Charity Registration No. 1143479

Worcester College

Annual Report and Financial Statements

Year ended 31 July 2024

WORCESTER COLLEGE
Annual Report and Financial Statements
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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 as trustees during the financial year, or subsequently up to the date of approval of these financial statements, are listed below together with details for those who also held College Officerships:

Governing Body Fellow	College Officers	In year change	(1)	(2)	(3)	(4)	(5)	(6)
Mr David Isaac CBE	Provost		•	•	•	•	•	•
Dr Simon Cowan				•	•	•	•	•
Professor Kate Tunstall								
Professor Donal Nolan								
Dr Nir Vulkan	Garden Master							
Professor Andrew Carr							•	
Professor Ben Morgan					•		•	
Dr John Parrington								
Dr Richard Earl	Vice Provost			•	•	•	•	•
Dr Scott Scullion	Dean of Degrees							
Professor Josephine Quinn				•		•		
Professor Andreas Willi								
Professor Endre Süli					•			
Professor Grant Ritchie				•				
Professor Robert Harris								
Dr Paul Azzopardi	Dean			•	•			•
Dr David Steinsaltz	Sustainability	To 01/09/2023					•	•
Dr Conrad Leyser								
Professor Laura Ashe								
Professor Gabriel Stylianides								
Professor Kim Dora								
Dr Antonis Papachristodoulou								
Dr Michael Peramatzis								
Dr Zofia Stemplowska								
Dr Afifi al-Akiti						•	•	
Professor Sadie Creese								
Dr James Edwards						•		
Professor Andrew Stephen						•		

WORCESTER COLLEGE

Governing Body, Officers and Advisers

Year ended 31 July 2024

Governing Body Fellow	College Officers	In year change	(1)	(2)	(3)	(4)	(5)	(6)
Mr Mark Bainbridge	Fellow Librarian							
Dr Alexander Sturgis								
Dr Peta Fowler								
Dr Alice Violet								
Professor Andrzej Murawski			•					
Dr Robert Smith			•					
Professor Hauke Marquardt								
Dr Lisa Wedding	Sustainability	From 01/09/23	•					
Dr Michael Mayo					•			
Dr Laura Quick								
Dr Leah Trueblood				•				
Dr Natalia Waights Hickman	Tutor for Graduates				•			
Professor Tsilly Dagan			•					
Professor Iain McCulloch						•		
Dr Paulo Savaget								
Dr Wouter Mostert							•	
Professor Patricia Clavin								•
Professor Emmanuel Breuillard								
Mr Michael Huggins	Finance and Estates Bursar		•	•	•	•	•	•
Professor Jennifer Walshe								
Mr Simon Boddie			•					
Leila Ullrich								
Ronelle Roth					•			
Helen Parish	Senior Tutor		•	•	•			
Viola Kerr	Development Director					•		
Richard D'Arcy								
Weston Struwe		From 1/8/23						

During the year the activities of the Governing Body were carried out through six principal committees. The membership of these committees during the academic year 2023/24 is shown above for each Fellow.

(1) Finance Committee
(2) General Purposes Committee
(3) Education Committee
(4) Development Committee
(5) Estates and Operations Committee
(6) People and Culture Committee

The Joint Consultative Committee comprising membership from Governing Body, senior staff and Officers of the Middle and Junior Common Rooms discusses matters affecting Middle and Junior Common Room members. Such matters include (but are not limited to) the domestic management of the College, food service provision, and sports and recreational facilities.

Membership details for all committees are available on request.

COLLEGE SENIOR STAFF

The non-Trustee senior staff of the College to whom day to day management is delegated are:

Mr Harmohinder Bahl	Home Bursar
Mrs Jayne Stoddart	Head of Works
Ms Leigh MacNeill	College Accountant

COLLEGE ADVISERS

Investment managers
Oxford University Endowment Management Ltd
King Charles House
Park End Street
Oxford
OX1 1JD

Bankers
The Royal Bank of Scotland
Drummond House
1 Redheughs Avenue
Edinburgh
EH12 9JN

Barclays Bank
Leicester
LE87 2BB

Auditor
Moore Kingston Smith LLP
6th Floor
9 Appold Street
London
EC2A 2AP

COLLEGE ADDRESS

Worcester College
Walton Street
Oxford
OX1 2HB

College website
www.worc.ox.ac.uk

The Members of the Governing Body present their Annual Report for the year ended 31 July 2024 under the Charities Act 2011 together with the audited financial statements for the year.

REFERENCE AND ADMINISTRATIVE INFORMATION

The Provost, Fellows & Scholars of Worcester College in the University of Oxford, which is known as Worcester College, ("the College") is an eleemosynary chartered charitable corporation aggregate. It was founded through a legacy of Sir Thomas Cookes Bt. under a Royal Charter of Queen Anne dated 1714. The corporation comprises the Provost and Fellows. The College is registered under the Charity Commission (registered number 1143479).

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 of the College, are given on pages 2 to 4.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing documents

The College is governed by its Statutes dated 14 December 2011.

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 Master of the Rolls on behalf of the Crown. New Governing Body fellows are appointed by the existing trustees, for specified periods of time or until retirement. New members of the Governing Body are elected on the basis of expertise in their particular field.

The Governing Body devises and approves the College's strategy and oversees its administration and also the management of its finances and assets. It meets regularly, chaired by the Provost.

Recruitment and training of Members of the Governing Body

New Members of the Governing Body are normally recruited by open application and interview and are inducted into the workings of the College, including Governing Body policy and procedures, by means of being provided with a copy of the College Statutes, the Fellows' Handbook, Charity Commission Guidance Notes and informal discussions with colleagues.

Training courses and information to keep members of the Governing Body informed about current issues in the sector and on regulatory requirements are kept under review and offered, as appropriate.

Remuneration of Members of the Governing Body and Senior College Staff

Members of the Governing Body, who are primarily Fellows, are teaching and research employees of the College and receive no remuneration or benefits from their trusteeship of the College. Those trustees that are also employees of the College receive remuneration for their work as employees of the College. This is set based on the advice of the College's Remuneration Committee. Where possible, remuneration is set in line with that awarded to the University's academic staff.

The remuneration of senior college staff is approved by Governing Body on the recommendation of the Remuneration Committee.

Organisational management

The members of the Governing Body normally meet twice a term with the provision for extraordinary meetings, if required. Governing Body has established a series of committees to attend to and advise upon the wide range of matters for which Trustees are accountable. Six Principal Committees meet termly to cover the main operational areas of College life and report directly to Governing Body, some of which are informed by operational or specialist sub-committees.

Development Committee
Provides strategic advice to the Development Director and oversight of the College's fundraising activities, policies and donor relations.

Education Committee
Considers all business related to the academic life and activities of the College, with the aim of supporting students and promoting excellence in teaching and research.

Estates & Operations Committee
Provides strategic advice and general oversight to ensure College buildings and facilities meet the academic, social and residential needs of the College community, within its means and for long-term sustainability. The Committee usually meets twice per term. Its sub-committees include those responsible for Health & Safety, IT, Gardens & Grounds and Sustainability.

Finance Committee
Sets and monitors annual financial budgets. Deals with issues of financial management, procurement, reporting and compliance, aiming to secure long-term financial sustainability and value for money across all College expenditures.

General Purposes Committee
Provides a regular forum for the consideration of urgent or strategic issues and those which do not fall wholly within the remits of other committees.

People & Culture Committee
Monitors, facilitates and promotes policies, strategies and actions to strengthen the skills, achievements and impacts of people in the Worcester College community. Its sub-committees include those responsible for HR and Equality, Diversity & Inclusion.

Three Advisory Committees are convened termly to provide strategic advice and oversight for governance, academic and operational areas.

- Academic Strategy Committee

Produces and monitors progress on an annual academic strategy which sets out aspirations for the size, shape, performance and provision of teaching and research.

- Governance & Compliance Committee

Monitors progress on the College's strategy, and reviews College governance, policies and processes to ensure appropriate measures of transparency, compliance and accountability.

- Audit & Risk Committee

Provides review and advice, from external experts, to assist Governing Body in the fulfilment of its corporate governance, and charitable duties.

Two other committees directly report to Governing Body:

- Nominating Committee, which comprises at least five members of Governing Body who are broadly representative of the College's academic community, makes recommendations in relation to the appointment of committee members and senior officers from among the trustees of the College.
- Remuneration Committee, which provides independent advice and recommendations to the Governing Body as to the level of remuneration (including any stipend, allowance or benefit) for members of the Governing Body or other senior staff who may be referred to it. The Committee is chaired by someone who is not a Trustee of the College but has previous experience of serving on a Remuneration Committee or equivalent.

The day-to-day running of the College is delegated to the Provost, supported by the following College Officers and senior staff: the Vice Provost, the Finance & Estates Bursar, the Senior Tutor, the Dean, the Home Bursar, the Development Director, the College Accountant, the Librarian and the Director of the Visiting Student Programme. All meetings of the committees listed above are attended by one or more of these individuals.

Group structure and relationships

The College has a wholly owned trading subsidiary, Worcester College Enterprises Limited whose accounts are consolidated into the accounts of the College.

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.

A separate charity which is not controlled by the College, Worcester College Oxford Endowment Trust, has the support of the College as its principal charitable objective. The Trust makes an annual grant to the College (currently at 4.25% of the value of its assets at year-end).

The College also administers many special funds, as detailed in Note 16 to the financial statements.

