



THE QUEEN'S COLLEGE OXFORD

ANNUAL REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 31 JULY 2021

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 2021

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)		•	•	•	•	•	•*
Prof W J Blair	Retired 30/09/2020						
Prof P A Robbins		•					
Dr R B Nickerson		•	•			•~	•*
Dr J H Davis	Retired 30/09/2021						
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							
Dr P Tamaro						•^	

The Queen's College, Oxford
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Year ended 31 July 2021

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 J P Keating							
Prof C E J Abell			•		•		
Prof P C Mancall	Resigned 30/09/2020						
Prof R S Weatherup				•			
Dr S B Kelly							
Prof J A Carillo de la Plata							
Dr C P O'Brien	Elected 21/10/2020						
Prof S J Leedham	Elected 11/11/2020						
Dr M P Ono-George	Elected 20/10/2021						
Prof P Griffin	Elected 10/11/2021						

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 2021.

The ^ symbol indicates that a Fellow has joined a committee since 31 July 2021.

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
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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
Bursar	Dr A Timms
Senior Tutor	Prof S A Whidden (Dr N J Owen to 30/09/2020)
Dean	Dr R B Nickerson
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
College Accountant	Mrs K A Daniels (from 19/04/2021) (Mr G R Spankie to 26/02/2021)
Academic Administrator	Dr S McHugh
Director of Development	Dr J B Jacobs
Chaplain	The Revd K A M Price
Librarian	Dr M Shaw

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 2021 under the Charities Act 2011 together with the audited financial statements for the year.

The global coronavirus pandemic continued to affect almost all aspects of the College's affairs in the financial year ending July 2021. The College reopened in August 2020 following its closure during the first UK national 'lockdown', and successful preparations were made for the return of a large majority of the College's students. Restrictions on social gatherings materially reduced the scope of the College's residential activities in Michaelmas Term 2020, and the subsequent national lockdown beginning in the early new year of 2021 led to a Hilary Term that saw many UK students remaining at their family homes. Trinity Term 2021 saw a return of many students and much of the College's life, and in July 2021 the Governing Body made plans for a subsequent return to near-normality by October 2021.

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 College Accountant 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 2020–21 the Governing Body met online throughout the year, and its committees typically met online while the strictest coronavirus restrictions were in force and in person at other times; business continued to be transacted effectively. For some periods in the year, the Governing Body once again 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 continued to assist in the management of the day-to-day response. These measures were exercised as minimally as possible, so that the College could continue to react nimbly to the pandemic while ensuring that the Governing Body and its primary committees were able to play their characteristic fully engaged role in the management of the College.

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. The College had previously intended to wind up this company but instead has chosen to make the company dormant for the time being, as several unexpired warranties relating to a building project are held by 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

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Year ended 31 July 2021

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 2020–21 the College admitted 109 new undergraduate students and 82 postgraduate students (including three PGCE students), bringing the total numbers in residence to 385 and 239 respectively, plus two registered visiting students. Nine new part-time College Lecturers were appointed to supplement the teaching provided by Fellows. One Junior Research Fellow, and two Career Development Fellows 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 £53,817 was spent in the year. This work continued remotely for much of the year, as coronavirus restrictions prevented open days and schools visits from taking place. In addition to its regular activity on this front, the College was particularly pleased to announce the launch of a partnership with The Access Project, which funds dedicated staff who work in schools to support disadvantaged students to get to the best universities. This partnership will strengthen the College's historic links to the north west of England, where undergraduate offer rates (across the University of Oxford as a whole) remain the lowest of all English regions.

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. £107,683 was spent in support of all sports, £2,412 in support of music (in addition to support of the Chapel Choir), and £32,837 on the student common rooms.

The Library was open to readers from Michaelmas Term 2020. It returned to 24-hour opening in the Long Vacation 2021. It purchased new resources as required in support of the students at a cost of £22,373.

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 £86,565. This contribution makes a significant difference to the final quality of work that can be achieved in many disciplines.

22 choral services were held with a congregation, including a service of Confirmation with the College's Visitor, the Most Reverend and Right Honourable Stephen Cottrell, Archbishop of York. A further 20 choral services were livestreamed from the Chapel without a congregation present. In Hilary Term there were no choral services in the Chapel, but a series of eight video services was released. The Chaplain is much involved 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 2020–21 the number of awards made to Queen's students was 60, the total value of which was £146,925. 19 Queen's students were awarded Crankstart (formerly Moritz-Heyman) Scholarships, providing bursaries of £75,600 in total and fee reductions of £30,000. In addition the College awarded 5 Scholarships, each with a value of £450, 49 Junior Scholarships, each with a value of £300, and 22 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 £363,032. The College was also particularly pleased to commit to support the University of Oxford's Black Academic Futures scheme, which provides financial support to black students who wish to pursue graduate study at Oxford. 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 2020–21 the College was particularly mindful of the impact of the pandemic on its students.

