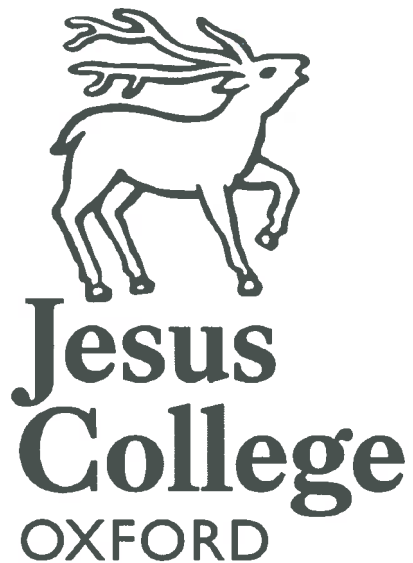




# Annual Report and Financial Statements

Year ended 31 July 2021



**JESUS COLLEGE**  
**Annual Report and Financial Statements**  
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# JESUS COLLEGE

## Governing Body, Officers and Advisers

Year ended 31 July 2021

### MEMBERS OF THE GOVERNING BODY

The Members of the Governing Body are the College's charity trustees under charity law. The Members who served in office during the year are detailed below, together with details of the committees where they are members.

		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Professor Sir N. Shadbolt			•			•	•	•*	•*	
Professor K.M. Kohl	Sabbatical leave MT20 Special leave HT21 Unpaid leave TT21									
Professor P.O. Daley		•		•	•					•
Professor M. Brouard										
Dr D.N. Barron			•							
Professor A.S. Dancer			•							
Dr S.G. White					•					
Professor A.J. D'Angour										
Professor P. Clavin	Retired 30/09/21						•			
Professor P. Kewes	Sabbatical leave MT20					•				
Professor S. Srinivas		•								
Professor J. Tilley			•							
Professor C. Warman						•				
Dr S. Aspden										
Professor G. Taylor				•						
Dr J. Magorrian										
Professor M.E. Turner	Special leave MT20 Sabbatical leave HT21 & TT21									
Dr J. Oliver					•					
Dr A. Lumbers		•	•	•	•	•	•			•
Dr P. Esö			•							
Professor E. Anderson										
Dr R. Grenyer										
Professor G. Holländer										
Dr A. Gajda							•			
Dr S. Douglas			•							
Professor P. Riley							•			
Professor Y. Chen										
Mr P. Goffin			•	•						
Mr R. Baumann		•		•	•		•			•
Dr R. Evans										
Dr S. Morris					•	•				
Dr M. John		•								
Mrs R. Green		•			•					•
Professor K. Vincent						•				
Mr D. Stevenson		•	•	•						
Professor L. Enriques										
Professor T. Coulson										
Professor R. Pierrehumbert										

## JESUS COLLEGE

### Governing Body, Officers and Advisers

Year ended 31 July 2021

Professor S. Dercon	Sabbatical leave MT20									
Mr S. Woodward		•	•	•	•	•	•	•*	•*	
Dr B. Williams		•								
Professor J. Rousseau										
Dr M. Jackson										
Professor S. Živný						•				•
Dr B. Wellner James		•					•			
Dr S. Conway						•			•	
Professor D. Van Hulle										
Dr B. Verd										
Professor D. Willis										
Dr D. Altshuler										
Dr M. Phillips-Brown	Appointed 05/01/21									
Other Non-Governing Body members		1	2	2	0	0	6	5	2	4

\*: Although not a member of the Committee, the Member normally attends its meetings

- (1) Accommodation, Catering and Conferences Committee
- (2) Estates Committee
- (3) Property and Environment Committee
- (4) Human Resources Committee
- (5) Academic Committee
- (6) Development Committee
- (7) Remuneration Committee
- (8) Risk and Audit Committee
- (9) Equality and Diversity Committee

The Committees have non-Governing Body members as follows:

Mr Robert Kay served on the Accommodation, Catering and Conferences Committee.

Mr Simon Pryke and Mr Bob Yates served on the Estates Committee.

Professor Susan Doran and Mr James Edgar served on the Property and Environment Committee.

Mr Brian Buchan, Ms Sarah Hendry, Mrs Emma Huepfl, Mr Oliver Thomas, Mrs Leah Tomkins and Mr Brad Wilson served on the Development Committee.

Ms Alison Beardsley, Mrs Kirsten Gillingham, Professor Yvonne Jones (Chair), Ms Ann Means and Mr Nick Sykes served on the Remuneration Committee.

Ms Sharon Maidment and Mr Richard Whitlam served on the Risk and Audit Committee.

Professor Renée Adams, Dr Dorothee Boulanger, Mr Thomas Ilube CBE and Professor Vili Lehdonvirta served on the Equality and Diversity Committee.

## COLLEGE SENIOR STAFF

The senior staff of the College to whom day to day management is delegated are as follows:

Prof Sir N. Shadbolt	Principal
Prof P. Daley	Vice-Principal
Mr R. Baumann	Director of Accommodation, Catering and Conferences
Mrs R. Green	Human Resources Director
Dr A. Lumbers	Academic Director
Mr D. Stevenson	Property Director
Dr B. Wellner James	Development Director
Mr S. Woodward	Estates Bursar

**JESUS COLLEGE**  
**Governing Body, Officers and Advisers**  
**Year ended 31 July 2021**

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**COLLEGE ADVISERS**

**Investment managers**

Cambridge Associates Limited  
80 Victoria Street  
Cardinal Place  
London, SW1E 5JL

**Auditor**

Crowe U.K. LLP  
Aquis House  
49-51 Blagrove Street  
Reading  
Berkshire, RG1 1PL

**Bankers**

Barclays Commercial Bank  
4th Floor Apex Plaza  
Forbury Road  
Reading, RG1 1AX

**Solicitors**

Knights Professional Services  
Midland House  
West Way  
Oxford, OX2 0PH

**Valuers**

Savills  
33 Margaret Street  
London, W1G 0JD

Deloitte LLP  
1 New Street Square  
London, EC4A 3HQ

**College address**

Jesus College  
Turl Street  
Oxford, OX1 3DW

**Website**

[www.jesus.ox.ac.uk](http://www.jesus.ox.ac.uk)

## **JESUS COLLEGE**

### **Report of the Governing Body**

**Year ended 31 July 2021**

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The Members of the Governing Body present their Annual Report for the year ended 31 July 2021 under the Charities Act 2011 together with the audited financial statements for the year then ended.

### **REFERENCE AND ADMINISTRATIVE INFORMATION**

Jesus College, within the City and University of Oxford, of Queen Elizabeth's Foundation, was established by Letters Patent by Queen Elizabeth I in 1571. It is a registered charity (registration number 1137435).

The names of all Members of the Governing Body 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. Subsequent to the year end, the College has appointed Dr Fabian Grabenhorst, Dr Seth Flaxman, Dr Jean Baccelli and Prof Geraldine Wright as Members of the Governing Body.

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

#### **Governing Body**

The Governing Body consists of the Principal, the College's Tutorial Fellows, some of its Professorial Fellows, and the full-time and part-time College Officers. At 31 July 2021 it comprised fifty-one members, thirty-eight male and thirteen female. Members of the Governing Body are the Charity's trustees. Tutorial Fellows are employees of the College, recruited and appointed in conjunction with the relevant University department. A Tutorial Fellow's responsibilities for the provision of undergraduate teaching are set out in the College's Statutes. Professorial Fellows are University officers or distinguished academics who hold positions in the University. Potential Professorial Fellows are elected by the Governing Body after it has considered a report of an appointment committee.

The College's governing document, its Statutes, is enforceable ultimately by the Visitor, the Right Honourable the Earl of Pembroke. The Statutes are made from time to time by order of Her Majesty in Council in accordance with the Royal Charter of 1571 and the Universities of Oxford and Cambridge Act 1923.

The Governing Body determines the ongoing strategic direction of the College and regulates its administration and the management of its finances and assets. It meets regularly under the chairmanship of the Principal and is advised primarily by nine committees.

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

New members are appointed on the recommendation of a committee constituted specifically for that particular appointment. The Committee ensures the necessary expertise is available to advise the Governing Body and that due regard is had to equality and diversity requirements. The Governing Body receives a report from the committee and, if satisfied, proceeds to elect the individual to a Fellowship. New Governing Body members receive training in their role as trustees. The membership of all committees, with the exception of the HR, Academic and Equality and Diversity Committees, includes people external to the College.

#### **Remuneration of Members of the Governing Body**

Members of the Governing Body who are Tutorial Fellows are paid a salary in part by the College and in part by the University for carrying out their teaching and research duties. Professorial Fellows are remunerated through their University departments and receive no remuneration from the College. College Officers, who are also employees of the College, receive remuneration for their work as employees of the College, which is set in line with that awarded to the University's academic staff. Details of Members' remuneration are provided in Note 20 to these accounts.

Recognising the potential for conflicts of interest, the College has a Remuneration Committee, members of which are either not in receipt of remuneration from the College or are independent of the College. The Committee recommends the levels of salaries and other benefits provided to members of the Governing Body having regard for the appropriate, established university salary levels and other relevant data.

#### **Organisational management**

Members of the Governing Body normally meet ten times a year. The work of developing the College's policies and monitoring the implementation of these is carried out by a number of committees, the composition and functions of which are specified in the College's Bylaws. These include:

- Academic Committee (Bylaw 10.10)
- Accommodation, Catering and Conferences Committee (Bylaw 10.8)

## **JESUS COLLEGE**

### **Report of the Governing Body**

**Year ended 31 July 2021**

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- Development Committee (Bylaw 10.16)
- Equality and Diversity Committee (Bylaw 10.35)
- Estates Committee (Bylaw 10.6)
- Human Resources Committee (Bylaw 10.12)
- Property and Environment Committee (10.7)
- Remuneration Committee (Bylaw 10.15)
- Risk and Audit Committee (Bylaw 10.9)

In addition to these committees, specific working groups have been formed to address the requirements of the Northgate Project and the issues raised by Covid-19.

#### **Group structure and relationships**

The College administers many special trusts, as detailed in Notes 17 and 18 to the financial statements.

The College has two wholly owned non-charitable subsidiaries, Jesus Accommodation Limited ('JAL') and Jesus College Developments (Oxford) Limited ('JCD'). JAL accounts for the College's non-academic conference and function activities; JCD is the developer for the Northgate Project, which entails re-developing Northgate House, a property owned by, and adjacent to, the College to provide renewed commercial space, a doubling of academic teaching space, a Digital Hub and sixty-eight student rooms. The subsidiaries' aims, objectives and results are covered in the relevant sections of this report. Their annual profits are donated to the College under the Gift Aid Scheme.

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

## **OBJECTIVES AND ACTIVITIES**

### **Charitable objects and aims**

#### **Objectives**

The College's principal object is to further study, learning, education and research, and to be a College within the University of Oxford wherein men and women may carry out advanced study or research.

The College also has as a charitable object the provision of public worship. To this end, the College provides a chapel and employs a chaplain.

The aims of the College's subsidiaries are to support the College in the achievement of its objectives.

#### **Public benefit**

The Governing Body confirms that it has complied with the duty in Section 17(5) of the Charities Act 2011, to have due regard to the guidance issued by the Charity Commission on public benefit. The College remains committed to its aim of providing public benefit in accordance with its founding principles. Accordingly, its activities are focused on furthering its stated objects and aims, examples of which are described below.

The College provides public benefit by offering higher education to its undergraduates and postgraduates. Undergraduate places are offered purely on the basis of academic merit. Financial support is available to undergraduates to assist them with tuition fees and living costs whilst at the College. This is in addition to that available from the University through the Oxford Bursaries scheme, in which the College also participates. The College is aware of the difficulties those aspiring to graduate studies face in obtaining financial support and has therefore increased its efforts to collaborate with the University to provide scholarships. The College continues to support students in their studies through grants to cover, inter alia, the purchase of books, travel and research expenses. It increased its spending on these with a total of £902k (2019/20: £769k), comprising £309k (2019/20: £250k) in bursaries and hardship funding and £593k (2019/20: £519k) in scholarships, prizes and grants. In addition, the College provided various one-off grants and waivers totalling £26k to mitigate the impact of the pandemic on its students and disbursed a further £47k from the University Covid Hardship Fund.

The education of our undergraduates is furthered through the tutorial system, which provides for undergraduates to meet with their tutor, physically or on-line, on a regular basis. The tutor is responsible for their students' academic progress and pastoral care. The College also provides the College Library for students' use, as well as computing, accommodation, food and other facilities. For 2020/21, approximately 54% (2019/20: 58%) of the cost of running the College was met from the return on its endowment and other investment income. This level continues to be influenced by the adverse impact of the pandemic on other revenues.



## **JESUS COLLEGE**

### **Report of the Governing Body**

**Year ended 31 July 2021**

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The College provides support to its postgraduate student members by the provision of a Fellow as College Advisor, dedicated to supporting and monitoring their progress, as well as dealing with any pastoral issues. As noted above, the College also advances the education of its graduate students by providing research grants to meet costs involved in undertaking research and presenting papers at conferences. College members undertake research that the College supports in a number of ways. In particular, Junior Research Fellows and Career Development Fellows are fixed-term appointments intended to enable early-career scholars to develop their research. The College supports the research of its Fellows by offering research grants and, where appropriate, sabbatical leave and other research leave.

