698</b>              |

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**20 FUNDS OF THE COLLEGE DETAILS**

The following is a summary of the origins and purposes of each of the funds:

**Endowment funds:**

**Permanent**

Corpus permanent endowment

A consolidation of gifts and donations where income, but not capital, can be used for the general purposes of the College

Endowment funds

A consolidation of gifts and donations whose donor has specified that income but not capital may only be used for particular purposes within the College objects

Trusts within College objects

Capital element of gifts and donations held in formal trusts where income but not capital may be used for particular purposes within the College objects

Trusts outside College objects

Capital element of gifts and donations held in formal trusts where income but not capital may be used for particular purposes falling outside College objects

**Expendable**

Corpus expendable endowment

A consolidation of gifts and donations where either income, or income and capital, can be used for the general purposes of the College, but will normally be held for the long term

Donations fund

A consolidation of gifts and donations where either income, or income and capital, can be used for the general purposes of the College, but will normally be held for the long term

Pension fund

A fund held for the payment of certain pensions where income and capital can be used for the purpose but will normally be held for the long term

**Restricted funds:**

Trusts within College objects

Accumulated income from gifts and donations held in formal trusts which may be used for particular purposes within the College objects

Trusts outside College objects

Accumulated income from gifts and donations held in formal trusts which may be used for particular purposes outside the College objects

Endowment funds

Accumulated income from gifts and donations whose donor has specified that income but not capital may only be used for particular purposes within the College objects

Specific funds

A consolidation of gifts and donations where the donor has specified they may only be used for particular purposes within the College objects

Specific balances

A consolidation of gifts and donations where the donor has specified they may only be used for particular purposes within the College objects and where the investment is held in particular assets specified by the donor

**Unrestricted funds:**

General funds

General unrestricted funds represent accumulated income from the College's activities and other sources that are available for the general purposes of the College

Fixed assets reserve

An allocation from general funds to represent the accumulated net book value of the College fixed assets

**Designated funds**

Building fund

Unrestricted funds allocated by the Fellows for the future costs of maintenance and refurbishment of College buildings

**21 ANALYSIS OF NET ASSETS BETWEEN FUNDS**

|                       | Unrestricted<br>funds<br>£'000 | Restricted<br>funds<br>£'000 | Endowment<br>funds<br>£'000 | 2020<br>Total<br>£'000 |
|-----------------------|--------------------------------|------------------------------|-----------------------------|------------------------|
| Tangible fixed assets | 33,194                         | -                            | -                           | 33,194                 |
| Property investments  | 5,267                          | 2,106                        | 83,597                      | 90,970                 |
| Other investments     | 14,951                         | 8,426                        | 237,266                     | 260,643                |
| Net current assets    | 23,620                         | -                            | -                           | 23,620                 |
| Long-term liabilities | (3,831)                        | (807)                        | (32,027)                    | (36,665)               |
|                       | <b>73,201</b>                  | <b>9,725</b>                 | <b>288,836</b>              | <b>371,762</b>         |
|                       | Unrestricted<br>funds<br>£'000 | Restricted<br>funds<br>£'000 | Endowment<br>funds<br>£'000 | 2019<br>Total<br>£'000 |
| Tangible fixed assets | 33,981                         | -                            | -                           | 33,981                 |
| Property investments  | 1,557                          | 2,000                        | 87,862                      | 91,419                 |
| Other investments     | 4,369                          | 8,112                        | 246,416                     | 258,897                |
| Net current assets    | 35,508                         | -                            | -                           | 35,508                 |
| Long-term liabilities | (2,860)                        | (762)                        | (33,485)                    | (37,107)               |
|                       | <b>72,555</b>                  | <b>9,350</b>                 | <b>300,793</b>              | <b>382,698</b>         |

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**22 TRUSTEES' REMUNERATION**

The trustees of the College comprise the Governing Body, primarily Fellows who are teaching and research employees of the College and who sit on Governing Body by virtue of their employment.