The College provides academic support to students through book and equipment grants and an academic travel grant scheme which together made awards totalling £25,143 in 2020–21.

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 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. 24 external readers consulted 48 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

91 undergraduates passed final examinations in June 2021, including 38 with first class honours, and during the course of the 2020–21 academic year 28 graduates completed doctoral research degrees. A further 28 completed graduate taught courses, five completed the Clinical Medicine (BM BCh) degree, and three 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 2020–21 the College received £2,085,672 in gifts from Old Members and other benefactors. The College is very grateful for this generous support. Total income received in donations—and the sum spent on fund-raising—was in line with 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 2020–21.

In 2020–21 the College completed the replacement of the roof of its Chapel and Hall. Work also began on the refurbishment of the basement bathrooms on the eastern range of Front Quad.

QCOTL undertook the letting of College facilities to various clients. Turnover was severely affected by the pandemic, which resulted in the cancellation of almost all activities. 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 did not trade in the year and, as noted above, is now dormant.

FINANCIAL REVIEW

The College's financial performance during the year was, in the circumstances, strong. The effects of the coronavirus pandemic caused income to remain at the depressed level seen in 2019–20, reflecting the continuing loss of some student residential income and much commercial residential income. Student residential income is expected to recover in 2021–22 as the College expects to have students in residence throughout the year, as normal; commercial 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 periods when many businesses were forced to close, and it continued to agree exceptional terms (including lease restructurings, rent deferrals, and rent waivers) with a number of tenants.

The College claimed £302,560 from the Coronavirus Job Retention Scheme in 2020–21. 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 reduction in College activity during most of the year.

Net expenditure before gains was £2,654,000. The increase in net expenditure compared with last year was primarily caused by a decrease in donations and legacies and investment income, together with increased expenditure on the College's charitable activities. This expenditure notably included the transfer of a charitable trust to Linacre College, Oxford (further information is provided in the notes to the financial statements).

The endowment assets produced a total return of 13.7%, comprising income of 1.0% and a capital gain of 12.7%. This result comprises strong growth in equity investments and satisfactory growth in agricultural land values set against a significant negative revaluation of the College's commercial property portfolio. The fall in the value of the latter appears to be largely a consequence of the material disruption of this sector by the pandemic. At the end of the year the funds of the College had increased from £371,762,000 to £419,718,000 net of long-term borrowings of £34,862,000.

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 £419,718,000 (2020: £371,762,000). This includes endowment capital of £325,523,000 (2020: £288,836,000) and unspent restricted income funds totalling £11,857,000 (2020: £9,725,000). Free reserves at the year-end amounted to £10,542,000 (2020: £8,091,000), representing retained unrestricted income reserves excluding an amount of £32,426,000 (2020: £33,194,000) for the book value of tangible fixed assets less associated funding arrangements. Designated funds at the year-end consisted of £39,353,000 (2020: £31,825,000) 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 reviews of 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 2020-21, 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 valuation has concluded (but the University and College Union is balloting its members on the possibility of industrial action) and the College awaits further developments. The College continues to hold reservations about the wisdom of conducting a valuation in what were extraordinary circumstances, and remains particularly concerned by the changes in the rules of the scheme that prevent employers from leaving it. 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 continued to keep in mind the risks posed by the pandemic. A 'Core Group' of key College Officers had previously been formed to oversee the management of the College's day-to-day response to the crisis, and it continued to make regular reports to the Governing Body. Key financial systems continued to work well regardless of whether staff were working remotely or in College. The College ensured that its pastoral and welfare-related support of students continued (including in person where possible); financial support was made available where appropriate. Students who could not practicably return home in vacations were accommodated in the College where possible; students who were self-isolating or quarantining were supported in a variety of ways. Teaching and assessment to some extent moved in line with the University of Oxford's approach to the pandemic, albeit with a strong College preference for in-person activity where possible.

The Bursar provided several briefings to the Governing Body on the financial implications of the pandemic. The College's budgeting process was successfully concluded and the Estates and Finance Committee once again surveyed a long-term forecast outlining the College's financial sustainability, which was judged to be satisfactory. The Governing Body was, as last year, pleased to see 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.

In 2020–21 the College saw the return of students after the reopening of the main site. Additional cleaning staff had been 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 continued to enable the College to operate very effectively and successfully in unprecedented circumstances. 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 £400,901,000.

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 3.23% (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;
- 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 2021–22 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;

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Report of the Governing Body
Year ended 31 July 2021

- continue to work to reduce the College's carbon 'footprint';
- hope to begin the construction of a new, fully accessible Porters' Lodge;
- undertake a consultation with staff on terms and conditions of employment;
- continue to implement the recommendations of a working group on race, diversity, and access matters;
- launch a scheme which will lead to the appointment of Distinguished Visitors, increasing the College's engagement with people of distinction (both academic and otherwise) from outside of its community.