The College also provides public benefit by permitting access to its library collections. Unique material in its Celtic and Fellows' Libraries is accessible to any researcher on application. The College's 140 medieval manuscripts are on deposit at the Bodleian Library where they can be consulted by interested researchers. The College's archives are also made available to all enquirers; the College employs an Archivist to assist with such requests for information, including making arrangements to visit the archives where appropriate. Finally, the College has a policy of lending its material to Museums on request from exhibition curators. Several of the College's paintings and illuminated manuscripts have been lent to major exhibitions in recent years, including more recently various TE Lawrence memorabilia.

#### **Access and Outreach**

The College is committed to supporting and growing its Access and Outreach programme. Jesus was one of the very first Oxford colleges to build a structured access programme led by an academic; last year our Access Fellow, Matt Williams, and Access Assistant, Shelley Knowles, engaged with just over 12,000 pupils, despite the pandemic. This was in addition to those who attend our Open Days. The College worked with over 400 state schools, offering an average of four events per week, in addition to four Summer Schools. Owing to the pandemic, we produced over 100 new YouTube videos to help with the COVID lockdown and school closures. These attracted over 4,700 subscribers and >30,000 views per month. Our strategy focuses on socioeconomic and BAME diversity, as well as gender balance across subjects. Diversity is worthwhile in itself, but also drives up academic standards by allowing academics to recruit from the widest pools of talent.

Creating cultural change within Jesus College and among under-represented communities requires a sustained shift in perceptions and behaviour. Access provision within College is becoming one of the day-to-day activities of our membership, from the JCR and MCR to the SCR. Increasing numbers of colleagues now contribute to access events, both student and academic, which include sustained and high-quality contact with target communities and a culture of alumni giving back to College the tangible and intangible resources needed to sustain investment in access work. The College has set up a hub school for its activities in South London and has been involved in Target Oxbridge, Into University, and the University to help focus on BAME.

Our flagship summer activities were the fifth annual set of summer schools targeted at underprivileged students. Compared with 22 students in our pilot 2017 event, the College hosted 425 participants across four different schools in 2021. All participants were from under-represented backgrounds, many from some of the most deprived areas in the UK and Europe. Of the 174 summer school participants in 2020, 53 applied to Oxford, 27 were shortlisted, and 11 were made offers.

Three of the four 2021 summer schools are for Welsh students. The Welsh schools are run in collaboration with the Welsh Government's Seren Network and we are grateful for their £62k contribution towards the £75k total economic cost, as are we also to our generous alumnus, Oliver Thomas, who has endowed the remaining cost. The College now has responsibility for Access work across all of Wales in collaboration with New College and St Catherine's College.

This year we also increased the size of our summer school for Londoners by 100%. In 2020 we offered 25 spaces to pre-GCSE students from London's poorest areas. In 2021 there were 50 spaces, and for 2022 we will utilise a donation from Aermont Capital to offer 75 spaces. The London summer school has a focus on raising attainment and aspiration amongst young children, encouraging them to work hard in their GCSEs. During the pandemic, we have been offering this to many students who have missed out on educational opportunities and slipped behind their more privileged peers.

In addition to three years of funding from Aermont, we have secured a £120,000 donation from Admiral Insurance, and we are through to the final rounds of fundraising with three other prominent businesses. Given that many companies have the same priorities as we do – diversifying education and the labour market – it is right that we offer ourselves as an efficient vehicle for excellent charitable investment.



## JESUS COLLEGE

### Report of the Governing Body

Year ended 31 July 2021

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Jesus College has also led the University in sustained access initiatives for British Bangladeshi and Pakistani students. These individuals comprise one of the most underrepresented cohorts at this and other top universities in the UK. With an efficient investment in an online platform called Union Spaces, even in the midst of the pandemic, we have been able to work with over 500 young people around the UK, collaborating with 10 colleges, and offering 30 accessible events designed to help inform and empower prospective applicants.

We were delighted that the College's Access work, particularly in Wales, was recognised by HRH the Prince of Wales when he visited the College in March 2020.

## ACHIEVEMENTS AND PERFORMANCE

### Activities and achievements during 2020/21

The achievements of the College's academic staff continue to be recognised through many prestigious honours, awards, grants and prizes. Professor Susan Jebb was appointed as the new Chair of the Food Standards Agency; Professor Patricia Daley was included in the *Powerlist Magazine's Black Powerlist 2021*; Professor Kylie Vincent was appointed as the University's first Academic Champion for Women in Entrepreneurship; Having won a number of prizes last year for her *Chaucer: A European Life* book, Professor Marion Turner also won the Otto Gründler Book Prize; Professor Paulina Kewes was awarded a three-year Leverhulme Fellowship; and seven fellows were awarded the title of Full Professor: Yulin Chen, Armand D'Angour, Tom Douglas, Vili Lehdonvirta, Sam Staton, Marion Turner, and Standa Zviny.

Publications were again, inevitably, affected by the pandemic but the following published works: Caroline Warman, *The Atheist's Bible: Diderot's 'Éléments de physiologie'*, (Open Book Publishers 2020); Dr Ayoush Lazikani, *Emotion in Christian and Islamic Contemplative Texts, 1100–1250: Cry of the Turtledove*; Richard Moxon, *Brain Fever: How Vaccines Prevent Meningitis and Other Killer Diseases*; Paul Collins, *The Sumerians: Lost Civilizations*; David Acheson, *The Wonder Book of Geometry*, which was also highlighted by the New Scientist as a 'Don't Miss' book of the week.

The College's academic staff have been involved in some exciting projects and media events. Professor Kylie Vincent launched a spin-out company, HydRegen Ltd, which uses a new sustainable and environmentally-friendly chemistry technology to produce products for the pharmaceutical industry, cosmetics and food; Professor Suzanne Aspden featured in a new BBC Radio 4 series, 'Britain in Ten Operas'; Dr Sarah Rugheimer wrote and recorded a new lecture series for Amazon's 'Audible' that explores the possibilities of searching for life on other planets. A temporary exhibition, curated by Paul Collins with partners from Oxford's Middle East diaspora, opened at the Ashmolean Museum: *Owning the Past: From Mesopotamia to Iraq* explored how the borders of the state of Iraq were established following the First World War, and questioned what is meant by heritage. Kathy Sylva was appointed as one of 22 members to Ofsted's Pedagogy and Practice Forum, whose brief is to advise on an Early Years Inspection Framework for the new 2020 Statutory Early Years Curriculum.

College students have received recognition in a number of fields. 43 students, or 47%, were awarded a First Class degree for 2020/21 and 11 were awarded prizes for top performance in University examinations. We have also celebrated the success of 19 graduate students who achieved Distinctions in their examinations.

### Covid-19

Regrettably the College continued to be affected by the pandemic which in many respects had more impact this year than the previous year. Teaching and lectures were maintained successfully on-line, but normal social life in the College was restricted by the lockdown in Hilary Term and both Michaelmas and Trinity Terms experienced disruption. These restrictions also limited severely the College's plans for celebrating its 450<sup>th</sup> Anniversary in person, although the ingenuity and creativity of the Development team compensated for this to a large degree with an exciting series of on-line lectures and presentations.

Further commentary can be found in the Financial Review, Risk Management and Future Plans sections below.

## FUNDRAISING

The Development Team leads the College's fundraising activities. It includes two major gift fundraisers who aim to meet up to 200 individuals each per year to solicit donations in the UK and overseas, supported by an additional mid-range fundraiser, who solicits funds regionally in the UK. Their work is normally supplemented by a direct mail appeal for the Annual Fund in Autumn and an annual Telethon appeal in March, although as a consequence of Covid-19, the annual Telethon, the first since 2019, had to be held in September 2021. For the Telethon, we have a contract with an external company, Rux Burton Associates, to help deliver this project, a

## **JESUS COLLEGE**

### **Report of the Governing Body**

**Year ended 31 July 2021**

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role which is monitored carefully by Development Team members. In order to make up the deficit of the Telethon's postponement, the Development Office ran three online appeals over the last year including one Giving Day to mark the College's 450<sup>th</sup> Anniversary in June 2021. The Annual Fund typically raises between £200k and £400k annually primarily through face-to-face fundraising and legacies that have been realised.

The College has registered with the Fundraising Regulator and supports the standards for fundraising set out in the Code of Fundraising Practice. The College takes seriously its obligation to protect any vulnerable people and does so by designing fundraising appeals so that whenever possible they appear at regular and expected intervals each year; The Development Office employs its database to avoid sending excessive fundraising requests or duplicated appeals; makes sure all potential donors are given notice of the annual Telethon or online appeals and have the opportunity to 'opt-out' of all forms of solicitation; and tailors our mailings to potential donors to the best of our knowledge based on their personal preferences.

#### **450<sup>th</sup> Campaign**

In January 2021 Jesus College entered its 450<sup>th</sup> anniversary year. In September 2018, the College launched the public phase of its £45 million, 450<sup>th</sup> Anniversary Campaign, which runs until July 2022. Since then, the Campaign has raised approximately £8m towards its remaining £10m target aided by the significant donations received this year. The Northgate site re-development is a key part of the 450<sup>th</sup> Anniversary Campaign and, as reported previously, attracted a lead donation of £15m towards the overall total. Alongside this, continued fundraising efforts for access, bursaries, graduate scholarship and tutorial fellowships are taking place.

#### **FINANCIAL REVIEW**

The Statement of Financial Activities shows a net surplus of £28.2m (2019/20: net deficit of £6.4m). This figure includes legacies and donations for restricted and endowed funds of £1.1m (2019/20: £0.6m) and a net gain on investments of £30.5m (2019/20: net loss of £3.7m); details of both of these are provided below.

#### **Covid-19**

Unfortunately, the pandemic has continued to have an adverse impact on the College's financial results. The lockdown in Hilary Term and the need to support students with various waivers, rebates or grants at other times in the year resulted in reduced residential and catering income, while uncertainty about the future led to the cancellation of nearly all of the College's conference activity and hence loss of that important source of income. As was the case last year, this was mitigated, albeit to a much lower extent, by the Government's furlough scheme and the considerable efforts of College staff to control costs. Overall, it is reasonable to conclude that the impact by the end of the financial year was a net loss of the order of £0.7m (2019/20: £0.5m). This has continued into the new year principally in terms of lost conference income.

#### **Income**

##### ***Charitable and trading income***

Charitable income, £5.3m (2019/20: £5.0m), comprises tuition fees from UK, EU and overseas students, support from Office for the Student, other academic income, and related residential income. Higher student numbers led to a 10% increase in tuition and academic income, partially offset by a further reduction in residential income, primarily because of the lockdown in Hilary Term. Trading income, £0.1m (2019/20: £0.2m), which comprises non-academic conference and function income, also fell further as conferences and events had to be cancelled.

##### ***Donations and legacies***

Donation and legacy income, £3.1m (2019/20: £1.0m), increased strongly aided by the Development team's focus on the College's 450<sup>th</sup> Anniversary and the willingness of the College's alumni and others to provide significant and regular contributions for access, the College's Annual Fund, bursaries linked to the Northgate Project, and other aspects of college life. £1.6m of the total came from legacies. The unrestricted nature of most of these funds is important because it allows the College to target areas of particular need. An example of this is the recent Governing Body's decision to allocate £1m from the John Thomason legacy to endow the College's Maths Tutorial Fellowship.

##### ***Investments***

The College invests in various asset classes, including listed equity funds, commercial and agricultural property, government and commercial bonds, and private equity. Management of the College's endowment is overseen by the Estates Committee. The equity portfolio's management is delegated to an external manager, Cambridge Associates; property is managed internally by the College's Property Director and his team.

## JESUS COLLEGE

### Report of the Governing Body

Year ended 31 July 2021

Investment income was £2.1m (2019/20: £2.7m) reflecting the absence of rents from the vacated Northgate House and the pandemic's impact on dividends. However, the College operates a Total Return policy and so taking account of market gains and losses, the investment performance was as follows:

	Value at 1/8/20	Net additions / (disposals)	Change in value	Value at 31/7/21	Income in year	Total return	
	A	B	C	D	E	2020/21	2019/20
	£'000	£'000	£'000	£'000	£'000	%	%
Agricultural	36,682	-	1,349	38,031	483	5.0%	10.5%
Commercial and residential	14,327	-	1,353	12,974	1,326	-0.2%	-11.7%
Equities, bonds & cash	140,511	415	30,467	170,563	311	21.9%	-1.7%
<b>Total</b>	<b>191,520</b>	<b>415</b>	<b>30,462</b>	<b>221,567</b>	<b>2,120</b>	<b>17.0%</b>	<b>0.8%</b>

Total return = (C+E) / (A+B/2). Figures for total return % are approximate and do not take account of fees and other costs including the loan on Northgate House. Income excludes £Nil (2019/20: £90k) of interest on current asset investments.

Consistent with the Total Return policy, the investment mandate does not distinguish between income and capital gains. Investments are made with the aim of achieving a minimum total return for securities of 3.5% plus CPI after fees, which in turn allows the College to draw 3.3% of the value of relevant investments to support the College's annual expenditure. To avoid undue fluctuations, the total return draw of 3.3% is calculated by reference to the average investment values for the last five years, indexed for inflation. The level of draw is kept under close review to ensure the interests and needs of both current and future College members are balanced.