OBJECTIVES AND ACTIVITIES

Worcester College is committed to teaching, learning and exchanging ideas which make a positive impact in wider society. As an academic community within the University of Oxford, the College promotes freedom of thought and expression, the integrity of academic research, and the belief that all members of the College should be valued and respected. The College offers a stimulating and supportive teaching and learning environment for students at undergraduate and graduate levels in a wide range of academic disciplines. This is complemented by modern facilities and a range of opportunities for extra-curricular activity.

The College's educational provision works in tandem with the courses of study available to its students within the departments and faculties of the University of Oxford. In particular, the College organises small-group tutorials for undergraduates in which each student's education is steered by research-active academics. This system of supervision, alongside advisors for graduate students, ensures that the College provides an informing, inspiring and challenging learning environment for all its students.

For centuries Worcester College has helped students to achieve their potential and contribute to society after graduation. Alumni have gone on to lead fulfilling lives and have made major contributions in their chosen fields, from academia, education, science and the arts, to faith communities, public service, business and the military.

Charitable Objects and Aims

The College's Objects are the advancement of education, religion, learning and research, by the provision of a college in the University of Oxford, for the benefit of the public.

The Governing Body has considered the Charity Commission's guidance on public benefit and in keeping with its objects, the College's aims for the public benefit are:

- To advance education, including extending access

  Working with the University of Oxford's departments and faculties, students are admitted from a wide range of demographic, financial and cultural backgrounds solely on the basis of their academic ability and potential.

  The College provides opportunities for its students to develop their academic knowledge and potential, and the transferable skills they will need to contribute in the workplace and in society more widely. Small-group tutorial and class teaching for undergraduates is supplemented by the provision of a range of teaching and learning facilities, including three libraries and several lecture/seminar rooms. The College also offers a range of welfare, pastoral and administrative systems to support students, as well as social, cultural, and extra-curricular activities.

  The Admissions and Access Officers employed by the College undertake outreach and widening-participation work with schools, colleges and individuals and work with the Senior Tutor to develop and implement policies associated with access to Higher Education. The Senior Tutor, supported by a Graduate Officer, is responsible for work associated with the admission of graduate students.

- To provide bursaries

  The College recognises academic achievement through the award of scholarships, exhibitions and prizes for strong performance. Funds are provided to assist students with the purchase of academic books, to help with vacation residence and field trip costs, and for travel associated with attendance at conferences and in furtherance of their academic work.

- To support impecunious students through targeted financial aid.

  The College advises and assists students who are in financial hardship. A Student Financial Aid Fund considers applications for assistance from the College's hardship funds and is able to provide help by means of grants, loans or a combination of the two.

- To support college-funded and independent research,

  The College funds a number of career development Junior Research Fellowships and Tutorial Fellowships in a wide range of subject areas including biology, social sciences and the history of art. Associations are also offered, by means of Senior Research Fellowships and Supernumerary Fellowships, to individuals in University departments and faculties who are undertaking research.

  Through the standard University scheme for sabbatical leave, and in considering requests for special leave, the College also provides replacement teaching to enable Fellows to dedicate between 1 and 3 terms to specific research projects. All Tutorial Fellows and career development Junior Research Fellows are eligible to receive a Teaching and Research Allowance and may apply for assistance towards expenses incurred in attending academic conferences.

  Students and academic staff are able to make use of the College's three libraries, and researchers can also apply to access material in the College's archive or special collections of prints drawings and manuscripts.

- To promote religion.

  The College employs a full-time Chaplain who, along with the Assistant Chaplain, conducts services in the Chapel and can be approached by students of any faith or none as a member of the welfare team. The Chapel, open every day, acts as a centre of Christian worship but its use by anyone as a space for quiet reflection is also encouraged.

The Chapel supports the College Choir under the direction of the full-time Director of College Music, featuring both mixed-voice choral scholars, boy trebles from Christ Church Cathedral School, and undergraduate organ scholars. The Choir sing regular services of evensong, communion and compline, four times weekly in full term, as well as taking part in concerts, tours, broadcasts and recordings.

A freely accessible multi-faith prayer room is available as an alternative space for prayer and reflection for both groups and individuals, and all services are promoted, internally and externally, by means of notice boards, social media and websites. Information about the variety of faith societies, belief groups and religious centres within the University is provided in the Undergraduate and Graduate Handbooks.

The Chaplain organises various events outside of the Chapel to discuss religion, ethics and morality, usually including a weekly discussion group and a termly dinner with guest speaker, alongside more social activities focussing on wellbeing and pastoral care.

ACHIEVEMENTS AND PERFORMANCE

The Oxford tutorial system presents unique opportunities for our students' academic and personal development and we continue to ensure that all our students benefit from the opportunities that exist in College. These have enabled them to develop the critical academic skills to build self-confidence, thrive as independent learners and continue to be ambitious. We continue to focus on those with the most talent and potential – when considering both students and staff – and are confident that our community will continue to build its resilience and inclusive values.

Delivery of the College Strategy

The College adopted a Five-Year College Strategy in Trinity Term 2022 to: (1) promote academic excellence and research (2) develop of a strong and inclusive College culture and (3) ensure strong financial stewardship and good governance. The College's Strategy Implementation Group has worked hard to deliver the College's strategic ambitions. Key aspects have been:

- Academic excellence and research – updating the College's Academic Strategy;
- A strong and inclusive College culture – the introduction of a "One-Worcester" approach to running the College and teams working together; increased training and the development of music and other arts events in College, many of which are attended by the University and local community;
- Strong financial stewardship and good governance – the adoption of a three-year break-even financial strategy and a detailed governance review to ensure that the College and its trustees are able to meet (where relevant) Charity Commission best practice.

Access and Admissions

The Admissions and Outreach office is now back at full staffing levels, following a successful second appointment in autumn 2023. This has enabled the expansion of our access and outreach work, with a continued focus on active engagement schools in our 'link areas' of West Yorkshire, as determined by the University's regionalisation scheme. The admissions cycle in 2023-4 ran smoothly, from open days to College visits, school-focused activities and advice and support with applications and interviews. Over 2,500 visitors attended our June 2024 Open Days, and Worcester continues to receive the highest number of applications for undergraduate study of any College. Student Ambassadors play an active role in the planning and delivery of the Open Day programme, leading College tours, meeting individual potential applicants, and contributing to question-and-answer sessions run by the Senior Tutor and Admissions & Outreach officer.

In 2019, the College's Governing Body set a number of access targets for undergraduate admissions, focusing on groups currently under-represented at Oxford University. Our approach reflects the commitments made in the University's Access and Participation Plan (All HEI's are required to submit an APP to the Office of Students, and must be approved by the OFS if the provider wants to charge higher tuition fees.) As part of our obligation to operate within the terms of the University's Common Admissions Framework we have continued to make significant progress towards achieving these targets: in 2022, 87% of our intake came from state schools (2018: 67%), 25% came from areas with the lowest levels of progression to Higher Education (2018: 15%), and 25% came from the most socio-economically disadvantaged areas (2018: 14%). Racial equality remains a key focus of our access work, and in our 2022 intake just over 32% of our UK intake was from BAME backgrounds (2018: 14%). This year, 82.4% of our applications and 85.5% of our offers are from students attending state schools, highlighting the continued success of our outreach programmes to recruit the most talented students. This places us as the third-highest college in terms of state school student representation. However, it is worth nothing that we maintain a similar acceptance rate between state and independent schools- testimony to the overall calibre of the students applying from each group and our commitment to ensuring equality of opportunity and outcomes across applicants from all backgrounds. The data for the most recent year shows that the decisions taken in admissions are a close match for the national population and distribution of A level grades; the College continues to adhere to University guidance on the use of contextual data when assessing applications and build relationships with departmental and university admissions leads but continues to offer places on the basis of academic performance and potential.

Our Tinsley Access & Outreach officer continued to offer structured and informal visit days for schools across a wide age range, drawing upon support from tutorial fellows for academic input . Enrichment activities of this type are a core part of our provision, equipping and empowering applicants from under-represented groups within the College and University in line with the requirements of the University's Admissions and Outreach work and the allocation of colleges to 'link areas' across the country. Worcester hosted over 40 school visits, with approximately 1,200 students attending from the Yorkshire and Humber regions. These visits included College and University tours, interactive workshops, and presentations about the application process. Feedback was enthusiastic from pupils: "The tour was informative, insightful, and, most of all, fun. Your genuine passion for the college made it even more enjoyable and entertaining!", as well as from teachers "The trip has raised their aspirations and enlightened their outlook on collegiate university life. The mathematics lecture and presentation opportunity have given me future inspiration for tutorials at MFG"; "Students had workshops on interviews and personal statements, and sampled a degree-level History lecture, which they thoroughly enjoyed!"

Our inaugural Teacher Residential in March 2024 was a great success. Feedback from participating educators has been overwhelmingly positive, with many expressing gratitude for the opportunity to experience life at Oxford firsthand. Teachers appreciated the insights into the admissions process, as well as the chance to engage in meaningful discussions with staff and students.

Four Student Residentials were hosted in College, each attended by approximately 50 students from underrepresented backgrounds. These programmes offer a taste of university life and focus on academic enrichment across a range of subjects in mathematics, science, and the humanities. We continue to welcome groups of students from independent schools, and maintain close working relationships with teachers – including sixth form tutors – from across a diverse range of providers.