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 1 December 2021 and signed on its behalf by:

Dr C H Craig
Provost

The Queen's College, Oxford

Independent auditor's report to the Trustees 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 2021 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 2021 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

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

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

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our 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 Trustees 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 Trustees

As explained more fully in the Statement of Accounting and Reporting Responsibilities (set out on page 14), the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as 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 trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with Trustees and other management, and from our knowledge and experience of the client's sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including Charities Act 2011, Office for Students and Oxford University requirements, taxation legislation, data protection, employment and pensions, planning and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and, where relevant, inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

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

The Queen's College, Oxford

Independent auditor's report to the Trustees of The Queen's College, Oxford

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

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

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

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

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

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities.

This description forms part of our auditor's report.

Use of our report

This report is made solely to the Trustees, 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 Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Trustees 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 College participates in the Universities Superannuation Scheme (USS) and the University of Oxford Staff Pension Scheme (OSPS). These schemes are hybrid pension schemes, providing defined benefits as well as benefits based on defined contributions. The assets of the scheme are held in a separate trustee administered fund. Because of the mutual nature of the schemes, the assets are not attributed to individual employers and scheme-wide contribution rates are set. The College is therefore exposed to actuarial risks associated with other employers' employees and is unable to identify its share of the underlying assets and liabilities of the schemes on a consistent and reasonable basis. As required by Section 28 of FRS 102 "Employee benefits", the College therefore accounts for the schemes as if they were wholly defined

The Queen's College, Oxford
Statement of Accounting Policies
Year ended 31 July 2021

contribution schemes. As a result, the amount charged to the profit and loss account represents the contributions payable to each scheme. Since the College has entered into agreements (the recovery plans) that determine how each employer within the schemes will fund the overall deficit, the College recognises a liability for the contributions payable that arise from the agreements (to the extent that they relate to the deficit) with related expenses being recognised through the profit and loss account.

The Queen's College, Oxford
Consolidated Statement of Financial Activities
For the year ended 31 July 2021

	Notes	Unrestricted funds £'000	Restricted funds £'000	Endowed funds £'000	2021 Total £'000	2020 Total £'000
INCOME AND ENDOWMENTS FROM:						
Charitable activities:	1					
Teaching, research and residential		4,349	-	-	4,349	4,373
Other trading income	3	27	-	-	27	284
Donations and legacies	2	-	118	1,967	2,085	5,118
Investments						
Investment income	4	553	102	4,024	4,679	5,923
Total return allocated to income	14	8,102	1,642	(9,744)	-	-
Other Income: Coronavirus Job Retention Scheme		304	-	-	304	371
Total income		13,335	1,862	(3,753)	11,444	16,069
EXPENDITURE ON:						
	5					
Charitable activities:						
Teaching, research and residential		9,758	942	1,890	12,590	11,405
Generating funds:						
Fund-raising		171	-	-	171	127
Trading expenditure		65	-	-	65	407
Investment management costs		150	28	1,094	1,272	1,414
Total Expenditure		10,144	970	2,984	14,098	13,353
Net income / (expenditure) before gains / (losses)		3,191	892	(6,737)	(2,654)	2,716
Net gains / (losses) on investments	11, 12	5,946	1,240	43,424	50,610	(13,652)
Net income / (expenditure)		9,137	2,132	36,687	47,956	(10,936)
Transfers between funds	19	-	-	-	-	-
Net movement in funds for the year		9,137	2,132	36,687	47,956	(10,936)
Fund balances brought forward	19	73,201	9,725	288,836	371,762	382,698
Funds carried forward at 31 July		82,338	11,857	325,523	419,718	371,762

The Queen's College, Oxford
Consolidated and College Balance Sheets
As at 31 July 2021

	Notes	2021 Group £'000	2020 Group £'000	2021 College £'000	2020 College £'000
FIXED ASSETS					
Tangible assets	9	32,426	33,194	32,426	33,194
Heritage assets	10	-	-	-	-
Property investments	11	83,919	90,970	83,919	90,970
Other investments	12	316,982	260,643	316,982	260,643
Total fixed assets		433,327	384,807	433,327	384,807
CURRENT ASSETS					
Stocks		438	404	438	404
Debtors	15	2,458	5,025	2,506	4,953
Cash at bank and in hand		21,971	19,333	21,852	19,316
Total current assets		24,867	24,762	24,796	24,673
LIABILITIES					
Creditors: amounts falling due within one year	16	1,982	1,142	1,928	1,144
NET CURRENT ASSETS		22,885	23,620	22,868	23,529
TOTAL ASSETS LESS CURRENT LIABILITIES		456,212	408,427	456,195	408,336
CREDITORS: falling due after more than one year	17	34,863	34,851	34,863	34,851
NET ASSETS BEFORE PENSION LIABILITY		421,349	373,576	421,332	373,485
Defined benefit pension scheme liability	23	1,631	1,814	1,631	1,814
TOTAL NET ASSETS		419,718	371,762	419,701	371,671
FUNDS OF THE COLLEGE					
Endowment funds	19	325,523	288,836	325,523	288,836
Restricted funds	19	11,857	9,725	11,857	9,725
Unrestricted funds	19				
Designated funds		71,779	65,019	71,779	65,019
General funds		10,559	8,182	10,542	8,091
		419,718	371,762	419,701	371,671