It is pleasing to see the extent of the current year's return after two years in which the overall return was influenced adversely by the College's commercial property portfolio.

Commercial property, comprising primarily retail outlets in Cornmarket, Oxford, has been under considerable pressure as retailers switch more of their business to on-line trading and the existing long term tenancies approach their end. Those pressures have led to a further fall in value of £1.3m this year but this has been offset by the increase in the agricultural portfolio value, reflecting both stronger land values in parts of the country and progress in the redevelopment potential of a key part of that portfolio.

Equity returns show significant growth with the main securities portfolio out-performing its key target and its more demanding benchmark. The importance of this lies in the portfolio's role as the main source of alternative liquidity for the College as well as being the key contributor to determining the total return spending rate.

The College is very conscious of the need for good governance and adherence to appropriate ethical principles when making investments. Its ethical policy is as follows:

*The College expects all companies in which it invests, whether directly or via an investment fund, to abide by the relevant law of the place where it has its headquarters and the law of the places where it carries out its operations. Where a portfolio company, to the College's knowledge, takes action which, whether lawful or not, creates a significant risk of severe reputational loss to the College, the College will not seek to maintain its investment if, after appropriate engagement, there is no reasonable prospect of a change in the company's behaviour.*

*The College also recognises the importance and relevance of environmental, social and corporate governance ('ESG') factors in the selection and management of investments within its portfolio. It believes that good governance, as so defined, supports the College's overriding concern for the good economic and financial performance of its portfolio over the longer term. As the College invests in funds, rather than making direct investments, it expects its fund managers to have an ESG policy in place which integrates ESG factors into their investment process and to report their compliance with the UK Stewardship Code and the United Nations Principles of Responsible Investment. Where choices exist, the College believes that it is more constructive and effective for its fund managers to engage with investee companies thoughtfully and consistently as part of their investment decisions rather than opting automatically for divestment. Consistent with this approach, it expects its fund managers to report on their corporate engagement and voting activity on a regular basis.*

Further details on investments can be found in Notes 4, 10 and 11 to the financial statements.



## **JESUS COLLEGE**

### **Report of the Governing Body**

**Year ended 31 July 2021**

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#### **Expenditure**

Total expenditure increased by 10% from £12.2m to £13.2m, although once the impact of the changes linked to unusual factors is excluded, the underlying position is an increase of 4.7%.

Staff costs, excluding movements on the pension deficit provision, were £5.9m (2019/20: £5.5m). This reflects both a higher number of academic posts, several of which have been funded by donations, and the increase in USS pension contribution rates. As was the case last year, the College maintained all existing staff on 100% of their salaries despite the pressure from the pandemic. Related to this, it received £194k (2019/20: £307k) of furlough income. It also maintained its commitment to paying all staff at a rate which is at least equivalent to the Voluntary Living Wage.

Non-staff costs were £7.6m (2019/20: £7.4m), an increase of 2.0%. Operational costs increased despite periods of lockdown because unlike the previous year, the College continued to provide facilities for those students who were unable to return home.

#### **Northgate Project**

The Northgate Project represents the biggest investment in the College's central site infrastructure and facilities since its original foundation. It will double available teaching and research space, add 68 student rooms for postgraduates, establish a digital hub, and improve the accessibility of the College, both physically and virtually, while retaining nearly all of its existing commercial footage on Cornmarket and Market Street. Scaffolding around the external structure of the new building is coming down revealing the traditional stone cladding; detailed work on fitting out the premises has been underway for most of 2021; and although entry by the students had to be deferred from the start of Michaelmas Term, we expect them to be in occupation early in the New Year.

Capital additions for the project in the year were £19.1m (2019/20: £8.2m), including £367k (2019/20: £92k) for interest on the related funding for the Project. This brings the costs to date to £32.9m. A further £0.3m has been capitalised on a separate project to fit out the basement and rear of the ground and first floors of the commercial space for the College's first tenant, a group of three GP practices that will offer an extensive range of medical services in the city centre.

#### **Reserves policy**

The College's policy is to maintain sufficient reserves and facilities to meet its short-term financial obligations in the event of an unexpected revenue shortfall so that the College can be managed efficiently and maintain a buffer which would ensure uninterrupted services. The pandemic provided a test of this policy given that it has affected adversely many of the College's revenue streams. It is pleasing to note that the College continues to deal with these challenges, assisted by the steps it has taken to strengthen its finances further. As reported last year, the College arranged a £5m overdraft facility with its bankers at the outset of the pandemic and in the first half of the current year, it arranged a further £5m unsecured three-year revolving credit facility; both facilities remain undrawn. Furthermore, as part of agreement to lease with a tenant in the new Northgate Building, it arranged a £3.4m unsecured, ten-year term, fixed rate loan to finance the fitting out of the related premises. All of these facilities have taken advantage of historically low interest rates and add to the significant liquidity already available to the College through its substantial securities investments.

In reviewing compliance with the reserve policy, short-term financial needs are normally defined by reference to a multiple of the College's underlying operating expenditure. In so doing, allowance needs to be made for specific circumstances such as: the risk of significant changes in the value of the College's investment and property portfolio; the need to commit to specific projects, both capital and non-capital, which further the College's charitable objectives; and the potential restrictions imposed on the College's spending by either the terms of its Total Return policy or its bank and other loan covenants.

Total funds of the College at the year-end amounted to £239.4m (2020: £211.1m), of which £60.8m (2020: £39.1m) are considered to be available reserves. Available reserves are defined as:

- Free reserves of £21.5m (2020: £20.6m), being unrestricted funds excluding designated funds of £9.7m (2020: £10.0m); plus
- £39.3m (2020: £18.5m), being the aggregate unapplied total return for permanent and expendable endowment funds after adjusting for inflation. The principle behind the unapplied total return is that the College could draw on this under the terms of its total return policy, albeit in doing so, it would have to have regard for the terms of the individual, underlying funds, as well as other factors such as available liquidity.

The Estates Committee has conducted a review of the financial risks facing the College in light of its investment portfolio and other financial risks, which include:

## JESUS COLLEGE

### Report of the Governing Body

Year ended 31 July 2021

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- The hypothetical impact on the College's income of periods of poor investment performance consistent with the more extreme situations seen in the past and in 2021;
- The absence of commercial rents during the Northgate Project;
- The risks associated with the Northgate Project, although it should be noted that the projected remaining costs for the project are covered by existing funds and facilities; and
- The potential for inflation to increase from its recent low levels.

After making appropriate allowance for these risks, available reserves represent approximately 0.8 times 2020/21 underlying operational expenditure (2019/20: 0.4 times). The increase this year reflects the significant investment gains and buoyant donations which have more than outweighed the adverse impact of the pandemic on the College's operational income. In view of this level of reserves and the considerable liquidity available to the College from its investments and the bank facilities in place, the Committee has concluded that the level of reserves is appropriate.

Designated reserves at the year-end include £1,094k (2020: £936k) in the Development Fund available to support both new projects and a variety of activities including bursaries and widening participation within a 12 to 18-month timescale.

#### Risk management

The College has on-going governance processes that operate throughout the financial year for identifying, evaluating and managing the principal risks and uncertainties faced by the College and its subsidiaries in undertaking their activities. A risk management policy has been approved by the Governing Body and in accordance with this, risks and mitigating procedures within the College are reviewed by the relevant College committees, chaired by the Principal or Vice-Principal. Financial and investment risks are assessed by the Estates Committee; the Director of Accommodation, Catering and Conferences and department heads meet regularly to review health and safety issues; and academic matters are addressed by the Academic Director. A separate working group, which reports to the Governing Body, meets monthly to review progress on the Northgate Project and this group's activities are reviewed quarterly by an independent and experienced member of the University Estates Department.

A working group comprising the Principal, the Vice Principal, the College Officers, the Communications Manager, and a representative of the Governing Body continues to coordinate the College's response to the many various and complex issues raised by the pandemic. Learning and teaching have been available online during lockdowns; additional support, both financial and in terms of welfare, has been provided to students; and adjustments have been made to the College's operations to take account of the loss of revenue. Regular reports have been provided to Governing Body throughout this period. Actions and plans have been agreed and developed, wherever possible, in line with the University's own response to the pandemic, which in turn has been the product of a considerable investment of time and money.

The Governing Body, which has ultimate responsibility for managing any risks faced by the College, is supported by a Risk and Audit Committee to help it monitor the major risks to which the College is exposed. A risk register has been established and responsibility for the management of the key risks resides with the College Officers and their relevant committees, with the Risk and Audit Committee receiving periodic reports on the effectiveness of this. It is recognised that systems can provide only reasonable and not absolute assurance that major risks have been managed.

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

- **Academic performance.** Attracting the best tutors and students is essential to the College's overall purpose. A key part of the College's current Strategic Plan has involved providing additional resources to support both tutorial fellows, to ensure they continue to deliver excellent results through their teaching and research, and students, whether in terms of access, study facilities or preparation for the next stage of their careers. Many of the identified actions have been completed, including permanent endowment of more tutorial posts; bursaries for both undergraduates and postgraduates; and a significant expansion of funding for, and work in support of, access to the College and University.
- **Student welfare.** The wellbeing of, and support for, students in all forms is a priority for the College. An established welfare network and medical support team is available within College in addition to the communications and services that exist in the wider University. The College's welfare provision, which includes a dedicated Welfare Officer, is supplemented by an experienced student Counsellor who provides on-site support. Their work has expanded considerably since the emergence of the pandemic.



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### Report of the Governing Body

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- **Major incidents:**

- **Covid-19.** The impact to date and the College's response have been described elsewhere in the Governing Body Report. The Covid-19 Working Group will continue its coordination role so long as the virus remains a major risk to the College's operations, focusing on actions to support the College's academic mission, strengthen its financial position, and return its day to day operations to normality as soon as possible.
- **Other incidents.** This takes account of the risk of a major fire, explosion or other disaster which might affect either the College's operational property. The University's policy to cover such incidents has been adopted by the College and dry runs have been completed. Regular maintenance of safety systems takes place and a catastrophe insurance policy is kept under review.

- **Going concern and liquidity.** The pandemic has had an adverse impact on the College's revenues and necessitated changes to its operations, often involving additional cost. Current operations continue to be affected depending on the extent to which its prevalence ebbs and flows. Although the College has substantial assets, many of which are capable of being realised at short notice, this uncertainty places a premium on the availability of cash to cover any revenue shortfalls or additional costs, or to avoid having to realise assets at an inopportune time. As noted in the reserves section, the College has arranged additional bank facilities of £10m, both currently undrawn, to supplement its normal sources of liquidity.
- **Management of investments.** The College is reliant on the investment return from its endowments to support its charitable activities. Although markets this year have been strong, the risk of volatility linked to a variety of factors remains. In addition, as noted above, commercial rents from the Northgate Project are yet to be fully secured, albeit their absence is covered by reserves established over a period of years in anticipation of the project. Responsibility for monitoring the College's investment performance rests with the Estates Committee, which has appointed experienced investment managers to act on its behalf.
- **Northgate Project.** As with any major construction project, there are risks associated with the delivery of the project. Execution risks, in terms of cost overruns or delays to the timetable, remain, not least because of the challenge of working during the pandemic. Responsibility for oversight of the project's delivery has been delegated to a specific working group which reports directly to the Governing Body, supplemented by periodic, independent reviews.
- **IT facilities and security.** The risk embraces IT systems failure, data security and vulnerability to cyber-attack, as well as the need to respond to the challenge of conducting much of the College's teaching, research and operations on-line. The expansion of the IT from two to three full-time members ahead of the pandemic was prescient and current plans allow for significant further investments in systems to improve their resilience. The College regularly reviews its policies and practices in this area. A data security policy has been adopted; appropriate back-up facilities are available; and insurance cover exists.
- **Pensions.** As at year end, the March 2020 actuarial valuation of USS was still incomplete. Since then, the Joint Negotiating Committee's proposal, which entails only minor increases in employer and employee contributions in return for reduced future benefits and strengthening of the employer covenant, has been adopted by the Trustee, albeit this is still subject to ratification by a members' consultation. Formal completion of the valuation will lead to recognition of a significant increase in the College's deficit provision, see Notes 21 and 30, although as this will be payable over seventeen years, the immediate cash impact of this will be limited.

## FUTURE PLANS

The College Strategic Plan, 2017 – 2021 continues to operate; work on the next five-year plan will begin this year. The core elements of the existing plan have been:

- Extending our access work to ensure that we attract applicants from a diverse range of students;
- An increase in student numbers from the introduction of Computer Sciences and the expansion of postgraduate places;
- Extending the number of, and support for, junior and early career Fellows;
- Improved learning, teaching, research and accommodation facilities as part of the Northgate Project;
- The introduction of an innovative Digital Hub to promote interdisciplinary research and knowledge exchange; and
- Maintaining and building the College's endowment.

Many of these objectives are expected to feature in the new plan, together with clearer focus on issues such as sustainability and equality and diversity.