The Choral Experience engaged 75 students from state schools in ambitious choral activities and workshops. Forty students attended the weekend residential with the remaining students attending a pick-up day. This initiative provided a platform for students to explore music-making at a university level, sparking interest in Oxford's unique commitment to choral music. Again, feedback was overwhelmingly positive.

Our Building Bridges initiative, in collaboration with the Chemistry Department and three other Oxford colleges, aims to increase science capital and identity among students in our link areas. This project has been particularly impactful, with OXbOX science kits supporting primary science curriculum teaching and offering enrichment activities in S.T.E.A.M. (Science, Technology, Engineering, Arts, and Mathematics). New themes for 2024-2026, such as 'Symmetry in Our World', promise further to engage students in exploring the wide range of applications of S.T.E.A.M., particularly focusing on chemistry. Following a successful pilot phase in Gloucester, we are thrilled to expand the Building Bridges project to new areas of the UK in 2024-2026. We continue to explore new ways to engage students and teachers, working tirelessly to ensure that our programmes remain accessible and impactful.

Fellowship and Staff

Our governance is arranged according to our College Statutes and By-Laws, with the College's Governing Body holding overall responsibility for College policies and affairs. The Governing Body is chaired by the Provost. Its membership comprises all Official Fellows (Tutorial and Non-Tutorial) and Professorial Fellows (persons whose posts are statutory Professorships of the University or are similarly ranked by it, and are permanently attached to the College). There are four categories of Fellowship – Research, Supernumerary, Emeritus and Honorary – of which the first two may be elected to membership of the Governing Body.

The College is also home to a thriving community of Research, Honorary and Emeritus Fellows. The recent appointment of two Heads of Research from among the fellowship is part of a wider commitment to fostering a lively and supportive research environment, and the provision of support and mentoring to early career researchers. The College supports a range of research activities including seminars, workshops, public lectures, round-table discussions, and interdisciplinary approaches to research and publication that address a public audience.

Last year we appointed to four non-stipendiary Junior Research Fellowships, three stipendiary Junior Research Fellowships, and one Senior Research Fellowship. Such appointments are cyclical; the next series will commence in 2024-5. We recognise the contribution that early career researchers make to the academic community at Worcester, and the importance of providing a mutually supportive research culture and environment in College. Our commitment to the development of a lively research culture has been noted by the University; the Senior Tutor has met twice with members of the University policy unit, and requests for further information have been received from other Colleges. A series of pre-dinner talks and workshops has enabled our early career researchers and Fellows to present 'work in progress' talks, and under the umbrella of our research theme for 2023-4 'Sustainability' a series of research led and practice-focused events have been organised, widening the reach of this work across College, university, and via public engagement.

Student Numbers and Progress

Worcester College is home to 449 undergraduates, 200 postgraduates, and 28 visiting students. Our undergraduate students have been awarded Faculty Prizes across a wide range of subjects, including Medicine, Classics, Chemistry, Law, Business, Psychology, and Medicine.

We have appointed a new Learning Development Officer for the current academic year, following a successful application for donor funding for the post on a fixed-term basis. We will use this time to reflect on learning and academic skills development in College, and how best to support our students. Our LDO has run a dynamic and responsive series of events, group activities and 1-1 sessions targeted at the needs of our students, and engaging with broader teaching and learning focused issues in higher education. Activities include workshops for staff at Worcester on generative AI, to be delivered by an expert from Oxford's Centre for Teaching and Learning, to promote a greater understanding of generative AI, its uses and dangers, and to promote conversations around how to take advantage of it in one's teaching.

The Visiting Students Programme continues to thrive. We retain our reputation for academic excellence within a supportive and diverse learning environment, providing an educational and cultural experience which supports academic development and builds life long memories. In feedback, the students report high levels of satisfaction with three core aspects of the College provision: the quality and support of their tutors; the ability to integrate with matriculated students; and the pastoral support shown by the College. The successful delivery of the Visiting Students Programme forms part of the College Strategy and our academic ambitions. The academic relationship that we build with our Visiting Students is mutually beneficial, exposing students to diverse perspectives and enabling constructive challenge and debate.

Our ambition to enhance our academic provision grows out of this desire to be an outward facing College which welcomes students and visitors from around the globe. The Visiting Students Programme is well supported and resourced in College, but as an area of potential growth also contributes to stability in our financial planning. Worcester's Visiting Students live with the College's matriculated students in College housing on the main site, which facilitates social interaction; any expansion of Visiting Student numbers will be kept within a range that enables us to maintain this approach to accommodation.

The College is home to a vibrant community of graduate students pursuing a wide range of postgraduate taught and research degrees. Application numbers have been buoyant, and our Academic Strategy benchmarking group has identified the expansion of PG numbers and graduate scholarships as a key part of our planning over the next 3-5 years. Support from the Development Office has been much appreciated in this area; we recognise the funding challenges currently facing the HE sector and the important of funding for research students who will shape the academic culture of the College, University, and wider society in the years ahead.

Student Financial Support

The College has continued to offer financial support to its students, including for academic provision, hardship, bursaries, study grants and extra-curricular activities. Funds were also provided to support other activities including field trips, medical electives, undergraduate research/conference travel, book bursaries, sports bursaries and language tuition. A total of £358k was disbursed during the year (2023: £331k).

Development

This year has been defined by embedding much improved processes for our operations and setting a new strategy with clear fundraising priorities.

The Development Director joined two months before the start of the financial year, and the Development team reached full strength four months into the year with the arrival of Dr Millie Papworth as Deputy Development Director.

In 2023-4 we raised £14,486,764 in cash received, including £541,096.27 in legacy gifts. Of this, £1,449,210.59 was unrestricted income. £10,000,000 of the total amount raised constitutes the first tranche of the transformational pledged gift of £30,000,000 from Old Member Sir Lindsay Owen-Jones to create a new library and graduate student accommodation.

We are indebted to those donors who have entrusted the College with unrestricted donations this year. Their confidence in the College and understanding of our financial structure is vital and much appreciated. A number of donors have given towards key restricted projects such as sustainable building restoration, repairs to the College lake, graduate scholarships, undergraduate support, academic research and student creative arts activities. Of particular note is the foresight of the Mallinckrodt Foundation which has generously established an endowed fund to be directed towards renovations within the College's historic buildings.

We are really delighted that this year more than 1120 Worcester alumni made a donation to the College. The proportion of contactable alumni donating to Worcester has continued to increase year-on-year since 2019-20, and this year continued the trend, increasing from 10.9% to 12.6%. A successful Telethon that raised

£177,000 increased the number of regular donors to Worcester from 677 to 724. With a Giving Day planned for November 2024 aimed at increasing gifts from new donors and lapsed donors, this rate of participation in giving will increase further.

An annual programme of thanking donors has been implemented, and one consequence was the introduction of the 1714 Society (membership of which is for Old Members who have pledged legacies to the College) and a 1714 Society event to thank its members; another was the creation of a Foundation Circle for donors giving £2000 or more in each year. We have also continued our programme of regular reunions, online lectures and subject dinners and introduced a series of smaller events for potential donors to bring them closer to the life of the College.

The Development and Alumni Relations team is now supported and guided by the newly established Development Advisory Board, and we owe a great debt of gratitude to its members for their time and wisdom during this first year.

We are hugely grateful to all those who, through their generous giving, have supported Worcester to achieve its objectives this year.

FINANCIAL REVIEW

The 2023-24 financial year has been challenging. Inflation was 6.7% in the first half of the year, and was still at 3.2% by year end. Inflation in key areas of expenditure – such as energy, and food - was considerably higher. These inflationary pressures were also felt by our loyal and hardworking staff, and we have done what we could to help support them financially, including adopting the University pay settlement.

The principal funding sources of the College continue to be fees, accommodation charges, conference income, donations and endowment income. Fee income is received via the University, from the Office for Students (OfS), various funding bodies and students.

The College also receives financial support from many benefactors mentioned above, who enabled us to avoid an operating deficit this year.

Total income and endowments for the year were £19,227k (compared with £14,719k in 2023). As noted above, this included £4,247k from donations and legacies (2023: £2,729k).

The College's charitable objects continue to be met with resources expended on charitable activities for the year of £14,291k (2023: £13,593k).

Incoming resources from charitable activities in the year, principally fees and residential income were £9,042k compared with £7,125k in 2023. Conference activity for the year were £3,435k (compared with £2,836k in 2023).

The operating cash surplus increased from £5,789k in 2023 to £9,630k in 2024. The pension provision decreased by the full provision £2,496k in the year (2023: £985K decrease) a significant, albeit largely non-cash component of this year's surplus.

All of the College's securities and other investments are managed by Oxford University Endowment Management Limited (OUEM) and total £52,033k (2023: £49,409).

The Trustees continue to pay particular attention to the College's ability to continue as a going concern in the face of significant economic challenges. Improved trading activity and the generous support of Old Members makes it possible to continue College activities at their present scale but we continue to examine all our operations to ensure value for money and to identify ways of achieving improved financial sustainability on a long-term basis. Having reviewed the current cash position and forecast income and expenditure, and in the light of the College's existing financial resources, the trustees are satisfied that the College is a going concern. However, it should be noted that the operating budget for the coming years continues to remain challenging, and additional income will need to be generated and costs controlled to ensure that the College's finances remain healthy in the medium and longer term .