The financial statements were approved and authorised for issue by the Governing Body of The Queen's College, Oxford on 1 December 2021

Trustee:

Trustee:

The Queen's College, Oxford
Consolidated Statement of Cash Flows
For the year ended 31 July 2021

		2021	Restated *
	Notes	£'000	2020 £'000
Net cash used in operating activities	26	<u>(8,371)</u>	<u>(8,691)</u>
Cash flows from investing activities			
Dividends, interest and rents from investments		4,883	5,363
Purchase of property, plant and equipment	9	(19)	(6)
Proceeds from sale of investments	11, 12	1,543	2,051
Purchase of investments	11	(221)	(17,000)
Net cash provided by investing activities		<u>6,186</u>	<u>(9,592)</u>
Cash flows from financing activities			
Receipt of endowment		4,823	2,134
Net cash provided by financing activities		<u>4,823</u>	<u>2,134</u>
Change in cash and cash equivalents in the reporting period		<u>2,638</u>	<u>(16,149)</u>
Cash and cash equivalents at the beginning of the reporting period		<u>19,333</u>	<u>35,482</u>
Cash and cash equivalents at the end of the reporting period	28	<u>21,971</u>	<u>19,333</u>

* Restatement relates to the reclassification of the movement in debtors between those relating to operating activities, dividends, interest and rents from investments and receipt of endowment

The Queen's College, Oxford
Notes to the financial statements
For the year ended 31 July 2021

1 INCOME FROM CHARITABLE ACTIVITIES

	2021 £'000	2020 £'000
Teaching, research and residential		
Unrestricted funds		
Tuition fees - UK and EU students	1,446	1,363
Tuition fees - overseas students	1,067	854
Other Office for Students support	298	250
Other academic income	131	90
College residential income	1,407	1,816
Total teaching, research and residential	4,349	4,373
Total income from charitable activities	4,349	4,373

The above analysis includes £2,844k received from the University of Oxford from publicly accountable funds under the CFF scheme (2020: £1,625k).

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 £30k (2020: £0k). These are not included in the fee income reported above.

2 DONATIONS AND LEGACIES

	2021 £'000	2020 £'000
Donations and legacies		
Restricted funds	118	128
Endowed funds	1,967	4,990
	2,085	5,118

3 INCOME FROM OTHER TRADING ACTIVITIES

	2021 £'000	2020 £'000
Subsidiary company trading income	27	284
	27	284

4 INVESTMENT INCOME

	2021 £'000	2020 £'000
<i>Unrestricted funds</i>		
Agricultural rent	80	67
Commercial rent	231	313
Equity dividends	242	268
Bank interest	-	9
	553	657
<i>Restricted funds</i>		
Agricultural rent	15	12
Commercial rent	42	56
Equity dividends	45	48
Bank interest	-	2
	102	118
<i>Endowed funds</i>		
Agricultural rent	584	524
Commercial rent	1,679	2,453
Equity dividends	1,759	2,098
Bank interest	2	73
	4,024	5,148
Total Investment income	4,679	5,923

The Queen's College, Oxford
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5 ANALYSIS OF EXPENDITURE

	2021	2020
	£'000	£'000
Charitable expenditure		
Direct staff costs allocated to:		
Teaching, research and residential	5,361	4,896
Other direct costs allocated to:		
Teaching, research and residential	5,419	4,909
Support and governance costs allocated to:		
Teaching, research and residential	1,810	1,600
Total charitable expenditure	<u>12,590</u>	<u>11,405</u>
Expenditure on generating funds		
Direct staff costs allocated to:		
Fund-raising	119	88
Trading expenditure	18	96
Other direct costs allocated to:		
Fund-raising	52	39
Trading expenditure	33	236
Investment management costs	138	166
Support and governance costs allocated to:		
Trading expenditure	14	75
Investment management costs	1,134	1,248
Total expenditure on generating funds	<u>1,508</u>	<u>1,948</u>
Total expenditure	<u>14,098</u>	<u>13,353</u>

The 2020 expenditure of £13,353k represented £10,973k from unrestricted funds, £919k from restricted funds and £1,461k from endowed funds.

Teaching, research and residential expenditure includes a £1.586m transfer of funds to Linacre College (see note 19 & 20)

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 £348k (2020 - £305k).