## **JESUS COLLEGE**

### **Report of the Governing Body**

**Year ended 31 July 2021**

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

The Governing Body ("the Trustees") 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 in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

- select the most suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards, including FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements;
- state whether a Statement of Recommended Practice (SORP) applies and has been followed, subject to any material departures which are explained in the financial statements; 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 1 December 2021 and signed on its behalf by:



Prof Sir N. Shadbolt

Principal



## **Independent Auditor's Report to the Trustees of Jesus College**

### **Opinion**

We have audited the financial statements of Jesus College (the 'Charity') and its subsidiaries (the 'Group') for the year ended 31 July 2021 which comprise the Consolidated Statement of Financial Activities, Consolidated and College Balance Sheet, Consolidated Cash Flow Statement 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 the Parent Charity's affairs as at 31 July 2021 and of the Group's income and receipts of endowments 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 011.

### **Basis for opinion**

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

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the 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 or the Group'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 contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **JESUS COLLEGE**

### **Report of the Governing Body**

**Year ended 31 July 2021**

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#### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' Report; or
- sufficient and proper accounting records have not been kept by the Parent Charity; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit

#### **Responsibilities of trustees**

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

In preparing the financial statements, the Trustees are responsible for assessing the Group and the Parent Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

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

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

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

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

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

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

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

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

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Parent Charity's and the Group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the Parent Charity and the Group for fraud. The other laws and regulations we considered in this context for the Group were General Data Protection Regulations and Health and Safety.

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

## **JESUS COLLEGE**

### **Report of the Auditor to the Members of the Governing Body of Jesus College**

**Year ended 31 July 2021**

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the recognition of income, and the override of controls by management. Our audit procedures to respond to risk of income recognition included selecting a sample of income during the year, agreeing back to the relevant documentation and ensuring it has been recognised correctly. Our audit procedures to respond to the risk of management override included enquiries of management about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

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

#### **Use of our report**

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the Charity's Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.



**Crowe U.K. LLP**

Statutory Auditor

**Reading**

**Date: 1 December 2021**

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

# **JESUS COLLEGE**

## **Report of the Governing Body**

**Year ended 31 July 2021**

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### **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 comprising the consolidation of the College and its wholly owned subsidiaries, Jesus Accommodation Limited and Jesus College Developments (Oxford) Limited. A separate SOFA has not been presented for the College as permitted by Charity Commission.

A summary of the results and financial position of the College and its subsidiaries is disclosed in Note 12.

### **2. Basis of accounting**

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

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

The financial statements have been prepared on a going concern basis and on the historical cost basis, except for the measurement of investment properties and other investments, with movements in value reported within the Statement of Financial Activities (SOFA). The Trustees, having regard for the high proportion of the College's assets that are in liquid or near liquid funds and the bank facilities available to it, are satisfied that it has adequate resources to continue in operational existence for the foreseeable future. In making their assessment the Trustees have considered the impact on the business of Covid-19, including the ability of the College to continue to operate as a College of the University of Oxford. Accordingly, they continue to believe that the going concern basis of accounting is appropriate in preparing the annual financial statements.

The principal accounting policies adopted are set out below and have been applied consistently throughout the year.

### **3. Accounting judgements and estimation of 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 to have most significant effect on amounts recognised in the financial statements.

- The College participates in three multi-employer defined benefit pension plans. In the judgement of the Governing Body there is insufficient information about the plans' assets and liabilities to reliably account for their share of the defined benefit obligations and assets in the financial statements and therefore the plans are accounted for as defined contribution schemes (see Note 21).
- The College carries investment property at fair value in the balance sheet, with changes in fair value being recognised in the income and expenditure section of the SOFA. Independent valuations are obtained to determine fair value at the balance sheet date.
- Before legacies are recognised in the financial statements, the Governing Body exercises judgement as to what constitutes sufficient evidence of entitlement to the bequest. Sufficient evidence exists once notification of payment has been received from the executor(s) of the estate or estate accounts are available which indicate sufficient funds are 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 are expected to affect the carrying value of assets and liabilities held by the College are:

- The cost of the Northgate Project. Although contractual arrangements provide considerable security for the College, it is exposed to the consequences of events outside of its and the contractor's control;
- The level of provision required against commercial rents receivable from retail tenants;
- The level of investment return and the performance of investment markets both for the College's commercial property and other investments; and
- The pension deficits recorded are dependent on certain key estimates, including future employment patterns and the discount rate which is applied when determining the College's share of the past service deficits on the pension schemes to which it contributes. Please also refer to Note 30 in respect of changes to the pension deficit provision expected to be recorded in the next financial year.



## JESUS COLLEGE

### Report of the Governing Body

Year ended 31 July 2021

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#### 4. Consolidation

The subsidiaries have been consolidated from the date of their formation, being the date from which the College exercised control through voting rights. Intra-group sales and charges between the College and its subsidiaries are excluded from consolidated trading income and expenditure. Balances between the College and its subsidiaries are eliminated on consolidation.

#### 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 measured reliably.

- ***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.

- ***Income from the Coronavirus Job Retention Scheme (the 'Furlough scheme')***

Payments under the Government's furlough scheme are recognised when receivable and classified as other income in the SOFA.

- ***Income from donations and legacies***

Donations that do not impose specific future performance-related or other specific conditions are recognised on the date on which the College 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 subject to performance-related conditions are recognised as and when those conditions are met. Donations 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 once notification of payment has been received from the executor(s) of the estate or estate accounts are available that indicate sufficient funds are in the estate after meeting liabilities for the bequest to be paid.

Voluntary income received for the general purpose of the College is credited directly to a designated fund and is subject to review and planned distribution by the Disbursement Committee each October in the following year.

Voluntary income which is subject to specific wishes of the donor is 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 otherwise than in cash, they are valued at the market value of the underlying assets received at the date of receipt.

#### 6. Investment income

Interest on bank balances and fixed interest securities is accounted for on an accruals basis in the period to which the interest relates.

Dividend income and similar distributions are recognised in the period in which they become receivable.

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

#### 7. Total return investment accounting

As authorised by the College's statutes, the College has adopted a 'Total Return' basis for the investment of its endowment. The carrying value of the preserved permanent capital, the trust for investment, and the amount of any unapplied total return available for expenditure were taken as the fair value of these funds as at 1 August 2009 together with the original gift value of all subsequent endowment additions received. In choosing this date, the Governing Body sought to achieve an appropriate balance between the availability of relevant, historical information on changes in the College's permanent endowment funds, bearing in mind changes in classifications which have taken place over the years, and the need for accurate analysis.

It invests these funds 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 either be retained for investment or released to income at the discretion of the Governing Body.

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**Report of the Governing Body**  
**Year ended 31 July 2021**

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**8. 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.

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. Irrecoverable VAT is included with the related item of expenditure.

**8. Tangible fixed assets**

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

Expenditure on the acquisition, construction or enhancement of land and buildings together with plant and machinery, and fixtures, fittings and equipment, which is directly attributable to bringing the asset to its working condition for its intended use, is reviewed on a case by case basis, in conjunction with independent advisers where appropriate, to determine whether it is appropriate to be capitalised and, if so, to ascertain the correct period over which to depreciate the asset.

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.

**9. 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	15 - 50 years
Leasehold properties, including land	25 - 50 years or period of lease if lower
Building improvements	10 - 25 years
Equipment	5 - 15 years
Plant and machinery	10 - 20 years

Freehold land and assets in the course of construction are not depreciated. The cost of maintenance, including non-capital repairs and refurbishment, is charged in the Statement of Financial Activities in the period in which it is incurred. Works of art and other valuable artefacts regarded as inalienable are not included in the financial statements.

**10. Investments**

Investment properties are recognised initially at their cost of acquisition and measured subsequently, after taking advice from independent valuers, at their fair value at each reporting date. Purchases and sales of investment properties are recognised on exchange of contracts.

Listed investments are recognised initially at their cost and measured subsequently 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. Fair value for investments, such as hedge funds and private equity funds which have no readily identifiable market value, is based on the most recent valuations available from their respective fund managers.

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

**11. Financial instruments**

Cash and cash equivalents include cash at banks and in hand and short-term deposits with a maturity date of three months or less. Current asset investments comprise endowment funds awaiting investment and the proceeds of the private placement and lead donation for the Northgate Project, which have been invested in a cash fund to provide liquidity for the project.

**JESUS COLLEGE**  
**Report of the Governing Body**  
**Year ended 31 July 2021**

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Financial instruments include debtors and creditors. Debtors and creditors are initially recognised at transaction value and subsequently measured at amortised cost. Note 25 provides more information on financial instruments where future cash flows are anticipated, with financial assets referring to fixed asset investments and debtor balances excluding prepayments, and financial liabilities referring to creditor balances excluding deferred income and tax and social security.

**12. Leases**

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

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

**13. Fund accounting**

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

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

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

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

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

**14. Pension costs**

The costs of retirement benefits provided to employees of the College through 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, the College recognises a liability at the balance sheet date for the discounted value of the expected future contributions under the agreements with these multi-employer schemes to fund the past service deficits.

**15. Foreign currencies**

The functional and presentation currency of the College and its subsidiaries is the pound sterling. Transactions denominated in foreign currencies are translated at the spot rates of exchange at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates applying at the reporting date. Foreign exchange gains and losses from the settlement of transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the exchange rates at the reporting date are recognised in the income and expenditure section of the SOFA.



**Jesus College**  
**Consolidated Statement of Financial Activities**  
**For the year ended 31 July 2021**

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Endowed Funds £'000	2020/21 Total £'000	2019/20 Total £'000
<b>INCOME AND ENDOWMENTS FROM:</b>						
<b>Charitable activities:</b>	1					
Teaching, research and residential		5,263	-	-	5,263	5,028
Public worship		4	-	-	4	2
<b>Other trading income</b>	3	54	-	-	54	225
<b>Donations and legacies</b>	2	2,041	885	196	3,122	1,009
<b>Investments</b>						
Investment income	4	480	-	1,640	2,120	2,835
Total return allocated to income	13	4,976	1,388	(6,364)	-	-
<b>Other income - Furlough scheme</b>		194	-	-	194	307
<b>Total income</b>		<b>13,012</b>	<b>2,273</b>	<b>(4,528)</b>	<b>10,757</b>	<b>9,406</b>
<b>EXPENDITURE ON:</b>						
<b>Charitable activities:</b>	5					
Teaching, research and residential:						
College		9,800	726	-	10,526	9,130
Northgate Project		-	-	-	-	(251)
Public worship		58	-	-	58	43
<b>Generating funds:</b>	5					
Fundraising		591	-	-	591	536
Trading expenditure		5	-	-	5	268
Investment management costs		1,436	-	482	1,918	2,433
<b>Total expenditure</b>		<b>11,890</b>	<b>726</b>	<b>482</b>	<b>13,098</b>	<b>12,159</b>
<b>Net income/(deficit) before investment gains</b>		<b>1,122</b>	<b>1,547</b>	<b>(5,010)</b>	<b>(2,341)</b>	<b>(2,753)</b>
<b>Net gains/(losses) on investments:</b>	10, 11					
Property and other investments		1,434	-	29,114	30,548	(3,662)
		1,434	-	29,114	30,548	(3,662)
<b>Net income/(deficit)</b>		<b>2,556</b>	<b>1,547</b>	<b>24,104</b>	<b>28,207</b>	<b>(6,415)</b>
<b>Transfers between funds</b>	17	(2,017)	-	2,017	-	-
<b>Net movement in funds for the year</b>		<b>539</b>	<b>1,547</b>	<b>26,121</b>	<b>28,207</b>	<b>(6,415)</b>
Fund balances brought forward	17	30,679	14,816	165,649	211,144	217,559
<b>Funds carried forward at 31 July</b>		<b>31,218</b>	<b>16,363</b>	<b>191,770</b>	<b>239,351</b>	<b>211,144</b>

Comparatives for the movements on funds are provided in Note 31a

**Jesus College**  
**Consolidated and College Balance Sheets**  
**As at 31 July 2021**

	Notes	2020/21 Group £'000	2019/20 Group £'000	2020/21 College £'000	2019/20 College £'000
<b>FIXED ASSETS</b>					
Tangible assets	9	57,228	38,271	57,228	37,388
Property investments	10	51,687	51,574	51,687	51,574
Other investments	11	170,563	140,511	170,563	140,511
<b>Total fixed assets</b>		<b>279,478</b>	<b>230,356</b>	<b>279,478</b>	<b>229,473</b>
<b>CURRENT ASSETS</b>					
Stocks		165	156	165	156
Debtors	14	1,578	5,800	2,397	6,829
Investments	24	4,810	16,567	4,810	16,567
Cash at bank and in hand	24	329	1,760	270	1,695
<b>Total current assets</b>		<b>6,882</b>	<b>24,283</b>	<b>7,642</b>	<b>25,247</b>
<b>LIABILITIES</b>					
Creditors: Amounts falling due within one year	15	5,255	3,930	6,015	4,011
<b>NET CURRENT ASSETS</b>		<b>1,627</b>	<b>20,353</b>	<b>1,627</b>	<b>21,236</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>281,105</b>	<b>250,709</b>	<b>281,105</b>	<b>250,709</b>
<b>CREDITORS: falling due after more than one year</b>	16	<b>39,743</b>	<b>37,502</b>	<b>39,743</b>	<b>37,502</b>
<b>NET ASSETS BEFORE PENSION LIABILITY</b>		<b>241,362</b>	<b>213,207</b>	<b>241,362</b>	<b>213,207</b>
Defined benefit pension scheme liability	21	2,011	2,063	2,011	2,063
<b>NET ASSETS</b>		<b>239,351</b>	<b>211,144</b>	<b>239,351</b>	<b>211,144</b>
<b>FUNDS OF THE COLLEGE</b>					
Endowment funds	17	191,770	165,649	191,770	165,649
Restricted funds	17	16,363	14,816	16,363	14,816
Unrestricted funds					
Designated funds	17	9,665	10,030	9,665	10,030
General funds	17	23,564	22,712	23,564	22,712
Pension reserve	21	(2,011)	(2,063)	(2,011)	(2,063)
		<b>239,351</b>	<b>211,144</b>	<b>239,351</b>	<b>211,144</b>