No trustee receives any remuneration for acting as a trustee. However, those trustees who are also employees of the College receive salaries for their work as employees. Where possible, these salaries are paid on external scales and often are joint arrangements with the University of Oxford.

The Remuneration Committee meets to consider remuneration of members of the Governing Body. The Committee consists of six members elected by the Governing Body from among the Honorary, Emeritus and Professorial Fellows, and Old Members of the College who are not members of the Governing Body. It has been attended by the Provost and Dr R B Nickerson, who acts as secretary. No voting member of the Committee may draw a stipend or any other form of benefit from the College.

Trustees comprise Fellows holding University Lecturerships or statutory professorial chairs, and such other Fellows of the College as the Governing Body deems appropriate on the basis of the Statutes.

There were two trustees, Dr C H Craig (Provost) and Dr A Timms (Bursar), who worked full-time on management.

Some trustees are eligible for College housing schemes. Some may be eligible for a housing allowance which is disclosed within the salary figures below. Nine trustees live in houses partly funded by loans from the College. Details of these loans are disclosed in note 31.

Some trustees receive additional allowances for additional work carried out as part-time College officers. These amounts are included within the remuneration figures below.

**Remuneration paid to trustees**

| Range               | Number of trustees | 2020  | Number of trustees | 2019  |
|---------------------|--------------------|---|--------------------|---|
|                     |                    | Gross remuneration, taxable benefits and pension contributions<br>£ |                    | Gross remuneration, taxable benefits and pension contributions<br>£ |
| £1 - £4,999         | 1                  | 3,857   | 1                  | 3,775   |
| £5,000 - £9,999     | 3                  | 20,289  | 4                  | 29,142  |
| £10,000 - £14,999   | 1                  | 10,537  | 1                  | 13,777  |
| £30,000 - £34,999   | 1                  | 34,925  | 7                  | 236,102   |
| £35,000 - £39,999   | 7                  | 252,256   | 6                  | 215,148   |
| £40,000 - £44,999   | 4                  | 169,662   | 2                  | 85,732  |
| £45,000 - £49,999   | 2                  | 90,648  | 0                  | 0   |
| £55,000 - £59,999   | 1                  | 57,705  | 2                  | 116,088   |
| £60,000 - £64,999   | 1                  | 62,703  | 2                  | 124,817   |
| £65,000 - £69,999   | 4                  | 276,630   | 2                  | 133,045   |
| £70,000 - £74,999   | 1                  | 73,675  | 2                  | 144,086   |
| £75,000 - £79,999   | 0                  | 0   | 1                  | 78,783  |
| £80,000 - £84,999   | 2                  | 169,165   | 0                  | 0   |
| £105,000 - £109,999 | 0                  | 0   | 1                  | 109,060   |
| £115,000 - £119,999 | 1                  | 117,321   | 0                  | 0   |
| £120,000 - £124,999 | 0                  | 0   | 1                  | 120,126   |
| £165,000 - £169,999 | 1                  | 166,682   | 0                  | 0   |
| Total               | <u>30</u>          | <u>1,506,055</u>  | <u>32</u>          | <u>1,409,681</u>  |

5 (2019: 6) trustees are not employees of the College and do not receive remuneration.

All trustees may eat at common table, as can all other employees who are entitled to meals while working.

**Other transactions with trustees**

No trustee claimed expenses for any work performed in discharge of duties as a trustee.

See also note 30 (Related Party Transactions).

**Key management remuneration**

The total remuneration paid to key management personnel, including Employers National Insurance, was £1,636k (2019: £1,537k).

Under the terms of the Charities SORP all trustees are regarded as key management personnel. Their names and roles are detailed on pages 2 and 3 of this report.