The Queen's College, Oxford
Notes to the financial statements
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6 ANALYSIS OF SUPPORT AND GOVERNANCE COSTS

	Generating Funds £'000	Teaching and Research £'000	2021 Total £'000
Financial administration	373	585	958
Human resources	-	81	81
IT	4	308	312
Depreciation	-	787	787
Loan interest payable	771	-	771
Other finance charges	-	28	28
Governance costs	-	22	22
	<u>1,148</u>	<u>1,811</u>	<u>2,959</u>

	Generating Funds £'000	Teaching and Research £'000	2020 Total £'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>

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.

	2021 £'000	2020 £'000
Governance costs comprise:		
Auditor's remuneration - audit services	22	18
	<u>22</u>	<u>18</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.

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7 GRANTS AND AWARDS	2021 £'000	2020 £'000
During the year the College funded research awards and bursaries to students from its restricted and unrestricted funds as follows:		
Unrestricted funds		
Grants to individuals:		
Scholarships, prizes and grants	7	46
Bursaries and hardship awards	96	105
Graduate studentships	98	82
Total unrestricted	<u>201</u>	<u>233</u>
Restricted funds		
Grants to individuals:		
Scholarships, prizes and grants	40	64
Bursaries and hardship awards	6	1
Graduate studentships	243	194
Total restricted	<u>289</u>	<u>259</u>
Total grants and awards	<u>490</u>	<u>492</u>

The figure included above represents the cost to the College of the Oxford Bursary scheme. Students of this college received £147k (2020: £144k). Some of those students also received fee waivers amounting to £30k (2020: £45k).

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

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8 STAFF COSTS

	2021	2020
	£'000	£'000
The aggregate staff costs for the year were as follows.		
Salaries and wages	5,273	5,062
Social security costs	452	455
Pension costs:		
Defined benefit schemes	848	805
Pension deficit recovery plan adjustments (Note 23)	(196)	(452)
Other benefits	68	68
	<u>6,445</u>	<u>5,938</u>

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

	2021	2020
Tuition and research	34	55
College residential	73	75
Fundraising	5	4
Support	38	40
Total	<u>150</u>	<u>174</u>

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

Associate Professor -- TF University and non-TF	20	18
Associate Professor -- TF College	9	9
Other teaching and research	1	1
Other	2	2
Total	<u>32</u>	<u>30</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	2	3
	<u>2</u>	<u>3</u>

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

In defined benefits schemes	2	3
	<u>2</u>	<u>3</u>

The Queen's College, Oxford
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9 TANGIBLE FIXED ASSETS

Group	Freehold land and buildings £'000	Fixtures, fittings and equipment £'000	Total £'000
Cost			
At start of year	41,452	158	41,610
Additions	19	-	19
At end of year	41,471	158	41,629
Depreciation and impairment			
At start of year	8,318	98	8,416
Depreciation charge for the year	759	28	787
At end of year	9,077	126	9,203
Net book value			
At end of year	32,394	32	32,426
At start of year	33,134	60	33,194
College			
Cost			
At start of year	41,452	158	41,610
Additions	19	-	19
Disposals	-	-	-
At end of year	41,471	158	41,629
Depreciation and impairment			
At start of year	8,318	98	8,416
Charge for the year	759	28	787
At end of year	9,077	126	9,203
Net book value			
At end of year	32,394	32	32,426
At start of year	33,134	60	33,194

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.

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11 PROPERTY INVESTMENTS

Group	Agricultural	Commercial	Other	2021	2020
	£'000	£'000	£'000	Total £'000	Total £'000
Valuation at start of year	47,665	42,945	360	90,970	91,419
Additions and improvements at cost	221	-	-	221	-
Disposals	(1,074)	-	(149)	(1,223)	(17)
Revaluation gains/(losses) in the year	2,240	(8,145)	(144)	(6,049)	(432)
Valuation at end of year	49,052	34,800	67	83,919	90,970

College	Agricultural	Commercial	Other	2021	2020
	£'000	£'000	£'000	Total £'000	Total £'000
Valuation at start of year	47,665	42,945	360	90,970	91,419
Additions and improvements at cost	221	-	-	221	-
Disposals	(1,074)	-	(149)	(1,223)	(17)
Revaluation gains/(losses) in the year	2,240	(8,145)	(144)	(6,049)	(432)
Valuation at end of year	49,052	34,800	67	83,919	90,970

A formal valuation of the agricultural properties was prepared by Savills as at 31 July 2018 and updated as at 31 July 2021.

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 2021.

12 OTHER INVESTMENTS

All investments are held at fair value.