The financial statements were approved and authorised for issue by the Governing Body of Jesus College on 1 December 2021

Prof Sir N. Shadbolt



Principal

Mr S.N. Woodward



Estates Bursar

**Jesus College**  
**Consolidated Statement of Cash Flows**  
**For the year ended 31 July 2021**

		<b>2020/21</b>	<b>2019/20</b>
	<b>Notes</b>	<b>£'000</b>	<b>£'000</b>
<b>Net cash used in operating activities</b>	<b>23</b>	<b>886</b>	<b>(1,231)</b>
<b>Cash flows from investing activities</b>			
Dividends, interest and rents from investments		2,120	2,835
Purchase of property, plant and equipment		(17,753)	(7,511)
Proceeds from sale of investments		743	3,007
Purchase of investments		(360)	(1,522)
Net withdrawals from current asset investments		11,757	6,409
<b>Net cash provided by investing activities</b>		<b>(3,493)</b>	<b>3,218</b>
<b>Cash flows from financing activities</b>			
Repayments of borrowing		(1,017)	(959)
Finance costs paid		(1,403)	(1,458)
Cash inflows from new borrowing		3,400	-
Receipt of endowment donations		196	232
<b>Net cash used in financing activities</b>		<b>1,176</b>	<b>(2,185)</b>
<b>Change in cash and cash equivalents in the reporting year</b>		<b>(1,431)</b>	<b>(198)</b>
<b>Cash and cash equivalents at the beginning of the reporting year</b>		<b>1,760</b>	<b>1,958</b>
<b>Cash and cash equivalents at the end of the reporting year</b>	<b>24</b>	<b>329</b>	<b>1,760</b>
<b>Movement on net debt</b>		<b>2020/21</b>	<b>2019/20</b>
		<b>£'000</b>	<b>£'000</b>
<b>Net debt at the beginning of the reporting year</b>		<b>(20,193)</b>	<b>(14,541)</b>
<b>New borrowings</b>		<b>(3,400)</b>	<b>-</b>
<b>Repayment of borrowings</b>		<b>1,017</b>	<b>959</b>
<b>Change in unamortised debt issue costs</b>		<b>(4)</b>	<b>(4)</b>
<b>Net withdrawals from current asset investments</b>		<b>(11,757)</b>	<b>(6,409)</b>
<b>Change in cash and cash equivalents</b>		<b>(1,431)</b>	<b>(198)</b>
<b>Net debt at the end of the reporting year</b>		<b>(35,768)</b>	<b>(20,193)</b>

Net debt comprises: gross borrowings, see Note 16, plus the current element of the bank loan, see Note 15, less cash and cash equivalents and current asset investments, see Note 24.

**Jesus College**  
**Notes to the Financial Statements**  
**For the year ended 31 July 2021**

**1 INCOME FROM CHARITABLE ACTIVITIES**

	2020/21 £'000	2019/20 £'000
<b>Teaching, research and residential</b>		
Unrestricted funds		
Tuition fees - UK and EU students	1,705	1,521
Tuition fees - Overseas students	998	868
Other support - Office for Students	247	198
Other academic income	237	322
College residential income	2,076	2,119
<b>Total teaching, research and residential</b>	<b>5,263</b>	<b>5,028</b>
<b>Total public worship</b>	<b>4</b>	<b>2</b>
<b>Total income from charitable activities</b>	<b>5,267</b>	<b>5,030</b>

The above includes £2,950k (2019/20: £2,587k) from Oxford University under the CFF Scheme.  
Residential income continues to reflect the absence of students from College accommodation during periods of lockdown, as well as rebates offered to students for related issues.

**2 DONATIONS AND LEGACIES**

	2020/21 £'000	2019/20 £'000
<b>Donations and legacies</b>		
Unrestricted funds	2,041	427
Restricted funds	885	350
Endowed funds	196	232
	<b>3,122</b>	<b>1,009</b>

Unrestricted funds in 2020/21 include £1,584k of legacy donations.

**3 INCOME FROM OTHER TRADING ACTIVITIES**

	2020/21 £'000	2019/20 £'000
Subsidiary companies' trading income	50	221
Other trading income	4	4
	<b>54</b>	<b>225</b>

Jesus Accommodation Limited accounted for £50k (2019/20: £221k) of the College's non-charitable trading income.

**4 INVESTMENT INCOME**

	2020/21 £'000	2019/20 £'000
<b>Unrestricted funds</b>		
Agricultural rent	464	478
Other property income	19	24
Interest on fixed term deposits and cash	(3)	90
Bank interest	-	8
	<b>480</b>	<b>600</b>
<b>Restricted funds</b>		
Interest on fixed term deposits and cash	-	2
	<b>-</b>	<b>2</b>
<b>Endowed funds</b>		
Commercial rent	1,279	1,081
Other property income	47	49
Equity dividends	314	1,103
	<b>1,640</b>	<b>2,233</b>
<b>Total Investment Income</b>	<b>2,120</b>	<b>2,835</b>

Under the College's investment management mandate, the profile of the return focuses on growth by capital gain as well as dividend return.

**Jesus College**  
**Notes to the Financial Statements**  
**For the year ended 31 July 2021**

**5 ANALYSIS OF EXPENDITURE**

	2020/21 £'000	2019/20 £'000
<b>Charitable expenditure</b>		
Direct staff costs allocated to:		
Teaching, research and residential	4,532	4,201
Movement in pension deficit liability - see Note 8	(51)	(323)
Public worship	53	32
Other direct costs allocated to:		
Northgate Project expenditure	-	(251)
Other teaching, research and residential	3,974	3,286
Public worship	5	11
Support and governance costs allocated to:		
Teaching, research and residential	2,079	2,015
Movement in pension deficit liability - see Note 8	(8)	(49)
<b>Total charitable expenditure</b>	<b>10,584</b>	<b>8,922</b>
<b>Expenditure on raising funds</b>		
Direct staff costs allocated to:		
Fundraising	375	281
Movement in pension deficit liability - see Note 8	(8)	(51)
Trading expenditure	-	85
Investment management costs	151	150
Other direct costs allocated to:		
Fundraising	141	234
Trading expenditure	-	179
Investment management costs	685	848
Support and governance costs allocated to:		
Fundraising	83	72
Trading expenditure	5	4
Investment management costs	1,082	1,435
<b>Total expenditure on raising funds</b>	<b>2,514</b>	<b>3,237</b>
<b>Total expenditure</b>	<b>13,098</b>	<b>12,159</b>

Prior year costs included a credit of £251k for business rates paid but recovered in 2019/20 following review by the Council, net of sundry other costs.

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

**6 ANALYSIS OF SUPPORT AND GOVERNANCE COSTS**

	Generating Funds £'000	Teaching and Research £'000	Public Worship £'000	2020/21 Total £'000
Financial administration	45	294	-	339
Domestic administration	9	264	-	273
Human resources	30	286	-	316
IT	26	348	-	374
Depreciation	-	855	-	855
Bank interest payable	766	1	-	767
Other finance charges	287	(18)	-	269
Governance costs	7	41	-	48
	<b>1,170</b>	<b>2,071</b>	<b>-</b>	<b>3,241</b>

**Jesus College**  
**Notes to the Financial Statements**  
**For the year ended 31 July 2021**

	Generating Funds £'000	Teaching and Research £'000	Public Worship £'000	2019/20 Total £'000
Financial administration	40	266	-	306
Domestic administration	10	252	-	262
Human resources	25	250	-	275
IT	22	285	-	307
Depreciation	-	841	-	841
Bank interest payable	808	3	-	811
Other finance charges	600	47	-	647
Governance costs	6	22	-	28
	<u>1,511</u>	<u>1,966</u>	<u>-</u>	<u>3,477</u>

Finance, administration and human resources costs are allocated according to the estimated staff time spent on each activity. Depreciation is allocated according to the use made of the underlying assets. IT and Governance costs are allocated according to activity. Interest and other finance charges are allocated according to the purpose of the related financing. Other finance charges include £663k (2019/20: £663k) of interest payable for the private placement loan of £25m, net of £367k (2019/20: £92k) capitalised as part of the Northgate Project to reflect the cost of funding for that project.

	2020/21 £'000	2019/20 £'000
<b>Governance costs comprise:</b>		
Auditor's remuneration - audit services	46	29
Auditor's remuneration - other services	2	1
Other governance costs	-	-
	<u>48</u>	<u>30</u>

No amount has been included in governance costs for the direct employment costs or reimbursed expenses of the College Fellows on the basis that these payments relate to the Fellows' involvement in the College's charitable activities. Details of the remuneration of the Fellows and their reimbursed expenses are included in Note 20.

**7 GRANTS AND AWARDS**

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

	2020/21 £'000	2019/20 £'000
<b>Unrestricted funds</b>		
Grants to individuals:		
Scholarships, prizes and grants	254	249
Bursaries and hardship awards	-	15
<b>Total unrestricted</b>	<u>254</u>	<u>264</u>
<b>Restricted funds</b>		
Grants to individuals:		
Scholarships, prizes and grants	339	270
Bursaries and hardship awards	309	235
<b>Total restricted</b>	<u>648</u>	<u>505</u>
<b>Total grants and awards</b>	<u>902</u>	<u>769</u>

**8 STAFF COSTS**

	2020/21 £'000	2019/20 £'000
The aggregate staff costs for the year were as follows:		
Salaries and wages	4,737	4,387
Social security costs	426	403
Pension costs		
Defined benefit and defined contribution schemes	784	702
Subtotal	<u>5,947</u>	<u>5,492</u>
Movement in pension deficit liability	<u>(67)</u>	<u>(423)</u>
	<u>5,880</u>	<u>5,069</u>

**Jesus College**  
**Notes to the Financial Statements**  
**For the year ended 31 July 2021**

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

	2020/21	2019/20
Tuition and research	17	18
College residential	55	54
Public worship	1	1
Fundraising	5	5
Support	21	17
<b>Total</b>	<b>99</b>	<b>95</b>

The average number of employed College Trustees during the year was as follows:

Tutorial Fellows	34	33
Other teaching and research	9	11
College Officers and others	7	8
<b>Total</b>	<b>50</b>	<b>52</b>

The aggregate payroll costs for the year were £5.9m, of which £5.3m related to income-generating functions and £0.6m to support functions, offset by a credit of £0.1m from the reduction in the pensions deficit liability - see Note 21. The College also benefits from temporary staff, agency workers and part-time external tutors who are not on the College payroll. The related costs were £392k (2019/20: £397k).

Details of remuneration and reimbursed expenses of the College Trustees are included in Note 20 of these financial statements.

There were no employees (excluding the College Trustees) during the year whose gross pay and benefits (excluding pension contributions) exceeded £60k.

## 9 TANGIBLE FIXED ASSETS

Group and College	Assets under construction £'000	Freehold land and buildings £'000	Leasehold land and buildings £'000	Plant and machinery £'000	Fixtures, fittings and equipment £'000	Total £'000
<b>Cost</b>						
At start of year	29,286	14,699	6,418	3,102	562	54,067
Additions	19,481	323	-	-	9	19,813
Disposals	-	-	-	-	-	-
<b>At end of year</b>	<b>48,767</b>	<b>15,022</b>	<b>6,418</b>	<b>3,102</b>	<b>571</b>	<b>73,880</b>
<b>Depreciation and Impairment</b>						
At start of year	-	11,161	2,365	1,728	542	15,796
Depreciation charge for the year	-	440	171	242	3	856
Depreciation on disposals	-	-	-	-	-	-
<b>At end of year</b>	<b>-</b>	<b>11,601</b>	<b>2,536</b>	<b>1,970</b>	<b>545</b>	<b>16,652</b>
<b>Net book value</b>						
At end of year	48,767	3,421	3,882	1,132	26	57,228
At start of year	29,286	3,538	4,053	1,374	20	38,271

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, 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 this could not be obtained except at disproportionate expense. In the opinion of the Trustees the depreciated historical cost of these assets is immaterial. During the year, work on the Northgate Project has continued with additions totalling £19.5m, further details of which are addressed in the Financial Review. Of the total, £367k (2020/21: £92k) is attributable to capitalised interest, see Note 6.