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**23 PENSION SCHEMES**

The College participates in two principal pension schemes for its staff – the Universities Superannuation Scheme (USS) and the University of Oxford Staff Pension Scheme (OSPS). The assets of each scheme are held in separate trustee-administered funds. USS and OSPS are contributory mixed benefit schemes (i.e. they provide benefits on a defined benefit basis – based on length of service and pensionable salary – and on a defined contribution basis – based on contributions into the scheme). Both are multi-employer schemes and the College is unable to identify its share of the underlying assets and liabilities relating to defined benefits of each scheme on a consistent and reasonable basis. Therefore, in accordance with the accounting standard FRS 102 paragraph 28.11, the College accounts for the schemes as if they were defined contribution schemes. As a result, the amount charged to the Income and Expenditure Account represents the contributions payable to the schemes in respect of the accounting period. In the event of the withdrawal of any of the participating employers in USS or OSPS, the amount of any pension funding shortfall (which cannot be otherwise recovered) in respect of that employer will be spread across the remaining participating employers and reflected in the next actuarial valuation of the scheme.

**Schemes accounted for under FRS 102 paragraph 28.11 as defined contribution schemes**

**Actuarial valuations**

Qualified actuaries periodically value USS and OSPS defined benefits using the 'projected unit method', embracing a market value approach. The resulting levels of contribution take account of actuarial surpluses or deficits in each scheme. The financial assumptions were derived from market conditions prevailing at the valuation date. The results of the latest actuarial valuations and the assumptions which have the most significant effect on the results were:

|  | <b>USS</b>                                     | <b>OSPS</b>                    |
|--|--|--------------------------------|
| Date of valuation:   | 31/03/2018                                     | 31/03/2019                     |
| Date valuation results published:                          | 16/09/2019                                     | 19/06/2020                     |
| Value of liabilities:                                      | £67.3bn  | £848m                          |
| Value of assets:   | £63.7bn  | £735m                          |
| Funding surplus / (deficit):                               | (£3.6bn)                                       | (£113m)                        |
| Principal assumptions:                                     |  |                                |
| Discount rate  | CPI - 0.73% to<br>CPI +2.52% <b>a</b>          | Gilts +0.5%-<br>2.25% <b>b</b> |
| Rate of increase in salaries                               | n/a  | RPI                            |
| Rate of increase in pensions                               | CPI <b>c</b>                                   | Average<br>RPI/CPI <b>d</b>    |
| Assumed life expectancies on retirement at age 65:         |  |                                |
| Males currently aged 65                                    | 24.4 yrs                                       | 21.7 yrs                       |
| Females currently aged 65                                  | 25.9 yrs                                       | 24.4 yrs                       |
| Males currently aged 45                                    | 26.3 yrs                                       | 23.0 yrs                       |
| Females currently aged 45                                  | 27.7 yrs                                       | 25.8 yrs                       |
| Funding Ratios:  |  |                                |
| Technical provisions basis                                 | 95%  | 87%                            |
| Statutory Pension Protection Fund basis                    | 76%  | 74%                            |
| 'Buy-out' basis  | 56%  | 60%                            |
| Employer contribution rate (as % of pensionable salaries): | 21.1%<br>increasing to<br>23.7% on<br>01/10/21 | 19%                            |
| Effective date of next valuation:                          | 31/03/2020                                     | 31/03/2022                     |

a. The discount rate (forward rates) for the USS valuation was:  
 Years 1-10: CPI + 0.14% reducing linearly to CPI – 0.73%  
 Years 11-20: CPI + 2.52% reducing linearly to CPI + 1.55% by year 21  
 Years 21 +: CPI + 1.55%

b. The discount rate for the OSPS valuation was:  
 Pre-retirement: Equal to the UK nominal gilt curve at the valuation date plus 2.25% p.a. at each term.  
 Post-retirement: Equal to the UK nominal gilt curve at the valuation date plus 0.5% p.a. at each term.

c. Pensions increases (CPI) for the USS valuation were:  
 Term dependent rates in line with the difference between the Fixed Interest and Index Linked yield curves, less 1.3% p.a.

d. Increases to pensions in payment for the OSPS valuation were:  
 RPI inflation is derived from the geometric difference between the UK nominal gilt curve and the UK index-linked curve at the valuation date, less 0.3% p.a. at each term. CPI inflation is derived from the RPI inflation assumption, less the Scheme Actuary's best estimate of the long-term difference between RPI and CPI inflation as applies from time to time (1.0% p.a. as at 31 March 2019).