	2021	2020
	£'000	£'000
Group investments		
Valuation at start of year	260,643	258,897
New money invested	-	17,000
Amounts withdrawn	(320)	(2,034)
Increase / (decrease) in value of investments	56,659	(13,220)
Group investments at end of year	316,982	260,643
College investments at end of year	316,982	260,643

Group investments comprise:	2021	2020
	Total £'000	Total £'000
Equity investments	282,155	228,737
Alternative and other investments	34,827	31,906
Total group investments	316,982	260,643

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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 £'000	QCOTL £'000	QCODL £'000
Income	11,417	27	-
Expenditure	(14,088)	(10)	-
Donation to College under gift aid	91	(91)	-
Investment gains	50,610	-	-
Net income for the year	<u>48,030</u>	<u>(74)</u>	<u>-</u>
Total assets	458,123	126	-
Total liabilities	(38,422)	(109)	-
Net funds at the end of year	<u>419,701</u>	<u>17</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.

2021	Permanent endowment			Expendable endowment	2021 Total endowments
	Trust for investment £'000	Unapplied total return £'000	Total £'000		
At the beginning of the year:					
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
Total endowments	91,413	176,320	267,733	21,103	288,836
Movements in the reporting period:					
Gift of endowment funds	1,162		1,162	805	1,967
Investment return: total investment income		3,724	3,724	300	4,024
Investment return: realised and unrealised gains and losses		40,169	40,169	3,255	43,424
Less: investment management costs		(1,012)	(1,012)	(82)	(1,094)
Other transfers	(1,500)	(218)	(1,718)	(172)	(1,890)
Total	(338)	42,663	42,325	4,106	46,431
Unapplied total return allocated to income in the reporting period		(9,135)	(9,135)	(609)	(9,744)
Expendable endowments transferred to income					
	-	(9,135)	(9,135)	(609)	(9,744)
Net movements in reporting period	(338)	33,528	33,190	3,497	36,687
At end of the reporting period:					
Gift component of the permanent endowment	91,075	-	91,075		91,075
Unapplied total return		209,848	209,848		209,848
Expendable endowment				24,600	24,600
Total endowments	91,075	209,848	300,923	24,600	325,523
2020					
At the beginning of the year:					
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
Total endowments	86,908	192,012	278,920	21,873	300,793
Movements in the reporting period:					
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)
Total	4,505	(7,424)	(2,919)	(254)	(3,173)
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)
Net movements in reporting period	4,505	(15,692)	(11,187)	(770)	(11,957)
At end of the reporting period:					
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
Total endowments	91,413	176,320	267,733	21,103	288,836

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15 DEBTORS

	2021 Group £'000	2020 Group £'000	2021 College £'000	2020 College £'000
Amounts falling due within one year:				
Trade debtors	953	1,020	948	948
Amounts owed by College members	211	161	211	161
Amounts owed by group undertakings	-	-	56	-
Loans repayable within one year	81	65	81	65
Prepayments and accrued income	218	86	215	86
Legacy received after year end	-	2,856	-	2,856
Amounts falling due after more than one year:				
Loans	995	837	995	837
	2,458	5,025	2,506	4,953

16 CREDITORS: falling due within one year

	2021 Group £'000	2020 Group £'000	2021 College £'000	2020 College £'000
Trade creditors	370	128	370	128
Amounts owed to group undertakings	-	-	-	132
Taxation and social security	149	145	147	134
Accruals and deferred income	1,062	547	1,010	428
Other creditors	401	322	401	322
	1,982	1,142	1,928	1,144

17 CREDITORS: falling due after more than one year

	2021 Group £'000	2020 Group £'000	2021 College £'000	2020 College £'000
Bank loans	14,995	14,989	14,995	14,989
Senior notes	19,868	19,862	19,868	19,862
	34,863	34,851	34,863	34,851

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.

The Queen's College, Oxford
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19 ANALYSIS OF MOVEMENTS ON FUNDS

	At 1 August 2020 £'000	Income £'000	Expenditure £'000	Transfers £'000	Gains £'000	At 31 July 2021 £'000
Endowment funds - permanent						
Corpus permanent endowment	183,224	2,548	(693)	(6,302)	27,381	206,158
Endowment funds	28,224	1,556	(137)	(954)	4,376	33,065
Trusts within College objects	56,053	780	(1,900)	(1,871)	8,377	61,439
Trusts outside College objects	232	3	(1)	(8)	35	261
Endowment funds - expendable						
Corpus expendable endowment	13,636	190	(134)	(387)	2,038	15,343
Donations fund	3,612	861	(20)	(174)	641	4,920
Pension fund	3,855	53	(99)	(48)	576	4,337
Total endowment funds	288,836	5,991	(2,984)	(9,744)	43,424	325,523
Total Endowment Funds - Group	288,836	5,991	(2,984)	(9,744)	43,424	325,523
Restricted funds						
Trusts within College objects	4,421	62	(346)	680	661	5,478
Trusts outside College objects	161	2	(1)	8	24	194
Endowment funds	1,247	17	(580)	954	186	1,824
Specific funds	1,446	139	(43)		232	1,774
Specific balances	2,450				137	2,587
Total restricted funds	9,725	220	(970)	1,642	1,240	11,857
Total Restricted Funds - Group	9,725	220	(970)	1,642	1,240	11,857
Unrestricted funds						
General funds	8,091	4,764	(7,934)	4,431	1,190	10,542
Fixed assets reserve	33,194		(787)	19		32,426
Building fund	31,825	442	(1,322)	3,652	4,756	39,353
Total unrestricted funds	73,110	5,206	(10,043)	8,102	5,946	82,321
Unrestricted funds held by subsidiaries	91	27	(101)	-	-	17
Total unrestricted funds - group	73,201	5,233	(10,144)	8,102	5,946	82,338
Total funds	371,762	11,444	(14,098)	-	50,610	419,718