**Jesus College**  
**Notes to the Financial Statements**  
**For the year ended 31 July 2021**

**10 PROPERTY INVESTMENTS**

Group and College	Agricultural £'000	Commercial £'000	Other £'000	2021 Total £'000
Valuation at start of year	36,682	14,327	565	51,574
Additions and improvements at cost	-	-	200	200
Disposals	-	-	(148)	(148)
Revaluation gains/(losses) in the year	1,349	(1,353)	65	61
<b>Valuation at end of year</b>	<b>38,031</b>	<b>12,974</b>	<b>682</b>	<b>51,687</b>

Group and College	Agricultural £'000	Commercial £'000	Other £'000	2020 Total £'000
Valuation at start of year	35,589	17,530	576	53,695
Additions and improvements at cost	35	-	-	35
Disposals	(2,100)	-	-	(2,100)
Revaluation gains/(losses) in the year	3,158	(3,203)	(11)	(56)
<b>Valuation at end of year</b>	<b>36,682</b>	<b>14,327</b>	<b>565</b>	<b>51,574</b>

A formal valuation of the agricultural properties was prepared by Gerald FitzGerald FRICS of Savills Ltd as at 31 July 2021. A formal valuation of the commercial and other properties was prepared by Edwin Bray FRICS of Deloitte LLP as at 31 July 2021.

The increase in agricultural property value primarily reflects progress in the development potential of a major property and improved land values elsewhere amongst the College's farms. The continued decrease in value of commercial, retail property reflects the challenging environment facing retailers.

During the year, the College invested in one property under the Joint Equity Scheme and realised another at a net gain of £21k against its carrying value.

**11 OTHER INVESTMENTS**

All investments are held at fair value.

	2021 £'000	2020 £'000
<b>Group and College Investments</b>		
Valuation at start of year	140,511	143,275
New money invested	159	1,487
Amounts withdrawn	(574)	(644)
Increase / (Decrease) in value of investments	30,467	(3,607)
<b>Group and College Investments at end of year</b>	<b>170,563</b>	<b>140,511</b>

In 2019/20, in addition to the above, the College realised a currency exchange loss on cash balances of £5k.

Group and College Investments comprise:

	Held outside the UK £'000	Held in the UK £'000	2021 Total £'000	Held outside the UK £'000	Held in the UK £'000	2020 Total £'000
Equity investments	151,807	4,414	156,221	105,862	24,718	130,580
Property funds	-	1,262	1,262	-	1,227	1,227
Alternative and other investments	7,924	-	7,924	3,979	-	3,979
Fixed term deposits and cash	-	5,156	5,156	-	4,725	4,725
<b>Total group and College Investments</b>	<b>159,731</b>	<b>10,832</b>	<b>170,563</b>	<b>109,841</b>	<b>30,670</b>	<b>140,511</b>

Alternative and other investments include certain unlisted investments valued as at 30 June 2021 because valuations at 31 July 2021 were not readily available.

**Jesus College**  
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**12 PARENT AND SUBSIDIARY UNDERTAKINGS**

The financial statements consolidate the accounts of Jesus College and the following companies:

**Jesus Accommodation Limited:**

Wholly owned trading subsidiary providing conference and other event services on the College premises.

**Jesus College Developments (Oxford) Limited:** Wholly owned trading subsidiary, which was incorporated to provide design and build services to Jesus College for the Northgate Project.

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

	<b>2020/21</b>			<b>2019/20</b>		
	Parent College	Jesus Accommod- ation Ltd	JC Develop- ments (Oxford) Ltd	Parent College	Jesus Accommod- ation Ltd	JC Develop- ments (Oxford) Ltd
	£'000	£'000	£'000	£'000	£'000	£'000
Income	10,757	53	16,370	9,181	224	6,954
Expenditure	(13,458)	(34)	(16,029)	(12,033)	(218)	(6,877)
Donation to College under gift aid	360	(19)	(341)	99	(6)	(77)
Net loss before investment gains	(2,341)	-	-	(2,753)	-	-
Total assets	287,120	66	3,079	254,720	57	2,156
Total liabilities	(47,769)	(66)	(3,079)	(43,576)	(57)	(2,156)
Net funds at the end of year	239,351	-	-	211,144	-	-

**13 STATEMENT OF INVESTMENT TOTAL RETURN**

The Trustees adopted a duly authorised policy of total return accounting for the College investment returns with effect from 1 August 2015. The investment return to be applied as Income is calculated as 3.3% (2019/20: 3.3%) of the average of the inflation-adjusted year-end values of the relevant investments for the last five years. The preserved value of the invested endowment capital represents its fair value at August 2009 plus all subsequent endowments valued at the date of the gift.

Comparatives are provided in Note 31b.

	Permanent Endowment		Expendable Endowment		Total
	Trust for Investment £'000	Unapplied Total Return £'000	Total £'000	£'000	£'000
<b>At the beginning of the year:</b>					
Trust for Investment	87,833	-	87,833	-	87,833
Unapplied total return	-	54,306	54,306	-	54,306
Expendable endowment	-	-	-	23,510	23,510
<b>Total endowments</b>	<b>87,833</b>	<b>54,306</b>	<b>142,139</b>	<b>23,510</b>	<b>165,649</b>
<b>Movements in the reporting period:</b>					
Gift of endowment funds	40	-	40	156	196
Investment return: total investment income	-	1,410	1,410	230	1,640
Investment return: realised and unrealised gains and losses	-	24,974	24,974	4,140	29,114
Less: Investment management costs	-	(412)	(412)	(70)	(482)
Other transfers	-	-	-	2,017	2,017
<b>Total</b>	<b>40</b>	<b>25,972</b>	<b>26,012</b>	<b>6,473</b>	<b>32,485</b>
Unapplied total return allocated to income in the period	-	(5,455)	(5,455)	(909)	(6,364)
<b>Net movements in reporting period</b>	<b>40</b>	<b>20,517</b>	<b>20,557</b>	<b>5,564</b>	<b>26,121</b>
<b>At end of the reporting period:</b>					
Trust for Investment	87,873	-	87,873	-	87,873
Unapplied total return	-	74,823	74,823	-	74,823
Expendable endowment	-	-	-	29,074	29,074
<b>Total endowments</b>	<b>87,873</b>	<b>74,823</b>	<b>162,696</b>	<b>29,074</b>	<b>191,770</b>

**Jesus College**  
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**14 DEBTORS**

	2021 Group £'000	2020 Group £'000	2021 College £'000	2020 College £'000
<b>Amounts falling due within one year:</b>				
Trade debtors	257	430	252	420
Amounts owed by College members	81	36	81	36
Amounts owed by Group undertakings	-	-	832	1,000
Prepayments	190	162	190	162
Accrued income	404	4,988	396	5,027
Other debtors	646	184	646	184
	<b>1,578</b>	<b>5,800</b>	<b>2,397</b>	<b>6,829</b>

Accrued income in 2020 included £4.5m in respect of the lead donation to fund the Northgate Project. This was received during the year.

**15 CREDITORS: falling due within one year**

	2021 Group £'000	2020 Group £'000	2021 College £'000	2020 College £'000
Bank loans	1,164	1,018	1,164	1,018
Trade creditors	350	309	174	291
Amounts owed to College members	280	287	280	287
Amounts owed to Group undertakings	-	-	-	1,050
Taxation and social security	665	216	270	210
Expenditure accruals	2,352	1,642	3,887	699
Deferred income	193	166	193	167
Other creditors	251	292	247	289
	<b>5,255</b>	<b>3,930</b>	<b>6,015</b>	<b>4,011</b>

**16 CREDITORS: falling due after more than one year**

	2021 Group £'000	2020 Group £'000	2021 College £'000	2020 College £'000
Bank loans - unsecured	14,841	12,604	14,841	12,604
Other loan - unsecured	24,902	24,898	24,902	24,898
	<b>39,743</b>	<b>37,502</b>	<b>39,743</b>	<b>37,502</b>

The College holds three long term loans:

The bank loan relates to the original acquisition of Northgate House. Interest is payable at a fixed rate of 5.369%. The loan is repayable in instalments over 20 years and matures in April 2028; £1,077k (2020: £1,018k) of the loan is payable within one year.

In January 2017, the College raised £25m via a private placement primarily to fund the Northgate Project. The loan comprises £10m repayable in May 2037 at a fixed interest rate of 2.67% and £15m repayable in May 2058 at a fixed interest rate of 2.64%.

During the year the College agreed a £3.4m 10 year term loan at a fixed rate of 1.99% to fund the fitting-out of a tenant's premises in the new Cheng Yu Tung Building. The loan is interest only until April 2022; thereafter capital and interest are payable quarterly. £86k of the loan is payable within one year.

In addition to the above loans, the College has an overdraft facility of up to £5m and a revolving credit facility of £5m, both of which were undrawn at July 2021.

**Jesus College**  
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<b>17 ANALYSIS OF MOVEMENTS ON FUNDS</b>	<b>At 1 August 2020 £'000</b>	<b>Incoming resources* £'000</b>	<b>Resources expended £'000</b>	<b>Transfers ** £'000</b>	<b>Gains/ (losses) £'000</b>	<b>At 31 July 2021 £'000</b>
<b>ENDOWMENT FUNDS - PERMANENT</b>	<b>142,139</b>	<b>1,450</b>	<b>(412)</b>	<b>(5,455)</b>	<b>24,974</b>	<b>162,696</b>
Bursary and hardship funds	1,452	17	(4)	(56)	255	1,664
Cultural sporting and travel funds:						
P.W. Dodd Fund	806	8	(2)	(31)	141	922
Other cultural sporting and travel	770	7	-	(28)	136	885
General purposes:						
Old Estate Inc. Leoline Jenkins	102,695	1,015	(299)	(3,945)	18,045	117,511
Meyricke Endowment	16,837	166	(49)	(647)	2,959	19,266
Other general purposes	2,358	25	(6)	(90)	414	2,701
Building & Infrastructure (A E Stevens)	3,863	38	(11)	(148)	679	4,421
Other specific endowments	153	1	-	(5)	26	175
Scholarships, prizes & awards funds	3,532	70	(8)	(135)	620	4,079
Teaching & research funds:						
Zeitlyn	5,187	51	(15)	(199)	911	5,935
Other teaching & research funds	4,486	52	(18)	(171)	788	5,137
<b>ENDOWMENT FUNDS - EXPENDABLE</b>	<b>23,510</b>	<b>386</b>	<b>(70)</b>	<b>1,108</b>	<b>4,140</b>	<b>29,074</b>
Northgate House	4,839	48	(14)	832	850	6,555
College Pension Fund	1,648	16	(5)	(63)	289	1,885
John Walsh History Fellowship	1,571	18	(5)	(60)	276	1,800
W & M Elton Davies Fund	1,478	15	(4)	(57)	260	1,692
H Morag English Fellowship	1,319	13	(4)	(51)	232	1,509
Hoffmann Medical Grad. Scholarships	1,735	17	(5)	(67)	304	1,984
J Bounden Endowment Fund	1,925	19	(6)	(74)	338	2,202
Shreder Student Support Fund	1,132	11	(3)	(43)	199	1,296
Welsh Access & Outreach Fund	708	145	(2)	(29)	132	954
Other teaching & research funds						
Fellowships	4,546	55	(13)	827	799	6,214
Scholarships	1,591	16	(4)	(61)	280	1,822
Bursaries	1,018	13	(5)	(46)	181	1,161
<b>Total endowment funds</b>	<b>165,649</b>	<b>1,836</b>	<b>(482)</b>	<b>(4,347)</b>	<b>29,114</b>	<b>191,770</b>
<b>RESTRICTED FUNDS</b>						
Bursary and hardship funds	589	12	(94)	149	-	656
Cultural sporting and travel funds	84	-	13	59	-	156
Building & Infrastructure:						
Cheng/Knight Dragon	11,279	(1)	-	-	-	11,278
Other building & infrastructure	95	10	(241)	148	-	12
Other specific funds	197	402	(27)	-	-	572
Scholarships, prizes & awards funds	1,094	45	(147)	223	-	1,215
Teaching & research funds	1,478	417	(230)	809	-	2,474
<b>Total restricted funds</b>	<b>14,816</b>	<b>885</b>	<b>(726)</b>	<b>1,388</b>	<b>-</b>	<b>16,363</b>
<b>UNRESTRICTED FUNDS</b>						
General unrestricted funds	22,712	7,579	(10,790)	2,629	1,434	23,564
Designated: Fixed asset	8,985	-	-	(524)	-	8,461
Designated: Annual fund	936	457	(299)	-	-	1,094
Designated: Other	111	(1)	-	-	-	110
General purposes funds	(2)	1	(853)	854	-	-
Pension reserve	(2,063)	-	52	-	-	(2,011)
<b>Total unrestricted funds</b>	<b>30,679</b>	<b>8,036</b>	<b>(11,890)</b>	<b>2,959</b>	<b>1,434</b>	<b>31,218</b>
<b>Total funds</b>	<b>211,144</b>	<b>10,757</b>	<b>(13,098)</b>	<b>-</b>	<b>30,548</b>	<b>239,351</b>

\* Incoming resources for endowed funds comprise donations in the year and realised returns on related investments.

\*\*Transfers include £4,976k and £1,388k released from permanent and expendable endowment respectively to restricted and unrestricted funds in accordance with the College's total return policy, offset by £1,017k added to expendable endowment for the 2020/21 capital repayment on the Northgate House loan and £1,000k added to expendable endowment for the endowment from unrestricted funds of the John Thomason Maths Fellowship.

Comparative funds movements are provided in Note 31c.