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, to allow the College to be managed efficiently and to provide a buffer to ensure uninterrupted delivery of services. In 2018-19, having reviewed current risks and uncertainties in the external environment, the Trustees set a target range for free reserves equal to 3-6 months of operating costs to allow operations to continue in the event of short-term economic disruption or other revenue shocks, and committed to developing financial strategies to achieve this. In setting this target, the Trustees were mindful that the College's Expendable Endowment provides a degree of protection in the event of short-term revenue pressure, although taking the view that it is also preferable and prudent to increase the level of free reserves given the long-term purpose of the Endowment.

The Group's unrestricted reserves at the year-end amounted to £39,471k (2023: £37,121k), represented by a £33,070k fixed asset designated reserve (2023: £33,439k), £6,533k (2023: £4,833k) of a long-term property investment reserve and free reserves of (£132k), free reserves reduced due to investment in property (2023: £1,345k). This is below the Trustees' target for free reserves, but the Trustees are reassured that the number is positive; they plan to build free reserves to the desired level as operating circumstances permit.

The pension schemes no longer have a deficit therefore no deficit recovery provision is required. The total provision in 2022-23 of £2,496k was released in the year.

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;
- producing a consistent and sustainable amount 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 investment strategy, policy and performance are monitored by the Investment Sub-Committee. At the year end, the College's long- term securities totalled £52,033k, (2023: £49,409k) which during the year generated income of £2,407k (2023: £2,029k) and included the recognition of an unrealised gain in the year of £2,272k (2023: loss of £2,525k).

Under the total return accounting basis, it is the Governing Body's policy to extract as income up to 4.5% of the value of the relevant invested funds. The Governing Body will keep the level of drawdown under review to balance the needs and interests of current and future beneficiaries of the College's activities.

Risk management

The College has on-going processes which operated through-out the financial year for identifying, evaluating and managing the principal risks and uncertainties faced by the College and its subsidiary in undertaking their activities.

The Governing Body has ultimate responsibility for managing any risks faced by the College, and the Audit and Risk Committee helps it monitor the major risks to which the College is exposed. A risk register and action plan has been established and responsibility for the management of the key risks resides with the College officers and their relevant committees, with the Audit and Risk Committee receiving periodic reports on the effectiveness of this.

The principal risks and uncertainties faced by the College and its subsidiaries that have been identified are categorised as follows:

- Failure to attract and retain high quality staff. On the academic side this is mitigated by ensuring appropriate remuneration and by a range of additional measures including flexibility of funded leave to support research, and assistance securing housing in Oxford's competitive market. More broadly, the College mitigates this risk by working to attract a wide-range of qualified applicants for positions.

- Governance and financial control risks are inherent in any charity of the College's size and complexity. These risks are mitigated by financial and governance controls including strong budgetary and purchasing controls, independent membership of key Committees and clear protocols for managing potential conflicts of interest.

- Risks relating to the management and operations of the College, including health and safety, risk of damage to the historic fabric of the estate, and potential interruption to the College's activities. Mitigation involves a range of preventative and control measures, alongside thorough reporting and oversight, contingency planning and insurance. Other risks relating to the operational activities of the College such as employment of staff and use of IT are managed through clear procedures and monitoring.

- Other risks of harm to the beneficiaries of the charity. This is mitigated through appropriate safeguarding procedures, continued investment in student welfare provision, and the active risk-assessment of events and activities on the College site.

- Financial risk to the College's endowment, including loss of real value through inappropriate investment, and failure to attract sufficient additional endowment funds. The College's endowment is invested with Oxford University Endowment Management to ensure direct oversight and management by investment professionals, with an Investment Subcommittee monitoring performance and reviewing future strategy, including potential concentration risk. Risk of insufficient future donations is mitigated by the activities of the Development Office and the Provost, overseen by both the External Relations Committee and the Finance Committee.

- Reliance on in-year voluntary income to defray operational expenditure. This is being mitigated by a focus on increasing the returns from trading activities, reviewing the size and composition of the student body and continued work on the evolving three-year financial plan.

FUTURE PLANS

The College continues to review all aspects of its operations, including the size and composition of the student body although we expect any changes to be gradual and evolutionary in nature. It will continue to deliver teaching and learning through the tutorial system, to support research, fund scholarships and scholarly activity and to recognise scholarly achievement, support students in financial hardship and provide for the welfare of its students through its welfare team and other support arrangements.

The College's ongoing essential maintenance programme is planned to continue into the next financial year and beyond. It represents a significant expenditure commitment. Alongside this, the free reserves will need to be rebuilt to the target level that the trustees have set in the light of uncertainties in the external environment. These factors further increase the importance of the cost control and commercial revenue work noted above.

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 have prepared the financial statements in accordance 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 they are 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 must:

- select the most suitable accounting policies and then apply them consistently;
- make judgements 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; and
- 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 them to ensure that the financial statements comply with the Charities Act 2011. They are 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 4 December 2024 and signed on its behalf by:

David Isaac
Provost

Independent auditor's report to the trustees of Worcester College

Opinion

We have audited the financial statements of Worcester College (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 July 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated and College Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102; The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and College's affairs as at 31 July 2024 and of the group's incoming resources and application of resources, including the group's and the College's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report, set out on pages 6 to 16 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

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

Responsibilities of trustees for the financial statements

As explained more fully in the Trustees' Responsibilities Statement set out on page 18, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent 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 regulations made under section 154 of that Act.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and the parent charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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.

The objectives of our audit in respect of fraud, are: to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charity.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charity and considered that the most significant are the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charity complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of this report

This report is made solely to the charity's trustees, as a body, in accordance with Chapter 3 Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

Moore Kingston Smith LLP, Statutory Auditor

6th Floor
9 Appold Street
London
EC2A 2AP

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

Date: 10 December 2024

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 subsidiary, Worcester College Enterprises Limited.

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 its subsidiary for the reporting year are in note 12.

The accounts of the affiliated student bodies, Worcester College Clubs, Middle Common Room and Junior Common Room have not been consolidated because the College does not control these activities.

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'.

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 accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland' (The Charities SORP (FRS102).

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. Going concern

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the College to continue as a going concern. Having reviewed the current cash position and forecast income and expenditure, and in the light of donations received and pledged to support the College, cost control, fund raising initiatives and the significant expendable endowment funds available, the trustees have concluded that the College will have sufficient liquidity to operate for at least the next twelve months from the date of approval of these financial statements. The College therefore continues to adopt the going concern basis in preparing its financial statements.

4. 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 participates in two multi-employer defined benefit pension plans. In the judgement of the Governing Body, there is insufficient information about the plan assets and liabilities to be able to account reliably for its share of the defined benefit obligation and plan assets in the financial statements and therefore the plan is accounted for as a defined contribution scheme (see note 20).

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.

4 Accounting judgements and estimation uncertainty (continued)

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 and its subsidiaries are the level of investment return and the performance of investment markets.

5. 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, OFS support and other charges for services

Fees receivable, less any scholarships, bursaries or other allowances granted from the College's unrestricted funds, OFS support and charges for services and use of the premises are recognised in the period in which the related service is provided.

Conference income in relation to conferences that span the year end is accrued for in accordance with the proportion of completion.

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.

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.

6. 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.

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, together with expenditure on equipment costing more than £2,000, 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
Building improvements	50 years
Equipment, Fixtures and Fittings	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 changes in circumstances indicate that the carrying value may not be recoverable then the carrying values of tangible fixed assets are reviewed for impairment.

9. 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.

9. Investments (continued)

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.

10. 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. Where necessary, provision is made for obsolete, slow moving and defective stock.

11. 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 prevailing rates of exchange 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 balance sheet date. The resulting exchange differences are taken to the SOFA.

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 balance sheet date are recognised in the income and expenditure section of the SOFA.

12. Total return investment accounting

The College 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 released to income at the discretion of the Governing Body.

13. Fund accounting

The total funds of the College and its subsidiaries are allocated to unrestricted, restricted or endowment funds based on the origins of the funds and 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 earmarked funds for specific 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 income 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 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.

14. Pension costs

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

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

The College also operates a defined contribution pension scheme. Contributions to these arrangements are charged to the SOFA in the period in which they are payable.

WORCESTER COLLEGE

Consolidated Statement of Financial Activities

For the year ended 31 July 2024

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Endowed Funds £'000	**2024 Total £'000**	2023 Total £'000
INCOME AND ENDOWMENTS FROM:						
Charitable activities						
Teaching, research and residential	1	9,042	-	-	**9,042**	7,125
Other trading income	3	3,415	-	19	**3,434**	2,836
Donations and legacies	2	2,557	563	1,128	**4,248**	2,729
Investment income	4	96	-	2,407	**2,503**	2,029
Total income		15,110	563	3,554	**19,227**	14,719
EXPENDITURE ON:						
Charitable activities						
Teaching, research and residential	5	12,461	1,810	20	**14,291**	13,593
Generating funds:						
Fundraising		289	-	-	**289**	237
Trading expenditure		25	-	-	**25**	20
Total expenditure	5	12,775	1,810	20	**14,605**	13,850
Net (expenditure)/income before gains		2,335	(1,247)	3,534	**4,622**	869
Net gains/(losses) on investments		48	-	2,273	**2,321**	(2,525)
Net (expenditure)/income		**2,383**	**(1,247)**	**5,807**	**6,943**	(1,656)
Transfers between funds		(33)	1,622	(1,589)	-	-
Net movement in funds for the year		**2,350**	**375**	**4,218**	**6,943**	(1,656)
Fund balances brought forward	16	37,121	2,226	56,070	**95,417**	97,073
Funds carried forward at 31 July	16	39,471	2,601	60,288	**102,360**	95,417