For pension increases linked to inflation, a pension increase curve is constructed based on either the RPI, CPI or the average of the RPI and CPI inflation curves described above, adjusted to allow for the different maximum and minimum annual increases that apply, and the Scheme Actuary's best estimate of inflation volatility as applies from time to time.

e. The USS and OSPS employer contribution rates include provisions for the cost of future accrual of defined benefits, deficit contributions, administrative expenses and defined contributions.

23 PENSION SCHEMES (Continued)

**Sensitivity of actuarial valuation assumptions**

Surpluses or deficits which arise at future valuations may impact on the company's future contribution commitment. The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below:

| Assumption            | USS<br>Change in assumption   | Impact on USS liabilities |
|-----------------------|---|---------------------------|
| Initial discount rate | increase by 0.1%  | decrease by £1.2bn        |
| Asset values          | reduce by 10%   | increase by £6.4bn        |
| RPI – CPI spread      | increase by 0.1%  | decrease by £0.7bn        |
| Rate of mortality     | more prudent assumption<br>(mortality rated down by a further year) | increase by £1.6bn        |

| Assumption                 | OSPS<br>Change in assumption | Impact on OSPS liabilities |
|----------------------------|------------------------------|----------------------------|
| Valuation rate of interest | decrease by 0.25%            | increase by £45m           |
| RPI                        | increase by 0.25%            | Increase by £40m           |

**Deficit Recovery Plans**

In line with FRS 102 paragraph 28.11A, the College has recognised a liability for the contributions payable for the agreed deficit funding plan. The principle assumptions used in these calculations are tabled below:

|                                       | OSPS       | USS        |
|---------------------------------------|------------|------------|
| Finish Date for Deficit Recovery Plan | 30/01/2028 | 31/03/2028 |
| Average staff number increase         | 0%         | 0%         |
| Average staff salary increase         | 2%         | 2%         |
| Average discount rate over period     | 0.74%      | 0.63%      |

A provision of £1.8m has been made at 31 July 2020 (2019: £2.3m) for the present value of the estimated future deficit funding element of the contributions payable under these agreements, using the assumptions shown. The provision reduces as the deficit is paid off according to the pension recovery scheme.

**Pension charge for the year**

The pension charge recorded by the College during the accounting period (excluding pension finance costs) was equal to the contributions payable after allowance for the deficit recovery plan as follows:

| Scheme                                    | 2020<br>£'000 | 2019<br>£'000 |
|---|---------------|---------------|
| Universities Superannuation Scheme        | 38            | 1,360         |
| University of Oxford Staff Pension Scheme | 315           | 390           |
|   | <b>353</b>    | <b>1,750</b>  |

Included in other creditors and accruals are pension contributions payable of £Nil (2019: £Nil).



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**24 TAXATION**

The College is able to take advantage of the tax exemptions available to charities from taxation in respect of income and capital gains received to the extent that such income and gains are applied to exclusively charitable purposes.

No liability to corporation tax arises in the College's subsidiary companies because the directors of these companies have indicated that they intend to make donations each year to the College equal to the taxable profits of the company under the Gift Aid scheme. Accordingly no provision for taxation has been included in the financial statements.

**25 FINANCIAL INSTRUMENTS**

All loans are included at amortised cost as they are classified as basic financial instruments, as shown in note 17.