## 18 FUNDS OF THE COLLEGE DETAILS

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

### Endowment funds - Permanent:

#### Bursary and hardship funds

A consolidation of gifts, donations and bequests where income, but not capital, can be used for student support, hardship or bursaries.

#### Cultural sporting and travel funds:

##### P.W. Dodd Fund

Capital consisting of the residue of the estate of P.W. Dodd (decd. 1931), where related income, but not the original capital, can be used to assist undergraduates to travel abroad for "general broadening of the mind" rather than formal study.

##### Other cultural sporting and travel

A consolidation of gifts, donations and bequests where income, but not capital, can be used for cultural, sporting and travel purposes.

#### General purposes:

##### Old Estate Inc. Leoline Jenkins

A consolidation of donations, gifts and bequests forming the original endowment together with monies left in the will of Sir Leoline Jenkins dated 12 June 1685, former Principal, which brought together his estate and monies given or bequeathed to him by Francis Mansell, former Principal, and Doctor William Basset, which together are collectively referred to as the Old Estate. The income only can be used for the general purposes of the College.

##### Meyricke Endowment

A bequest made by Edmund Meyricke, a former Fellow, in 1713 under which the income, but not the capital, can be used for the general purposes of the College.

##### Other general purposes

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

#### Building & Infrastructure (A E Stevens)

A gift to the College under a Deed of Appointment dated 25 June 1975 under which the income, but not the capital, shall be applied to improvement and extension of the functional buildings of the College.

#### Scholarships, prizes & award funds

A consolidation of gifts, donations and bequests where income, but not capital, can be used for the provision of scholarships, prizes and awards.

#### Teaching & research funds:

##### Zeltlyn

The College was the residuary beneficiary of the will of Myrtle Henriette Zeltlyn (24 July 1997). Income but not the capital can be used to support three Fellowships in perpetuity: Law, French and Medicine. On 16 April 2010 it was agreed that one of the Fellowships endowed be changed from Law to Modern History.

##### Other teaching & research funds

A consolidation of gifts, donations and bequests where income, but not capital, can be used for teaching and research purposes.

### Endowment funds - Expendable:

#### Northgate House

In 2001 the College purchased 13-21 Cornmarket St (Northgate House) funded by the proceeds from a compulsory purchase and a mortgage funded out of income from the property and endowment. Capital repayments of the mortgage are added to the endowment. Income and capital arising from the property is to be used for the general purposes of the College.

#### W & M Elton Davies Fund

A bequest made by WM & M Elton Davies for the establishment of a fund to support bursaries for undergraduates.

#### John Walsh History Fellowship

Part of the legacy from David Jones, an alumnus, allocated to support the History Fellowship.

#### H Morag English Fellowship

English Fellowship supported by Victor Wood, named in memory of his wife.

#### Hoffmann Medical Graduate Studentship

A donation from Andre Hoffmann which attracted matched funding from the Oxford Graduate Scholarships Matched Fund. They cover tuition fees and living costs for medical students.

#### J Bounden Endowment Fund

Legacy from John Bounden available for the general purposes of the College.

#### Shreder Endowment Fund

Legacy from PGS Shreder available for the general purposes of the College.

#### Welsh Access & Outreach Fund

Gift to fund the College's Access and Outreach activities.

#### Other specific funds:

##### Fellowships

A series of gifts, donations and bequests, where income from the capital can be used to support College fellowships.

##### Scholarships

A series of gifts, donations and bequests, where income from the capital can be used to support undergraduate or graduate scholarships.

##### Bursaries

A series of gifts, donations and bequests, where income from the capital can be used to support provide bursaries to undergraduates and graduates.

### Restricted funds:

#### Cheng/Knight Dragon

In February 2017, the College received a pledge and subsequent donations totalling £15m from Dr Cheng through his company, Knight Dragon, for the re-development of Northgate House.

### Designated funds:

#### Designated: Fixed asset

Unrestricted funds represented by fixed assets, excluding assets in the course of construction, and therefore not available for expenditure on the College's general purposes.

#### Designated: Annual Fund

Unrestricted donations to the Development Fund allocated by the Fellows for disbursement in the year following donation for both new projects and existing areas of expenditure.

#### Designated: Other

Unrestricted funds allocated by the Fellows for academic purposes, art and heritage, the running of Chapel and for the upkeep and maintenance of College properties.

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

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**19 ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	2021 Total £'000
Tangible fixed assets	57,228	-	-	57,228
Property investments	38,713	-	12,974	51,687
Securities and other investments	-	-	170,563	170,563
Net current assets / (liabilities)	(22,969)	16,363	8,233	1,627
Defined benefit pension scheme liability	(2,011)	-	-	(2,011)
Creditors falling due after one year	(39,743)	-	-	(39,743)
	<u>31,218</u>	<u>16,363</u>	<u>191,770</u>	<u>239,351</u>
	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	2020 Total £'000
Tangible fixed assets	38,271	-	-	38,271
Property investments	37,247	-	14,327	51,574
Securities and other investments	-	-	140,511	140,511
Net current assets / (liabilities)	(5,274)	14,816	10,811	20,353
Defined benefit pension scheme liability	(2,063)	-	-	(2,063)
Long term liabilities	(37,502)	-	-	(37,502)
	<u>30,679</u>	<u>14,816</u>	<u>165,649</u>	<u>211,144</u>

**20 TRUSTEES' REMUNERATION**

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

No Trustee receives any remuneration for acting as a trustee. However, those Trustees who are also employees of the College receive salaries for their work as employees. These salaries are based on external scales and often are joint arrangements with the University of Oxford, although they may be supplemented by specific College allowances, as explained below.

In order to avoid conflicts of interest, recommendations concerning remuneration, both of individual Fellows and in general, are made by an independent Remuneration Committee, the membership of which is agreed by the Governing Body. It includes a non-remunerated Fellow, a retired Estates Bursar from another College, two Old Members of the College and one related to an old member.

Trustees of the College fall into the following categories:

- Professorial Fellows;
- Tutorial Fellows; and
- College officers

During the year seven Trustees, being the Principal, Academic Director, Estates Bursar, Development Director, Director of Accommodation Catering and Conferences, Human Resources Director and Property Director, worked on management and fundraising. All were full time with the exception of the Estates Bursar, who works on a 50% presence and the HR Director who worked on an 80% presence until January 2021. These Trustees comprise the key management personnel and their cost for the year, including employer's pension and National Insurance, was £713k (2019/20: £694k).

Some Trustees, particularly Tutorial Fellows, are eligible to participate in the College's joint equity scheme - see Note 28.

Trustees receive additional allowances where they perform specific roles within College. These amounts are included in the remuneration figures below. The total remuneration and taxable benefits as shown below is £1,878k (2019/20: £1,891k), which includes employer pension contributions of £321k (2019/20: £314k).



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**Remuneration paid to trustees**

Range	2020/21		2019/20	
	Number of Trustees/ Fellows	Gross remuneration, taxable benefits and pension contributions	Number of Trustees/ Fellows	Gross remuneration, taxable benefits and pension contributions
		£		£
£1 - £999	11	7,228	11	2,057
£1000 - £2999	-	-	2	4,525
£3000 - £4999	-	-	1	9,625
£5000 - £11999	-	-	1	11,513
£12000 - £15999	1	15,756	-	-
£16000 - £27999	2	55,376	2	55,191
£28000 - £28999	1	28,874	-	-
£29000 - £29999	1	29,146	1	29,735
£30000 - £30999	10	305,613	11	335,569
£31000 - £31999	6	187,802	3	94,366
£32000 - £32999	1	32,003	2	65,477
£33000 - £33999	1	33,404	1	33,312
£34000 - £38999	1	38,334	1	38,244
£39000 - £46999	1	46,132	1	46,131
£47000 - £50999	1	50,664	-	-
£51000 - £56999	-	-	1	56,952
£57000 - £60999	-	-	1	60,772
£61000 - £62999	1	62,215	-	-
£63000 - £64999	-	-	4	259,670
£65000 - £65999	5	326,099	1	65,436
£66000 - £67999	-	-	1	67,760
£68000 - £68999	1	68,511	-	-
£69000 - £71999	-	-	1	71,258
£72000 - £80999	-	-	1	80,660
£81000 - £85999	2	170,514	-	-
£86000 - £86999	-	-	1	86,028
£87000 - £89999	-	-	1	89,283
£90000 - £91999	1	91,965	-	-
£92000 - £93999	-	-	1	94,034
£94000 - £94999	1	94,267	-	-
£95000 - £100999	1	100,431	1	100,185
£101000 - £133999	1	133,665	1	133,345
<b>Total</b>	<b>50</b>	<b>1,877,997</b>	<b>52</b>	<b>1,891,128</b>

All Trustees, together with other senior employees, are eligible for private health insurance as part of their remuneration package. All Trustees may eat at common table, as can all other employees who are entitled to meals while working.

**Trustee expenses**

Fellows also receive reimbursement of personal expenses necessarily incurred in connection with their services to the College as Trustees. During the year a total of £1k (2019/20: £4.1k) was reimbursed to 8 (2019/20: 9) of the Trustees in relation to oversight of College investments or for attending other College business or conferences.



## 21 PENSION SCHEMES

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

In addition to its two main pension schemes, the College contributes to the Church of England Funded Pension Scheme (CEPS) for stipendiary clergy, another multi-employer scheme, and the National Employment Savings Trust (NEST) for non-employees who are eligible under automatic enrolment regulations to pension benefits.

### Actuarial valuations

Qualified actuaries periodically value the USS and OSPS schemes using the 'projected unit method'. The resulting levels of contribution take account of actuarial surpluses or deficits in each scheme. The financial assumptions were derived from market conditions prevailing at the valuation date. The results of the latest actuarial valuations, the assumptions which have the most significant effect on these valuations, and the determination of the contribution levels are shown in the following table.

	USS	OSPS
Date of valuation:	31/03/2018	31/03/2019
Date valuation results published:	16/09/2019	19/06/2020
Value of liabilities:	£67.3bn	£848m
Value of assets:	£63.7bn	£735m
Funding surplus / (deficit):	(£3.6bn)	(£113m)
Principal assumptions:		
• Discount rate	CPI - 0.73% to CPI + 2.52% pa*	Gilt + 0.5% to 2.25% pa <sup>b</sup>
• Rate of increase in salaries	N/A	'RPI
• Rate of increase in pensions	CPI <sup>c</sup>	Average RPI/CPI <sup>d</sup>
Assumed life expectancies on retirement at age 65:		
• Males currently aged 65	24.6 yrs	21.7 yrs
• Females currently aged 65	26.1 yrs	24.4 yrs
• Males currently aged 45	26.6 yrs	23.0 yrs
• Females currently aged 45	27.9 yrs	25.8 yrs
Funding ratios:		
• Technical provisions basis	95%	87%
• Statutory Pension Protection Fund basis	76%	74%
• 'Buy-out' basis	56%	60%
	21.1%	
Employer's contribution rate (as % of pensionable salaries):	increasing to 23.7% on 01/10/21	19%
Effective date of next valuation:	31/03/2020	31/03/2022

a. The discount rate (forward rates) for the USS valuation was:

Years 1 - 10	CPI + 0.14% reducing linearly to CPI - 0.73%
Years 11 - 20	CPI + 2.52% reducing linearly to CPI + 1.55% by year 21
Years 21+	CPI + 1.55%

b. The discount rate for the OSPS valuation was:

Pre-retirement	Equal to the UK nominal gilt curve at the valuation date plus 2.25% pa at each term.
Post-retirement	Equal to the UK nominal gilt curve at the valuation date plus 0.5% pa at each term.

c. Pension increases (CPI) for the USS valuation were:

Term dependent rates in line with the difference between the Fixed Interest and Index Linked yield curves, less 1.3% pa.

d. Increases to pensions in payment for the OSPS valuation were:

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

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

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

An actuarial valuation of the USS at 31 March 2020 was still in progress at the year-end and so the results of this have not been reflected in these accounts. Now that it has been completed post year-end, the College's liability in respect of the agreed deficit in the scheme will rise substantially. Further details on this are provided in Note 30, Post Balance Sheet Events.

**Jesus College**  
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**Sensitivity of actuarial valuation assumptions**

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

Assumption	USS Change in assumption	Impact on USS liabilities
Initial discount rate	Increase by 0.1%	Decrease by £1.2bn
Asset values	Decrease by 10%	Increase by £8.4bn
RPI - CPI spread	Increase by 0.1%	Decrease by £0.7bn
Rate of mortality	More prudent assumption (mortality rated down by a further year)	Increase by £1.6bn

Assumption	OSPS Change in assumption	Impact on OSPS technical provisions
Valuation rate of interest	Decrease by 0.25%	Increase by £45m
RPI	Increase by 0.25%	Increase by £40m

**Deficit recovery plans**

The College has entered into agreements for both schemes that determine how each employer within the scheme will fund the scheme deficits. In line with FRS 102 paragraph 28.11A, the College has recognised a liability for the discounted value of the expected future contributions payable for the agreed deficit funding plan. Changes to these liabilities are recognised as an expense or a credit in the periods in which the changes occur. The principal assumptions used in these calculations are tabled below:

Assumption	OSPS	USS
Finish date for Deficit Recovery Plan	30/01/2028	31/03/2028
Average staff number increase	1.6%	1.6%
Average staff salary increase	2% rising to 4%	2% rising to 4%
Average discount rate over period	0.74%	0.63%
Effect of 0.5% change in discount rate	£18k	£35k
Effect of 1% change in staff growth	£35k	£50k

At 31 July 2021, provisions of £1,350k (2019/20: £1,285k) and £642k (2019/20: £759k) respectively have been made for USS and OSPS for the present value of the estimated future deficit funding element of the contributions payable under these agreements, using the assumptions shown above.