WORCESTER COLLEGE

Consolidated and College Balance Sheets

As at 31 July 2024

	Notes	2024 Group £'000	2023 Group £'000	2024 College £'000	2023 College £'000
FIXED ASSETS					
Tangible assets	9	**33,271**	33,647	**33,271**	33,647
Property investments	10	**6,533**	4,833	**6,533**	4,833
Securities and other investments	11	**52,033**	49,409	**52,033**	49,409
		91,837	87,889	**91,837**	87,889
CURRENT ASSETS					
Stocks		**164**	169	**164**	169
Debtors	14	**2,598**	2,345	**4,254**	3,687
Cash at bank and in hand		**9,892**	9,846	**7,813**	8,324
Short-term investments		**9,743**	-	**9,743**	-
		22,397	12,360	**21,974**	12,180
CREDITORS: falling due within one year	15	**(11,874)**	(2,336)	**(11,451)**	(2,156)
NET CURRENT ASSETS		**10,523**	10,024	**10,523**	10,024
TOTAL ASSETS LESS CURRENT LIABILITIES		**102,360**	97,913	**102,360**	97,913
NET ASSETS BEFORE PENSION LIABILITY		**102,360**	97,913	**102,360**	97,913
Defined benefit pension scheme liability		**-**	(2,496)	**-**	(2,496)
NET ASSETS		**102,360**	95,417	**102,360**	95,417
FUNDS OF THE COLLEGE	16				
Endowment funds		**60,288**	56,070	**60,288**	56,070
Restricted funds		**2,601**	2,226	**2,601**	2,226
Unrestricted funds					
Designated fixed assets fund		**33,070**	33,439	**33,070**	33,439
General funds (excluding pension reserve)		**6,401**	6,178	**6,401**	6,178
Pension reserve		**-**	(2,496)	**-**	(2,496)
		102,360	95,417	**102,360**	95,417

The financial statements were approved and authorised for issue by the Governing Body of Worcester College on 4 December 2024.

David Isaac, Provost

WORCESTER COLLEGE
Consolidated Statement of Cash Flows
For the year ended 31 July 2024

	Notes	2024 Group £'000	2023 Group £'000
Net cash used in operating activities	21	**9,630**	5,789
Cash flows from investing activities			
Dividends, interest and rents from investments		**2,503**	2,029
Purchase of property, plant and equipment		**(629)**	(1,676)
Purchase of fixed asset investment		**(2,304)**	(5,518)
Purchase of current asset investments		**(9,742)**	-
Proceeds from fixed asset investments		**300**	-
Net cash used in/provided by investing activities		**(9,872)**	(5,165)
Cash flows from financing activities			
Receipt of endowment		**288**	46
Net cash provided by financing activities		**288**	46
Change in cash and cash equivalents in the reporting period		**46**	670
Cash and cash equivalents at the beginning of the reporting period		**9,846**	9,176
Cash and cash equivalents at the end of the reporting period		**9,892**	9,846

The College has no net debt and accordingly no net debt note is presented.

1 INCOME FROM CHARITABLE ACTIVITIES

	2024 £'000	2023 £'000
Teaching, research and residential		
Unrestricted Funds		
Tuition fees - UK and EU students	**1,939**	2,063
Tuition fees - Overseas students	**970**	828
Other fees	**961**	666
Other OFS support	**119**	127
Other academic income	**160**	211
College residential income	**4,893**	3,230
	9,042	7,125

The above analysis includes £3,028k received from Oxford University from publicly accountable funds under the College Funding Formula Scheme (2023: £3,017k).

2 DONATIONS AND LEGACIES

	2024 £'000	2023 £'000
Unrestricted funds	**2,557**	2,084
Restricted funds	**1,404**	599
Endowed funds	**287**	46
	4,248	2,729

Restricted funds include grants of £300k (2023: £250k) awarded by the Conference of Colleges Contribution Scheme.

3 INCOME FROM OTHER TRADING ACTIVITIES

	2024 £'000	2023 £'000
Subsidiary company trading income	**1,271**	895
Other trading income	**2,163**	1,941
	3,434	2,836

4 INVESTMENT INCOME

	2024 £'000	2023 £'000
Unrestricted funds		
Equity dividends	**3**	3
Interest on fixed term deposits and cash	**93**	86
Other investment income	**-**	-
	96	89
Restricted funds		
Other investment income	**-**	-
Endowed funds		
Other investment income	**2,407**	1,940

5 ANALYSIS OF EXPENDITURE

		2024 £'000	2023 £'000
Charitable expenditure			
Direct staff costs allocated to:	Teaching, research and residential	**4,801**	5,681
Other direct costs allocated to:	Teaching, research and residential	**6,773**	5,392
Support and governance costs allocated to:	Teaching, research and residential	**2,717**	2,520
		14,291	13,593
Expenditure on raising funds			
Direct staff costs allocated to:	Fundraising	**132**	74
	Trading Expenditure	**25**	20
Other direct costs allocated to:	Fundraising	**60**	91
Support and governance costs allocated to:	Fundraising	**97**	72
		314	257
		14,605	13,850
	Fundraising	**289**	237
	Trading Expenditure	**25**	20
		-	
		314	257

The 2024 resources expended of £14,605k (2023: £13,850k) represented £12,775k from unrestricted funds (2023: £11,920k) and £1,810k from restricted funds (2023: £1,931k) and £20k from endowment funds (2023: £Nil).

6 ANALYSIS OF SUPPORT AND GOVERNANCE COSTS

	Generating Funds £'000	Teaching Research & Residential £'000	**2024 Total £'000**
Financial and domestic admin	37	688	**725**
Human resources	13	403	**416**
IT	47	541	**588**
Depreciation	-	998	**998**
Other finance charges	-	58	**58**
Governance costs	-	28	**28**
	97	**2,716**	**2,813**

6 ANALYSIS OF SUPPORT AND GOVERNANCE COSTS (continued)

	Generating Funds	Teaching Research & Residential	2023 Total
	£'000	£'000	£'000
Financial and domestic admin	12	680	692
Human resources	10	388	398
IT	38	438	476
Depreciation	-	972	972
Other finance charges	12	17	29
Governance costs	-	25	25
	72	2,520	2,592

Finance and administration and human resources costs are attributed according to the estimated staff time spent on each activity. Depreciation costs are attributed according to the use made of the underlying assets. IT costs are attributed according to the estimated time spent on each activity. Interest and other finance charges are attributed according to the purpose of the related financing.

	2024	2023
	£'000	£'000
Governance costs comprise:		
Auditor's remuneration – audit services	**28**	25

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.

7 GRANTS AND AWARDS

During the year the College funded research awards and bursaries to students from its funds as follows:

		2024	2023
		£'000	£'000
Grants to individuals from:			
Unrestricted funds	Scholarships, prizes and grants	**40**	27
	Bursaries and hardship awards	**36**	69
		76	96
Restricted funds	Scholarships, prizes and grants	**208**	305
	Bursaries and hardship awards	**74**	95
		282	400
Total grants and awards		**358**	496

The above costs are included within the charitable expenditure on Teaching and Research.

The figure included above represents the cost to the College of the Oxford Bursaries scheme. Students in the College received £118k in bursaries in (2023: £198k).

8 STAFF COSTS

The aggregate payroll costs for the year were as follows:

	2024 £'000	2023 £'000
Salaries and wages	**7,059**	6,549
Social security costs	**596**	569
Pension costs	**853**	912
	8,508	8,030
Pension provision adjustment	**(2,554)**	(1,099)
	5,954	6,931

The average number of employees of the College, excluding Trustees, was as follows:	2024	2023
Tuition and research	**185**	196
College residential	**123**	86
Fundraising	**6**	6
Support	**26**	29
Total	**340**	317

The average number of employed College Trustees during the year was as follows:	2024	2023
University Lecturers	**20**	20
CUF Lecturers	**12**	11
Other teaching and research	**5**	3
Other	**5**	5
Total	**42**	39

Salary and wages costs include severance costs of £10k for one member of staff (2023: £75k for five members of staff).

The College also benefits from temporary staff, agency workers and those part-time external tutors who are not on the College payroll.

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:

	2024	2023
£60,001 to £70,000	**3**	1
£70,001 to £80,000	**2**	1

Details of the remuneration and reimbursed expenses of the College Trustees are included as a separate note in these financial statements.

9 TANGIBLE FIXED ASSETS

Group and College	Freehold Land and Buildings £'000	Fixtures, Fittings and Equipment £'000	**Total £'000**
Cost			
At start of year	46,221	1,756	**47,977**
Additions	376	253	**629**
Disposals		(7)	**(7)**
At end of year	**46,597**	**2,002**	**48,599**
Depreciation			
At start of year	12,830	1,500	**14,330**
Charge for the year	924	74	**998**
At end of year	**13,754**	**1,574**	**15,328**
Net book value			
At end of year	**32,843**	**428**	**33,271**
At start of year	33,391	256	33,647

Included within Fixtures, Fittings and Equipment above are intangible assets of £138k cost and £63k depreciation.

The College has substantial long-held historic assets all of which are used in the course of the College's teaching and research activities. These comprise listed buildings on the College site, together with their contents comprising 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. However, in the opinion of the Trustees the depreciated historical cost of these assets is now immaterial.