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19 ANALYSIS OF MOVEMENTS ON FUNDS (Continued)

	At 1 August 2019 £'000	Income £'000	Expenditure £'000	Transfers £'000	Losses £'000	At 31 July 2020 £'000
Endowment funds - permanent						
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
Endowment funds - expendable						
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
Total endowment funds	300,793	10,138	(1,461)	(8,790)	(11,844)	288,836
Total Endowment Funds - Group	300,793	10,138	(1,461)	(8,790)	(11,844)	288,836
Restricted funds						
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
Total restricted funds	9,350	246	(919)	1,372	(324)	9,725
Total Restricted Funds - Group	9,350	246	(919)	1,372	(324)	9,725
Unrestricted funds						
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
Total unrestricted funds	72,313	5,401	(10,538)	7,418	(1,484)	73,110
Unrestricted funds held by subsidiaries	242	284	(435)	-	-	91
Total unrestricted funds - group	72,555	5,685	(10,973)	7,418	(1,484)	73,201
Total funds	382,698	16,069	(13,353)	-	(13,652)	371,762

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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. The property of one trust was transferred during the year to Linacre College, Oxford, pursuant to a deed of variation between the College and the original settlors of the trust and Linacre College.

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 funds £'000	Restricted funds £'000	Endowment funds £'000	2021 Total £'000
Tangible fixed assets	32,426	-	-	32,426
Property investments	6,617	2,140	75,162	83,919
Other investments	24,783	10,607	281,592	316,982
Net current assets	22,885	-	-	22,885
Long-term liabilities	(4,373)	(890)	(31,231)	(36,494)
	82,338	11,857	325,523	419,718
	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	2020 Total £'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)
	73,201	9,725	288,836	371,762

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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	2021	Number of trustees	2020
		Gross remuneration, taxable benefits and pension contributions £		Gross remuneration, taxable benefits and pension contributions £
£1 - £4,999	1	4,570	1	3,857
£5,000 - £9,999	4	27,154	3	20,289
£10,000 - £14,999	2	25,287	1	10,537
£30,000 - £34,999	3	100,609	1	34,925
£35,000 - £39,999	8	288,366	7	252,256
£40,000 - £44,999	5	218,394	4	169,662
£45,000 - £49,999	-	-	2	90,648
£55,000 - £59,999	1	57,374	1	57,705
£60,000 - £64,999	1	62,398	1	62,703
£65,000 - £69,999	2	134,694	4	276,630
£70,000 - £74,999	2	145,199	1	73,675
£75,000 - £79,999	2	155,461	-	-
£80,000 - £84,999	-	-	2	169,165
£85,000 - £89,999	1	88,831	-	-
£105,000 - £109,999	-	-	-	-
£115,000 - £119,999	1	117,396	1	117,321
£120,000 - £124,999	-	-	-	-
£165,000 - £169,999	1	167,969	1	166,682
Total	34	1,593,702	30	1,506,055

7 (2020: 5) 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 31 (Related Party Transactions).

Key management remuneration

The total remuneration paid to key management personnel, including Employers National Insurance, was £1728k (2020: £1636k).

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:

	USS	OSPS
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 CPI +2.52% a	Gilts +0.5%- 2.25% b
Rate of increase in salaries	n/a	RPI
Rate of increase in pensions	CPI c	Average RPI/CPI d
Assumed life expectancies on retirement at age 65:		
Males currently aged 65	24.6 yrs	21.7 yrs
Females currently aged 65	26.1 yrs	24.4 yrs
Males currently aged 45	26.6 yrs	23.0 yrs
Females currently aged 45	27.9 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% increasing to 23.7% on 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.

The Queen's College, Oxford
Notes to the financial statements
For the year ended 31 July 2021

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 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 (mortality rated down by a further year)	increase by £1.6bn

Assumption	OSPS 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:

	2021		2020	
	OSPS 30/01/2028	USS 31/03/2028	OSPS 30/01/2028	USS 31/03/2028
Finish Date for Deficit Recovery Plan				
Average staff number increase	0%	0%	0%	0%
Average staff salary increase	2%	2%	2%	2%
Average discount rate over period	0.89%	0.89%	0.74%	0.63%
Effect of 0.5% change in discount rate	11k	39k	48k	52k
Effect of 1% change in staff growth	1k	2k	2k	3k

A provision of £1,631k has been made at 31 July 2021 (2020: £1,815k) 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	2021 £'000	2020 £'000
Universities Superannuation Scheme	179	38
University of Oxford Staff Pension Scheme	426	315
	605	353

Included in other creditors and accruals are pension contributions payable of £Nil (2020: £Nil).