The most recent valuation in respect of the CEPS was at 31 December 2018, following which a recovery plan was put in place until 31 December 2022. The College was making deficit repair contributions of 11.9% until the resignation of the then Chaplain during the year. The deficit provision for this scheme is £19k (2019/20: £19k).

**Pension charge for the year**

The pension charge recorded by the College for the year, excluding finance costs of £15k (2019/20: £36k), comprises current contributions payable of £784k (2019/20: £702k), plus a net deficit reduction of £67k (2019/20: reduction of £423k). The latter includes £104k of deficit contributions (2019/20: £64k) and £88k (2019/20: £71k) payable to defined contribution sections at rates specified in the rules of those plans.

Scheme	2020/21			2019/20		
	Current £'000	Deficit £'000	Total £'000	Current £'000	Deficit £'000	Total £'000
Universities Superannuation Scheme	525	55	580	469	(458)	11
University of Oxford Staff Pension Scheme	254	(123)	131	233	35	268
Other schemes	5	-	5	-	-	-
<b>Total pension charge for the year</b>	<b>784</b>	<b>(67)</b>	<b>717</b>	<b>702</b>	<b>(423)</b>	<b>279</b>

Other creditors at year end include pension contributions payable of £Nil for USS and OSPS (2019/20: £Nil).

A copy of the full actuarial valuation report and other further details on the scheme are available on the relevant website: [www.uss.co.uk](http://www.uss.co.uk), <https://finance.admin.ox.ac.uk/osps>.

**22 TAXATION**

The College is able to take advantage of the tax exemptions available to charities from taxation in respect of income and capital gains received to the extent that such income and gains are applied to exclusively charitable purposes. No liability to corporation tax arises in the College's subsidiary companies because the directors of these companies have indicated that they intend to make donations each year to the College equal to the taxable profits of the company under the Gift Aid scheme. Accordingly, no provision for taxation has been included in the financial statements.

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

	2020/21 Group £'000	2019/20 Group £'000
Net Income / (deficit)	28,207	(6,415)
Reversal of non-operating cash flows:		
Investment income	(2,120)	(2,835)
Unrealised (gains)/losses on investments	(30,527)	3,662
Gain on property disposals	(21)	(263)
Endowment donations	(196)	(232)
Depreciation	856	840
Financing costs	1,036	1,458
Increase in stock	(9)	(20)
Decrease in debtors	4,222	3,134
Decrease in creditors	(510)	(174)
Decrease in pension scheme liability	(52)	(386)
Net cash generated from / (used in) operating activities	886	(1,231)

**24 ANALYSIS OF CASH AND CASH EQUIVALENTS**

	2020/21 £'000	2019/20 £'000
Cash and cash equivalents	329	1,760
Deposits and other short term investments	4,810	16,567
Total cash and current asset investments	5,139	18,327

Deposits and short-term investments relate to funds raised from the private placement and invested in a third party cash management fund which has 48 hour access.

The College has an unsecured overdraft of £5m and an unsecured revolving credit facility for £5m. Neither of these was utilised at year end.

**25 FINANCIAL INSTRUMENTS**

The College and Group's value of financial instruments are summarised below:

Group and College	Group		College	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Financial assets measured at fair value through profit or loss	227,060	208,652	227,060	208,652
Financial liabilities measured at fair value through profit or loss	2,011	2,063	2,011	2,063
Financial assets measured at amortised cost	1,717	7,398	2,477	8,362
Financial liabilities measured at amortised cost	44,140	41,050	45,295	41,136

The College's and Group's income, expenses, gains and losses in respect of financial instruments are summarised below:

Interest income and expense:	Group		College	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Total interest income for financial assets held at amortised cost	-	10	-	10
Total interest expense for financial liabilities held at amortised cost	1,036	1,458	1,036	1,458

Financial assets measured at amortised cost comprise cash and cash equivalents, deposits, fees receivable, trade debtors, amounts owed by group undertakings and other debtors excluding prepayments. Financial assets measured at fair value relate to listed investments and short-term investments valued by reference to market prices.

Financial liabilities measured at amortised cost comprise bank loans and overdraft, other loans, trade creditors, other creditors, and accruals excluding deferred income. Financial liabilities measured at fair value relate to the pension liability.

## 26 FINANCIAL COMMITMENTS

At 31 July the College and Group had future minimum lease payments made under non-cancellable leases as follows:

	2021 £'000	2020 £'000
<b>Non-cancellable operating lease commitments</b>		
Less than one year	254	254
After one year and less than five years	1,016	1,016
After five years	3,960	4,214
	<b>5,230</b>	<b>5,484</b>
<b>Non-cancellable operating lease rentals receivable</b>		
Less than one year	1,622	1,667
After one year and less than five years	2,485	3,142
After five years	1,409	731
	<b>5,516</b>	<b>5,540</b>

Non-cancellable lease commitments consist of leases that the College holds with Oxford City Council which expire in 2041 and 2043, the rent for which is reviewed every five years.

Non-cancellable lease rentals receivable relate to rent income receivable from the College's investment properties. The amounts receivable are limited to the next rent review date for agricultural properties or the earlier of the lease end date or break clause date for other properties.

## 27 OTHER COMMITMENTS

The College had contracted commitments for projects of £9.3m at 31 July 2021 (2020: £22.8m). This includes £6.3m in respect of the redevelopment of the Northgate site and £2.8m for the fitting-out of a tenant's premises.

## 28 RELATED PARTY TRANSACTIONS

The College is part of the collegiate University of Oxford. Material interdependencies between the University and the College arise as a consequence of this relationship. For reporting purposes, the University and the other Colleges are not treated as related parties as defined in FRS 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 in Note 20 in these financial

The number of loans outstanding at 31 July with the balances in the following bands were as follows:

	2021	2020
£1 - £10,000	-	1
	<b>-</b>	<b>1</b>

Interest was charged on the above loan at 2.50% per annum.

The College has properties which are owned jointly with trustees under joint equity ownership agreements between the trustee and the College. The carrying value of the College's share was as follows:

	2021 £'000	2020 £'000
Dr S. Aspden	170	150
Prof P. Kewes	70	62
Dr J. Oliver	242	213
Dr S. Morris	-	151
Dr D. Altshuler	200	-
Total net book value of properties owned jointly with trustees	<b>682</b>	<b>576</b>

All joint equity properties are subject to sale on the departure of the Trustee from the College. During the year, an investment in one property was made and an investment in another property was realised.

## 29 CONTINGENT LIABILITIES

There are no material contingent liabilities at the balance sheet date (2020 £nil).

## 30 POST BALANCE SHEET EVENTS

Following completion of the USS March 2020 actuarial valuation, a new dual rate schedule of contributions has been agreed with an effective date of 1 October 2021. Recalculating the provision on the basis of these contributions would result in an additional obligation to fund the deficit of approximately £3m bringing the USS deficit to £4.2m. This obligation would be payable over the next 17 years.

A further change to deficit recovery contributions will become applicable if the benefit changes recommended by the Joint Negotiating Committee have not been executed by deed by 28 February 2022. In this scenario, additional deficit recovery contributions would commence from 1 October 2022 at 3% and then increase every 6 months until they reach 20% by 1 October 2025. Negotiations continue and an increase to this level is considered remote.

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

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**Notes to the Financial Statements**  
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**31 ADDITIONAL PRIOR YEAR COMPARATIVES**

**a) Consolidated Statement of Financial Activities**

	Unrestricted Funds £'000	Restricted Funds £'000	Endowed Funds £'000	2019/20 Total £'000
<b>INCOME AND ENDOWMENTS FROM:</b>				
<b>Charitable activities:</b>				
Teaching, research and residential	5,028	-	-	5,028
Public worship	2	-	-	2
<b>Other trading income</b>	225	-	-	225
<b>Donations and legacies</b>	427	350	232	1,009
<b>Investments</b>				
Investment income	600	2	2,233	2,835
Total return allocated to income	5,377	857	(6,234)	-
<b>Other Income - Furlough scheme</b>	307	-	-	307
<b>Total Income</b>	<b>11,966</b>	<b>1,209</b>	<b>(3,769)</b>	<b>9,406</b>
<b>EXPENDITURE ON:</b>				
<b>Charitable activities:</b>				
Teaching, research and residential:				
College	7,981	1,149	-	9,130
Northgate Project	(251)	-	-	(251)
Public worship	43	-	-	43
<b>Generating funds:</b>				
Fundraising	536	-	-	536
Trading expenditure	268	-	-	268
Investment management costs	1,847	-	586	2,433
<b>Total expenditure</b>	<b>10,423</b>	<b>1,149</b>	<b>586</b>	<b>12,159</b>
<b>Net income/(deficit) before investment gains</b>	<b>1,543</b>	<b>60</b>	<b>(4,355)</b>	<b>(2,753)</b>
<b>Net gains/(losses) on investments:</b>				
Other investments	3,148	-	(6,810)	(3,662)
	3,148	-	(6,810)	(3,662)
<b>Net income/(deficit)</b>	<b>4,691</b>	<b>60</b>	<b>(11,165)</b>	<b>(6,415)</b>
<b>Transfers between funds</b>	(959)	-	959	-
<b>Net movement in funds for the year</b>	<b>3,732</b>	<b>60</b>	<b>(10,206)</b>	<b>(6,415)</b>
Fund balances brought forward	26,947	14,756	175,855	217,559
<b>Funds carried forward at 31 July</b>	<b>30,679</b>	<b>14,816</b>	<b>165,649</b>	<b>211,144</b>

**b) STATEMENT OF INVESTMENT TOTAL RETURN**

	Trust for Investment £'000	Permanent Endowment Unapplied Total Return £'000	Total £'000	Expendable Endowment £'000	Total £'000
<b>At the beginning of the year:</b>					
Trust for Investment	87,778	-	87,778	-	87,778
Unapplied total return	-	64,137	64,137	-	64,137
Expendable endowment	-	-	-	23,940	23,940
<b>Total endowments</b>	<b>87,778</b>	<b>64,137</b>	<b>151,915</b>	<b>23,940</b>	<b>175,855</b>
<b>Movements in the reporting period:</b>					
Gift of endowment funds	55	-	55	177	232
Investment return: total investment income	-	1,929	1,929	304	2,233
Investment return: realised and unrealised gains and losses	-	(5,876)	(5,876)	(934)	(6,810)
Less: Investment management costs	-	(507)	(507)	(79)	(586)
Other transfers	-	-	-	959	959
<b>Total</b>	<b>55</b>	<b>(4,454)</b>	<b>(4,399)</b>	<b>427</b>	<b>(3,972)</b>
Unapplied total return allocated to income in the period	-	(5,377)	(5,377)	(857)	(6,234)
<b>Net movements in reporting period</b>	<b>55</b>	<b>(9,831)</b>	<b>(9,776)</b>	<b>(430)</b>	<b>(10,206)</b>
<b>At end of the reporting period:</b>					
Trust for Investment	87,833	-	87,833	-	87,833
Unapplied total return	-	54,306	54,306	-	54,306
Expendable endowment	-	-	-	23,510	23,510
<b>Total endowments</b>	<b>87,833</b>	<b>54,306</b>	<b>142,139</b>	<b>23,510</b>	<b>165,649</b>

**c) ANALYSIS OF MOVEMENTS ON FUNDS**

	At 1 August	Incoming	Resources	Transfers	Gains/	At 31 July
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**Jesus College**  
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	2019 £'000	resources £'000	expended £'000	£'000	(losses) £'000	2020 £'000
<b>Endowment funds - Permanent</b>	151,915	1,984	(507)	(5,377)	(5,876)	142,139
<b>Endowment funds - Expendable</b>	23,940	481	(79)	102	(934)	23,510
<b>Total endowment funds</b>	<u>175,855</u>	<u>2,465</u>	<u>(586)</u>	<u>(5,275)</u>	<u>(6,810)</u>	<u>165,649</u>
<b>Total restricted funds</b>	<u>14,756</u>	<u>352</u>	<u>(1,149)</u>	<u>857</u>	<u>-</u>	<u>14,816</u>
<b>Unrestricted funds</b>						
General unrestricted funds	18,984	6,181	(9,927)	4,326	3,148	22,712
Designated: Fixed asset	9,653	-	-	(668)	-	8,985
Designated: Annual fund	652	406	(122)	-	-	936
Designated: Other	109	2	-	-	-	111
General purposes fund	(1)	-	(761)	760	-	(2)
Pension reserve	(2,449)	-	386	-	-	(2,063)
<b>Total unrestricted funds</b>	<u>26,948</u>	<u>6,589</u>	<u>(10,424)</u>	<u>4,418</u>	<u>3,148</u>	<u>30,679</u>
<b>Total funds</b>	<u>217,559</u>	<u>9,406</u>	<u>(12,159)</u>	<u>-</u>	<u>(3,662)</u>	<u>211,144</u>