10 PROPERTY INVESTMENTS

Group and College	**2024 Total £'000**	2023 Total £'000
Valuation at start of year	**4,833**	4,833
Revaluation gains in the year	**48**	-
Additions	**1,652**	-
Valuation at end of year	**6,533**	4,833

A formal inspection valuation of the College properties was prepared by Mark Charter MRICS of Carter Jonas LLP as at 31 July 2024. Governing Body is satisfied that these valuations are materially accurate at the balance sheet date.

11 SECURITIES AND OTHER INVESTMENTS

Group and College	2024 £'000	2023 £'000
Valuation at start of year	**49,409**	46,416
Invested in the year	**652**	5,518
Amounts withdrawn	**(300)**	-
Increase/(Decrease) in value of investments	**2,272**	(2,525)
Valuation at end of year	**52,033**	49,409

Group and College investments comprise:

	Held outside the UK £'000	Held in the UK £'000	2024 Total £'000	2023 Total £'000
Global multi-asset funds	43,656	8,377	**52,033**	49,409

100% of the portfolio is invested with Oxford University Endowment Management (Endowment Fund).

12 PARENT AND SUBSIDIARY UNDERTAKINGS

The College holds 100% of the issued share capital in Worcester College Enterprises Limited, a company providing conference and accommodation services.

The results of the College and subsidiary, and their assets and liabilities at the year-end were as follows.

Worcester College	2024 £'000	2023 £'000
Income	**18,883**	14,719
Expenditure	**(14,261)**	(13,850)
Losses	**-**	(2,525)
Gains	**2,321**	
Result for the year	**6,943**	(1,656)
Total assets	**113,811**	100,069
Total liabilities	**(11,451)**	(4,652)
Net funds at the end of year	**102,360**	95,417

Worcester College Enterprises Limited	2024 £'000	2023 £'000
Turnover	**1,286**	947
Expenditure	**(344)**	(248)
Result for the year	**942**	699
Donation to College (gift aid)	**(942)**	(699)
	-	-
Total assets	**2,988**	1,875
Total liabilities	**(2,988)**	(1,875)
Net funds at the end of year	**-**	-

13 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 November 2003. The investment return, to be applied as income, is calculated as up to 4.5% of the brought forward values of the relevant investments. The preserved (frozen) value of the invested endowment capital represents its open market value in 1992, except where the original donation can be identified, together with the original gift value of all subsequent endowments.

	Permanent Endowment			Expendable	Total
	Trust for Investment	Unapplied Total Return	Total	Endowment	2024
	£'000	£'000	£'000	£'000	£'000
At the beginning of the year:					
Gift component of the permanent endowment	23,150	-	23,150	-	**23,150**
Unapplied total return	-	8,568	8,568	-	**8,568**
Expendable endowment	-	-	-	24,352	**24,352**
Total Endowments	**23,150**	**8,568**	**31,718**	**24,352**	**56,070**
Movements in the reporting period:					
Gift of endowment funds	981	-	981	147	**1,128**
Investment return: total investment income	-	1,329	1,329	1,078	**2,407**
Investment return: realised and unrealised gains and losses	-	1,286	1,286	987	**2,273**
Total	981	2,615	3,596	2,212	**5,808**
Unapplied total return allocated to income in the reporting period	-	(936)	(936)	-	**(936)**
Expendable endowments transferred to income	-	-	-	(654)	**(654)**
Net movements in reporting period	981	1,679	2,660	1,558	**4,218**
At end of the reporting period:					
Gift component of the permanent endowment	24,131	-	24,131	-	**24,131**
Unapplied total return	-	10,247	10,247	-	**10,247**
Expendable endowment	-	-	-	25,910	**25,910**
Total Endowments	**24,131**	**10,247**	**34,378**	**25,910**	**60,288**

13 STATEMENT OF INVESTMENT TOTAL RETURN (continued)

	Permanent Endowment			Expendable	**Total**
	Trust for Investment	Unapplied Total Return	Total	Endowment	**2023**
	£'000	£'000	£'000	£'000	£'000
At the beginning of the year:					
Gift component of the permanent endowment	23,140	-	23,140	-	23,140
Unapplied total return	-	9,722	9,722	-	9,722
Expendable endowment	-	-	-	26,731	26,731
Total Endowments	23,140	9,722	32,862	26,731	59,593
Movements in the reporting period:					
Gift of endowment funds	10	-	10	36	46
Investment return: total investment income	-	1,025	1,025	915	1,940
Investment return: realised and unrealised gains and losses	-	(1,394)	(1,394)	(1,131)	(2,525)
Other transfers	-	-	-	-	-
Total	10	(369)	(359)	(180)	(539)
Unapplied total return allocated to income in the reporting period	-	(785)	(785)	-	(785)
Expendable endowments transferred to income	-	-	-	(2,199)	(2,199)
Net movements in reporting period	10	(1,154)	(1,144)	(2,379)	(3,523)
At end of the reporting period:					
Gift component of the permanent endowment	23,150	-	23,150	-	23,150
Unapplied total return	-	8,568	8,568	-	8,568
Expendable endowment	-	-	-	24,352	24,352
Total Endowments	23,150	8,568	31,718	24,352	56,070

14 DEBTORS: falling due within one year

	2024 Group £'000	2023 Group £'000	**2024 College £'000**	2023 College £'000
Trade debtors	**1,148**	362	**239**	8
Amounts owed by Group undertakings	**-**	-	**2,565**	1,696
Loans repayable within one year	**11**	17	**11**	17
Prepayments and accrued income	**1,033**	1,771	**1,033**	1,771
Other debtors	**406**	195	**406**	195
	2,598	2,345	**4,254**	3,687

15 CREDITORS: falling due within one year

	2024 Group £'000	2023 Group £'000	**2024 College £'000**	2023 College £'000
Trade creditors	**557**	1,046	**553**	1,043
Amounts owed to College Members	**234**	209	**234**	209
Taxation and social security	**252**	239	**252**	239
Accruals and deferred income	**10,173**	165	**10,165**	161
Other creditors	**658**	677	**247**	504
	11,874	2,336	**11,451**	2,156

The deferred income figure above represents £10m in 2024 (2023- Nil) received for the building of the new library and student accommodation, which cannot be recognised as income until certain conditions have been met.

16 MOVEMENTS OF THE COLLEGE FUNDS

The College accounts for its investment income on a total return basis, which allows the College to invest permanent endowments to maximise total return and to make available an appropriate proportion of the total return for expenditure each year. Until this power is exercised the total return is the 'unapplied total return' and remains as part of the permanent endowment. The College has adopted a total return rate of up to 4.5% on opening values. An amount equal to eligible expenditure is transferred from the permanent endowment fund to restricted funds from which eligible expenditure is spent.

Endowment Funds	At 31 July 2023 £'000	Incoming Resources £'000	Resources Expended £'000	Gains / (Losses) £'000	Transfers £'000	At 31 July 2024 £'000
Permanent						
Fellowships	22,877	943	-	927	(724)	**24,023**
Research Support	1,230	54	-	50	(1)	**1,333**
Scholarships	2,652	238	-	108	(81)	**2,917**
Studentships	1,207	53	-	49	(45)	**1,264**
Donated Collection	1,495	66	-	61	(6)	**1,616**
Library & Book Conservation	546	29	-	22	(14)	**583**
The Marriott Trust	1,021	45	-	41	(32)	**1,075**
Mallinkrodt Fund	-	840	-	-	-	**840**
Other Funds	690	42		28	(32)	**728**
Expendable						
General Fund	5,355	237	-	217	-	**5,809**
Fellowships	8,420	377	-	341	(333)	**8,805**
Visiting Fellows	2,017	89	-	82	(48)	**2,140**
Gardens and Grounds	1,496	198	-	61	(100)	**1,655**
Student Bursaries & Grants	2,379	105	-	96	(42)	**2,538**
Teaching Fund	804	37	-	33	(8)	**866**
Other Funds	3,881	201	(20)	157	(123)	**4,096**
Total Endowment Funds	56,070	3,554	(20)	2,273	(1,589)	**60,288**
Restricted Funds						
Fellowships	-	-	(1,057)	-	1,057	-
Research Support	-	-	(1)	-	1	-
Scholarships	-	-	(81)	-	81	-
Studentships	-	-	(45)	-	45	-
Donated Collection	-	-	(6)	-	6	-
Library & Book Conservation	-	-	(14)	-	14	-
The Marriott Trust	-	-	(32)	-	32	-
Visiting Fellows	-	-	(48)	-	48	-
Student Bursaries & Grants	-	-	(42)	-	42	-
Teaching Fund	25	-	(8)	-	8	**25**
The Fabric Fund	378	-	(5)	-	-	**373**
Other Funds	1,823	563	(471)	-	288	**2,202**
Total Restricted Funds	2,226	563	(1,810)	-	1,622	**2,601**
Unrestricted Funds						
General Reserve	1,345	11,542	(13,928)		909	**(132)**
Fixed Assets Designated	33,439	629	(998)	-	-	**33,070**
Designated Reserves	4,833	1,652		48	-	**6,533**
Pension Reserve	(2,496)	-	2,496	-	-	-
Subsidiary	-	1,287	(345)	-	(942)	-
Total Unrestricted Funds	37,121	15,110	(12,775)	48	(33)	**39,471**
Total Funds	**95,417**	**19,227**	**(14,605)**	**2,321**	-	**102,360**

16 **MOVEMENTS OF THE COLLEGE FUNDS** (continued)

The College recognised property within the Expendable Endowed Fund in 2024 of Nil (2023: £1,618k).