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Notes to the financial statements
For the year ended 31 July 2021

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

	2021	Restated*
	Group	2020
	£'000	Group
		£'000
Net Income (expenditure)	47,956	(10,936)
Elimination of non-operating cash flows:		
Investment income	(4,679)	(5,923)
(Gains) / Losses in investments	(50,610)	13,652
Endowment donations received	(1,967)	(4,990)
Depreciation	787	793
(Decrease)/ Increase in stock	(34)	6
(Increase) in debtors	(194)	(391)
Increase / (Decrease) in creditors	553	(449)
(Decrease) in pension scheme liability	(183)	(453)
Net cash used in operating activities	(8,371)	(8,691)

* Restatement relates to the reclassification of the movement in debtors between those relating to operating activities, dividends, interest and rents from investments and receipt of endowment

27 ANALYSIS OF CHANGES IN NET DEBT

	At start	Cash	At end
	of year	flows	of year
Cash	19,333	2,638	21,971
Loans falling due after more than one year	(14,989)	(6)	(14,995)
Senior Notes due after more than one year	(19,862)	(6)	(19,868)
	(15,518)	2,626	(12,892)

28 ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021	2020
	£'000	£'000
Cash at bank and in hand	21,971	19,333
Total cash and cash equivalents	21,971	19,333

29 FINANCIAL COMMITMENTS

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

	2021	2020
	£'000	£'000
Land and buildings		
expiring within one year	-	-
expiring between two and five years	412	407
	412	407

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30 CAPITAL COMMITMENTS

At the year end the College had no capital commitments (2020: £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:

	2021	2020
	£'000	£'000
Abell C	276	289
Buckley MJ	47	55
Doye JPK	28	33
Gardner A	84	90
Lonsdale LR	36	45
Louth CB	6	11
Metcalfe C	204	211
Meyer D	80	88
Rees OL	72	79
Whidden S	241	-

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 £1,300 (2020: £1,600).

32 CONTINGENT LIABILITIES

There are no contingent liabilities at the year end.

33 POST BALANCE SHEET EVENTS

USS Pension valuation

Since the year end, following the completion of the 2020 actuarial valuation, a new dual rate schedule of contributions has been agreed with an effective date of 1 October 2021. Recalculating the USS provision on the basis of these calculations would result in an increased obligation to fund the deficit of £2,740k, an increase of £1,769k.

A further change to deficit recovery contributions will become applicable under the 2020 valuation if the Joint Negotiating Committee deed on benefit changes has not been executed by 28 February 2022. In this scenario, higher deficit recovery payments will commence from 1 October 2022 at 3% and then increase every 6 months until they reach 20% at 1 October 2025. They remain at this level until 31 July 2032. Negotiations continue and an increase to this level is considered remote.

If the Schedule of Contributions remains unchanged, the College's Financial Statements for the year ended 31 July 2022 will reflect these changes to the provision, subject to any other changes in financial and operational assumptions.

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34 ADDITIONAL PRIOR YEAR COMPARATIVES

34 a PRIOR YEAR COMPARATIVE - Consolidated Statement of Financial Activities
For the year ended 31 July 2020

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

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34 ADDITIONAL PRIOR YEAR COMPARATIVES (Continued)

34 b PRIOR YEAR COMPARATIVE - Property Investments
(Current year Note 11)

Group				2020
	Agricultural £'000	Commercial £'000	Other £'000	Total £'000
Valuation at start of year	44,617	46,100	702	91,419
Additions and improvements at cost	-	-	-	-
Disposals	(22)	-	5	(17)
Revaluation gains/(losses) in the year	3,070	(3,155)	(347)	(432)
Valuation at end of year	47,665	42,945	360	90,970

College				2020
	Agricultural £'000	Commercial £'000	Other £'000	Total £'000
Valuation at start of year	44,617	46,100	702	91,419
Additions and improvements at cost	-	-	-	-
Disposals	(22)	-	5	(17)
Revaluation gains/(losses) in the year	3,070	(3,155)	(347)	(432)
Valuation at end of year	47,665	42,945	360	90,970

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.

34 c PRIOR YEAR COMPARATIVE - Parent and Subsidiary Undertakings
(Current year Note 13)

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 £'000	QCOTL £'000	QCODL £'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	(10,785)	(153)	2
Total assets	409,480	221	-
Total liabilities	(37,809)	(130)	-
Net funds at the end of year	371,671	91	-