**26 RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH FLOW FROM OPERATIONS**

|  | <b>2020</b>     | 2019           |
|--|-----------------|----------------|
|  | <b>Group</b>    | Group          |
|  | <b>£'000</b>    | £'000          |
| <b>Net (expenditure)</b>                     | (10,936)        | 14,647         |
| Elimination of non-operating cash flows:     |                 |                |
| Investment income                            | (5,923)         | (6,144)        |
| Losses in investments                        | 13,652          | (13,026)       |
| Endowment donations received                 | (4,990)         | (3,191)        |
| Depreciation                                 | 793             | 791            |
| Decrease in stock                            | 6               | 3              |
| (Increase) in debtors                        | (3,807)         | 399            |
| (Decrease) in creditors                      | (449)           | (210)          |
| (Decrease) in pension scheme liability       | (453)           | 1,057          |
| <b>Net cash used in operating activities</b> | <b>(12,107)</b> | <b>(5,674)</b> |

**27 ANALYSIS OF CHANGES IN NET DEBT**

|  | <b>At start of year</b> | <b>Cash flows</b> | <b>At end of year</b> |
|--|-------------------------|-------------------|-----------------------|
| Cash                                       | 35,482                  | (16,149)          | 19,333                |
| Loans falling due after more than one year | (14,983)                | (6)               | (14,989)              |
| Senior Notes due after more than one year  | (19,857)                | (5)               | (19,862)              |
|  | <b>642</b>              | <b>(16,160)</b>   | <b>(15,518)</b>       |

**28 ANALYSIS OF CASH AND CASH EQUIVALENTS**

|  | <b>2020</b>   | 2019          |
|--|---------------|---------------|
|  | <b>£'000</b>  | £'000         |
| Cash at bank and in hand               | 19,333        | 35,482        |
| <b>Total cash and cash equivalents</b> | <b>19,333</b> | <b>35,482</b> |

**29 FINANCIAL COMMITMENTS**

At 31 July the College had annual commitments under non-cancellable operating leases as follows:

|                                     | <b>2020</b>  | 2019       |
|-------------------------------------|--------------|------------|
|                                     | <b>£'000</b> | £'000      |
| <b>Land and buildings</b>           |              |            |
| expiring within one year            | -            | -          |
| expiring between two and five years | 407          | 492        |
|                                     | <b>407</b>   | <b>492</b> |

**The Queen's College, Oxford**  
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**30 CAPITAL COMMITMENTS**

At the year end the College had no capital commitments (2019: £Nil).

**31 RELATED PARTY TRANSACTIONS**

The College is part of the collegiate University of Oxford. Material interdependencies between the University and the College arise as a consequence of this relationship. For reporting purposes, the University and the other Colleges are not treated as related parties as defined in FRS 102.

Members of the Governing Body, who are the trustees of the College and related parties as defined by FRS 102, receive remuneration and facilities as employees of the College. Details of these payments and reimbursed expenses as trustees are disclosed separately in these financial statements.

The following trustees had loans outstanding from the College at the start and / or end of the year:

|             | <b>2020</b>  | 2019  |
|-------------|--------------|-------|
|             | <b>£'000</b> | £'000 |
| Abell C     | <b>289</b>   | 0     |
| Buckley MJ  | <b>55</b>    | 63    |
| Crowther CV | <b>0</b>     | 74    |
| Doye JPK    | <b>33</b>    | 39    |
| Gardner A   | <b>90</b>    | 97    |
| Lonsdale LR | <b>45</b>    | 50    |
| Louth CB    | <b>11</b>    | 16    |
| Metcalfe C  | <b>211</b>   | 0     |
| Meyer D     | <b>88</b>    | 95    |
| Rees OL     | <b>79</b>    | 86    |

No interest is charged on the above loans, which are secured on the trustees' homes. This results in a benefit in kind which is included within the remuneration disclosed in note 22.

All loans are normally repayable over a period which is the lower of the repayment period of the matching external mortgage or the number of years until the Fellow attains the normal USS pensionable age.

Certain trustees made donations to the College during the year, totalling £1,600 (2019: £4,200).

**32 CONTINGENT LIABILITIES**

There are no contingent liabilities at the year end.

**33 POST BALANCE SHEET EVENTS**

There are no post-balance sheet events requiring disclosure.