Endowment Funds	At 31 July 2022 £'000	Incoming Resources £'000	Resources Expended £'000	Gains / (Losses) £'000	Transfers £'000	At 31 July 2023 £'000
Permanent						
Fellowships	23,725	713	-	(1,005)	(556)	22,877
Research Support	1,242	42	-	(53)	(1)	1,230
Scholarships	2,798	96	-	(119)	(123)	2,652
Studentships	1,263	43	-	(54)	(45)	1,207
Donated Collection	1,513	52	-	(64)	(6)	1,495
Library & Book Conservation	564	19	-	(24)	(13)	546
The Marriott Trust	1,038	36	-	(44)	(9)	1,021
Other Funds	719	34	-	(31)	(32)	690
Expendable						
General Fund	7,030	241	-	(298)	(1,618)	5,355
Fellowships	8,818	304	-	(374)	(328)	8,420
Visiting Fellows	2,070	71	-	(88)	(36)	2,017
Gardens and Grounds	1,542	82	-	(65)	(63)	1,496
Student Bursaries & Grants	2,430	84	-	(103)	(32)	2,379
Teaching Fund	813	29	-	(34)	(4)	804
Other Funds	4,028	140	-	(169)	(118)	3,881
Total Endowment Funds	59,593	1,986	-	(2,525)	(2,984)	56,070
Restricted Funds						
Fellowships	-	-	(884)	-	884	-
Research Support	-	-	(1)	-	1	-
Scholarships	-	-	(123)	-	123	-
Studentships	-	-	(45)	-	45	-
Donated Collection	-	-	(6)	-	6	-
Library & Book Conservation	-	-	(13)	-	13	-
The Marriott Trust	-	-	(9)	-	9	-
Visiting Fellows	-	-	(36)	-	36	-
Student Bursaries & Grants	-	-	(32)	-	32	-
Teaching Fund	25	-	(4)	-	4	25
The Fabric Fund	499	-	(121)	-	-	378
Other Funds	1,667	599	(656)	-	213	1,823
Total Restricted Funds	2,191	599	(1,930)	-	1,366	2,226
Unrestricted Funds						
General Reserve	1,191	9,522	(11,685)	-	2,317	1,345
Fixed Assets Designated	32,746	1,665	(972)	-	-	33,439
Designated Reserves	4,833	-	-	-	-	4,833
Pension Reserve	(3,481)	-	985	-	-	(2,496)
Subsidiary	-	947	(248)	-	(699)	-
Total Unrestricted Funds	35,289	12,134	(11,920)	-	1,618	37,121
Total Funds	97,073	14,719	(13,850)	(2,525)	-	95,417

17 DETAILS OF THE COLLEGE FUNDS

The following is a summary of the origins and purposes of each of the Funds.

Permanent Endowment Funds

Fellowships: A total of 14 funds where income, but not capital, is used to support fellowships.
Research Support: A donation where income, but not capital, is used to support research.
Scholarships: A total of 8 funds where income, but not capital, is spent on student scholarships.
Studentships: A donation where income, but not capital, is spent on studentships in a named subject area.
Donated Collection: A bequest where income, but not capital, can be used to conserve a donated collection.
Library and book conservation: Donations and bequests where income, but not capital, can be used to support book conservation and preserve the Old Library.
The Marriott Trust: A donation where income, but not capital, can be used to support the education of the children of the clergy.
Mallinkrodt Fund: A donation where income, but not capital, can be used to support maintenance of College old buildings.
Other Funds: Donations and bequests where income, but not capital, can be used for general purposes.

Expendable Endowment Funds

General Fund: A consolidation of benefactions and donations where either income, or income and capital, can be used for the general purposes of the College.
Fellowships: A total of 5 funds where the income and capital can be applied to support named Fellowships in conjunction with the University of Oxford.
Visiting Fellows: A donation where the income and capital can be applied to support visiting fellows.
Gardens and Grounds: A consolidation of benefactions and donations where either income, or income and capital, can be used for expenses relating to the upkeep of the gardens and grounds.
Student Bursaries and Grants: A consolidation of benefactions and donations where either income, or income and capital, can be used for student bursaries and scholarship grants.
Teaching Fund: A consolidation of benefactions and donations where either income, or income and capital, can be used to support teaching.
Other Funds: A diverse group of donations and bequests where either income, or income and capital, can be used for specific purposes including support for fellowships and students.

Restricted Funds

Fellowships: Income used to support named tutorial and research fellowships.
Research Support: Income used to support research in a named subject area.
Scholarships: Income that can be spent on student scholarships.
Studentships: Income that can be spent on studentships in a named subject area.
Donated Collection: Income used to conserve a donated collection.
Library & Book Conservation: Income used to support book conservation and preserve the Old Library.
The Marriott Trust: Income used to support the education of the children of the clergy.
Visiting Fellows: Income used to support visiting fellows.
Student Bursaries and Grants: Income that can be used for student bursaries and scholarship grants.
Teaching Fund: Income used to support teaching.
The Fabric Fund: Income that can be used for the maintenance of historic buildings.
Other Funds: A diverse group of income and donations to support student activities, fellowships, research, the Library, archives, upkeep of the gardens and maintenance projects.

Designated Funds

Fixed Assets Designated: Unrestricted Funds which are represented by fixed assets of the College and therefore not available for expenditure on the College's general purposes.
Designated: Unrestricted Funds allocated by the Trustees for joint equity and other investment properties.

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

18 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	**2024 Total £'000**
Tangible fixed assets	33,271	-	-	**33,271**
Property investments	6,533	-	-	**6,533**
Securities and other investments			52,033	**52,033**
Net current assets	(333)	2,601	8,255	**10,523**
Defined benefit pension scheme liability	-	-	-	**-**
	39,471	2,601	60,288	**102,360**

	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	2023 Total £'000
Tangible fixed assets	33,647	-	-	33,647
Property investments	4,833	-	-	4,833
Securities and other investments	-	-	49,409	49,409
Net current assets	1,137	2,226	6,661	10,024
Defined benefit pension scheme liability	(2,496)	-	-	(2,496)
	37,121	2,226	56,070	95,417

19 TRUSTEES' REMUNERATION

Trustee 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 consists of a majority of external members and makes recommendations to the Governing Body on levels of remuneration, allowances and expenses.

Trustees of the College fall into the following categories: Provost, Tutorial Fellows, Fellow Lecturers, Professorial Fellows, Supernumerary Fellows, and Official Non-Tutorial Fellows.

There are three trustees who work almost full time on management and fundraising; Provost (full time), Finance and Estates Bursar (full time), and Director of Development & Alumni Relations (full time).

Some trustees, tutorial fellows, are eligible for College housing schemes. Five trustees lived in properties owned by the College and did not receive housing allowance. Others may be eligible for a housing allowance which is disclosed within the salary figures below. Two trustees lived in houses owned jointly with the College, as detailed in Note 25.

Some trustees receive additional allowances for additional work carried out as part time College Officers, for example, the Vice Provost, Senior Tutor and Dean. These amounts are included within the remuneration figures below. The total remuneration and taxable benefits as shown below is £2,072,544 (2022-23: £1,881,028). The total of pension contributions is £245,219 (2022-23: £257,917).

19 TRUSTEES' REMUNERATION (continued)

There were five trustees during the year who were not employees of the College and did not receive remuneration. All employed trustees, together with other senior employees, are eligible for private health insurance as part of their package of remuneration.

All trustees may eat at common table, as can all other employees who are entitled to meals while working. No fellow claimed any expenses for work as a trustee.

Other transactions with trustees

During the year the partners of some trustees were paid for providing tutorials for students of the College.

Key management remuneration

The total cost of remuneration paid to key management was £1,046k (2023: £991k). Key management are considered to be the Provost, the Vice Provost, the Finance & Estates Bursar, the Senior Tutor, the Dean, the Admissions Tutor, the Home Bursar, the Development Director, the College Accountant, the Librarian, the Director of the Visiting Student Programme and the Outreach Fellow.

The following table sets out the remuneration received by Trustees as employees of the College:

	2024		2023	
	Number of Trustees	Gross Remuneration	Number of Trustees	Gross Remuneration
£0,000 - £0,999	1	208		
£9,000 - £9,999			1	9,252
£10,000 - £10,999	1	10,548		
£13,000 - £13,999	1	13,833		
£14,000 – £14,999			1	14,823
£15,000 - £15,999	1	15,240	1	15,929
£16,000 - £16,999	1	16,953		
£19,000 - £19,999	1	19,983		
£20,000 - £20,999	1	20,166		
£21,000 - £21,999			1	21,793
£25,000 - £25,999				
£26,000 - £26,999	1	26,489	1	26,211
£27,000 - £27,999			10	274,214
£28,000 - £28,999	9	254,429	1	28,507
£29,000 - £29,999	2	58,767	1	29,803
£30,000 - £30,999	1	30,882		
£37,000 - £37,999			2	75,430
£38,000 - £38,999	1	38,585		
£41,000 - £41,999			1	41,307
£43,000 - £43,999	1	43,053		
£44,000 - £44,999			1	44,214
£46,000 - £46,999			1	46,468
£53,000 - £53,999	1	53,897		
£54,000 - £54,999	1	54,523		
£55,000 - £55,999	1	55,604		
£56,000 - £56,999			1	56,377
£59,000 - £59,999			1	59,416
£60,000 - £60,999			1	60,322
£63,000 - £63,999	1	63,068		

£64,000 - £64,999			1	64,382
£67,000 - £67,999	1	67,312	4	271,849
£68,000 - £68,999			2	136,881
£69,000 - £69,999	4	278,073		
£70,000- £70,999	1	70,820	1	70,046
£71,000- £71,999	2	143,365	1	72,870
£73,000- £73,999	1	73,077	1	74,527
£75,000- £75,999	1	75,745		
£78,000- £78,999	1	78,017	2	152,254
£86,000 - £86,999	1	86,927		
£91,000 - £91,999	1	91,830		
£97,000 - £97,999	1	97,320		
£107,000 - £107,999	1	107,630	1	107,631
£126,000 - £126,999	1	126,201	1	126,522
	42	2,072,545	39	1,881,028

20 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 each held in separate trustee-administered funds. USS and OSPS schemes 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.

Where a scheme valuation determines that the scheme is in deficit on a technical provisions basis (as was the case following the 2020 USS valuation), the trustee of the scheme must agree a Recovery Plan that determines how each employer within the scheme will fund an overall deficit. The College recognises a liability for the contributions payable that arise from such an agreement (to the extent that they relate to a deficit) with related expenses being recognised through the income statement

USS in relation to the Virgin Media vs NTL Pension Trustees II judgement.

The College is aware of the Virgin Media vs NTL Pension Trustees II Limited Court of Appeal judgement, which may give rise to adjustment to the Schemes. At present the legal process is incomplete and therefore we are unable to quantify any potential liabilities.

Schemes accounted for under FRS 102 as defined contribution schemes

Deficit Recovery Plans

Universities Superannuation Scheme

For USS, a deficit recovery plan was put in place as part of the 2020 valuation, which required payment of 6.2% of salaries over the period 1 April 2022 until 31 March 2024, at which point the rate would increase to 6.3%. No deficit recovery plan was required under the 2023 valuation because the scheme was in surplus on a technical provisions basis. The College was no longer required to make deficit recovery contributions from 1 January 2024 and accordingly released the outstanding provision to the income and expenditure account. The latest available complete actuarial valuation of the Retirement Income Builder is as at 31 March 2023 (the valuation date), which was carried out using the projected unit method.
Since the College cannot identify its share of USS Retirement Income Builder (defined benefit) assets and liabilities, the following disclosures reflect those relevant for those assets and liabilities as a whole.

At 31 July 2023, the College's balance sheet included a liability of £2,496k or future contributions, following the 2020 valuation when the scheme was in deficit. No deficit recovery plan was required from the 2023 valuation, because the scheme was in surplus. Changes to contribution rates were implemented from 1 January 2024 and from that date the College was no longer required to make deficit recovery contributions. The remaining liability of £2,496k was released to the income and expenditure account.

The 2023 valuation was the seventh valuation for the scheme under the scheme-specific funding regime introduced by the Pensions Act 2004, which requires schemes to have sufficient and appropriate assets to cover their technical provisions (the statutory funding objective). At the valuation date, the value of the assets of the scheme was £73.1 billion and the value of the scheme's technical provisions was £65.7 billion indicating a surplus of £7.4 billion and a funding ratio of 111%.

The key financial assumptions used in the 2023 valuation are described below.

CPI assumption	Term dependent rates in line with the difference between the Fixed Interest and Index Linked yield curves less: 1.0% p.a. to 2030, reducing linearly by 0.1% p.a. from 2030.
Pension increases (subject to a floor of 0%)	Benefits with no cap: CPI assumption plus 3bps Benefits subject to a "soft cap" of 5% (providing inflationary increases up to 5%, and half of any excess inflation over 5% up to a maximum of 10%): CPI assumption minus 3bps
Discount rate (forward rates)	Fixed interest gilt yield curve plus:
	Pre-retirement: 2.5% p.a.
	Post-retirement: 0.9% p.a.

The main demographic assumptions used relate to the mortality assumptions. These assumptions are based on analysis of the scheme's experience carried out as part of the 2020 actuarial valuation. The mortality assumptions used in these figures are as follows:

Mortality base table	101% of S2PMA "light" for males and 95% of S3PFA for females
Future improvements to mortality	CMI 2021 with a smoothing parameter of 7.5, an initial addition of 0.4% p.a. and a long-term improvement rate of 1.8% pa for males and 1.6% pa for females

The current life expectancies on retirement at age 65 are:

	2024	2023
Males currently aged 65 (years)	23.7	24.0
Females currently aged 65 (years)	25.6	25.6
Males currently aged 45 (years)	25.4	26.0
Females currently aged 45 (years)	27.2	27.40

University of Oxford Staff Pension Scheme

The University of Oxford Staff Pension Scheme (OSPS) is a multi-employer hybrid scheme set up under trust and sponsored by the University. It is the pension scheme for support staff at the University, participating colleges and other

related employers. New members joining the scheme build up benefits on a defined contribution basis. Members who joined before 1st October 2017 build-up benefits on a career average revalued earnings basis.

The latest full actuarial valuation for the OSPS scheme was completed as at 31 March 2022. The funding position of this scheme has improved significantly moving from deficit of £113m to a surplus of £47m at the valuation date. As a result, the recovery plan agreed at the last valuation is no longer required and the deficit contribution ended on 30th September 2023. A provision of £682K was made at 31 July 2023 (2022: £197k) to account for deficit recovery payments up to 30th September 2023. The remaining liability of £19k was released to the income and expenditure account in 2024.

The trustee and the University have agreed a new contribution schedule which took effect from 1 October 2023 and takes account of the benefit improvements and changes to member contributions since the last valuation date. It was agreed that the scheme will meet its own running costs from the scheme's assets, including expenses relating to both the DB and DC Sections and the cost of pension Protection Fund/other statutory levies.

The table below summaries the key actuarial assumptions. Further details of the assumptions are set out in the statement of funding principles fated 27 June 2023 and can be found at https://finance.admin.ox.ac.uk/osps-documents

Date of valuation:	31/03/2022
Value of liabilities:	£914m
Value of assets:	£961m
Funding surplus / (deficit):	£47m

The principal assumptions used by the actuary were:

Rate of interest (periods up to retirement)	Gilts' +2.25%
Rate of interest (periods after retirement)	Gilts' +0.5%
RPI	Break-even RPI curve less 0.5% pa pre-2030 and 1.0% pa post-2030
CPI	RPI inflation assumption less 1% pa pre-2030 and 0.1% pa post-2030
Pensionable Salary increases	RPI +pa

Funding Ratios:

Technical provisions basis:	105%
'Buy-out' basis:	62%

Non-financial assumptions:

Post-retirement mortality - base table	Non-Pensioners: 105% of standard S3PxA medium tables for both males and females Pensioners: 105% of standard S3PxA medium tables for both males and females
Post-retirement mortality - improvements	Non-Pensioners: 105% of standard S3PxA medium tables for both males and females Pensioners: 105% of standard S3PxA medium tables for both males and females
Recommended employer's contribution rate (as % of pensionable salaries):	16.5% DB for members from 01/10/2023 10% /12% /14% DC members in relation to 4% /6% /8% cost plan - from 01/10/2023
Effective date of next valuation:	31/03/2025

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	2024 £'000	2023 £'000
Universities Superannuation Scheme	**741**	793
University of Oxford Staff Pension Scheme	**229**	481
Other Schemes Contributions	**1**	1
	971	1,275

Included in other creditors are pension contributions payable of £Nil (2023: £nil).

20 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 purposes that are exclusively charitable.

No liability to corporation tax arises in the College's subsidiary company because the directors of this company 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.

21 RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH FLOW FROM OPERATIONS

	2023 £'000	2023 £'000
Net income	**4,622**	869
Elimination of non-operating cash flows:		
– Investment income	**(2,503)**	(2,029)
– Endowment donations	**(288)**	(46)
Depreciation	**998**	974
Surplus on sale of fixed assets	**7**	-
Decrease in stock	**5**	(33)
(Increase)/decrease in debtors	**(253)**	6,126
Increase in creditors	**9,538**	913
Decrease in pension scheme liability	**(2,496)**	(985)
Net cash used in operating activities	**9,630**	5,789

22 CAPITAL COMMITMENTS

The College had no contracted commitments at 31 July for capital projects (2023: £nil).

23 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 FRS102.

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.

Two properties are owned under joint equity agreements between the Trustees, named below, 50% and the College, 50%. Full market values of the properties, following an inspection valuation carried out by Carter Jonas LLP:

	2023	2022
	£'000	£'000
Dr J Parrington	**820**	820
Prof J Quinn	**730**	730

These trustees do not receive Housing Allowance. All joint equity properties are subject to sale on the departure of the trustee from the College.

One Trustee (Dr Ben Morgan) had a family member or other connected party who was employed by the College on either a permanent or casual basis during the year; neither of these Trustees had supervisory responsibility for the relevant employee or was involved in their recruitment, and all cases have been declared in the register of Trustees' interests. The total value of these transactions was £17,996 (2023: £16,073)

Funds of £15m (2023: £11.7m) are held at arm's length in the Worcester College Oxford Endowment Trust, which is not controlled by the College but supports the College as its principal charitable objective. The Trust awards the College an annual grant (currently at 4.25% of the value of the Trust's assets at each year-end).

24 CONTINGENT LIABILITIES

There were no known contingent liabilities.

25 POST BALANCE SHEET EVENTS

There are no post balance sheet events to report.

26 ULTIMATE CONTROLLING PARTY

The Trustees believe that the College does not have an Ultimate Controlling Party.