



PEMBROKE COLLEGE
CAMBRIDGE CB2 1RF

Annual Report & Financial Statements Year Ended 30 June 2024

PEMBROKE COLLEGE

Trumpington Street

Cambridge

CB2 1RF

Registered Charity No. 1137492

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Pembroke College

Address

Pembroke College
Trumpington Street
Cambridge CB2 1RF

Registered charity number

1137492

Professional advisors:

Actuaries

Cartwright Group Limited
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The Hub
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Farnborough
Hants, GU14 7JP

Bankers

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Cambridge
CB2 3AA

Principal property managers

Bidwells
Trumpington Road
Cambridge CB2 2LD

Key Officers

Master – Rt. Hon. Lord Smith of Finsbury
Treasurer & Bursar – Dr A Cates
Senior Tutor – Professor R Mayhew

VAT number

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Auditors

Peters Elworthy and Moore
Salisbury House
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Cambridge
CB1 2LA

Principal solicitors

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Cambridge CB5 8EP

Cheffins
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Cambridge CB1 7EA

Pembroke College
Trustees of the charity

Rt Hon Lord Smith of Finsbury
Professor NA Fleck
Professor MC Payne
Professor JP Parry
Dr MR Wormald
Professor D Robertson
Dr T Meissner
Professor CJ Young
Mr NJ McBride
Professor N Cooper
Professor KGC Smith (left 12 February 2024)
Professor V Deshpande
Dr DN Tambakis
Professor N Datta
Professor AC Ferrari
Professor RP Blakesley
Professor AW Tucker
Dr S Learmount
Professor S Barrett
Dr A Shadrin
Revd Dr J Gardom
Dr K Ettenhuber
Mr M Mellor
Professor Sir S O’Rahilly
Professor G Csanyi
Professor M Clatworthy
Dr A Houen
Professor R Gagne
Dr M Gorji
Dr C Burt
Professor R Johnson
Dame Professor C Grey
Dr M Abreu
Dr S John
Dr A Cates
Dr P Cavill
Professor J Durrell
Dr MJ Sternberg
Dr HGM Diemberger
Dr S Cottaar

Dr TT Weil
Professor TG Micklem
Dr IRM Hussin
Professor P Warde
Professor M Wyatt
Dr A Madhavapeddy
Dr G Hennequin
Dr D Passolt
Dr R Laemmle
Professor N Jones
Dr M Arbabzadah
Professor M Hulme
Dr J Kromdijk
Dr A Ashraf
Dr A Prorok
Dt C Tonooka
Professor A Cardona
Professor H Bronstein
Dr A Asseraf
Professor R Kilner
Dr R Mayhew
Professor R Morieux
Dr S Ward
Dr C Kamal
Dr S Mohamed
Dr M Colla (left 14 February 2024)
Dr N Crisafi
Dr C Bloomfield-Gadelha
Dr T Chaffey
Dr Z Toprakcioglu
Dr L Di Michele
Dr F Mancini
Dr D Ezerova
Professor T Lindenthal
Dr C H Ek (Started 1 October 2023)
Dr N Lalafaryan (Started 1 October 2023)
Dr K Ghilani (Started 1 October 2023)
Dr A J D Shaikeea (Started 1 October 2023)
Professor E McKinney (Started 30 April 2024)
Dr L Weinert (Started 30 April 2024)

Pembroke College
Operating and Financial Review
For the financial year ended 30 June 2024

Status

Marie de St. Pol founded the College or Hall of Valence-Mary in the University of Cambridge, more commonly known as Pembroke College, in 1347. The College is an autonomous, self-governing community of scholars, and one of the thirty-one Colleges within the University of Cambridge. The College is a registered charity, and its registered charity number is 1137492.

Aims and objectives

The College is an institution of higher education. Its purposes are the promotion of education, religion, learning, research and scholarship, and the personal and intellectual development of its members. The College admits (as junior members) undergraduate and postgraduate students matriculated in the University of Cambridge. It provides financial and other support to those of its members who require it in order to achieve its purposes, and it supports teaching and research in the University. In furtherance of its objectives, the College maintains and manages an investment portfolio, including properties. Besides financial and tutorial support, it provides accommodation, catering, and other services to its members and to others. Governance arrangements for the College are set out on page 14.

Overview of the Year

On page 27, the College Statement of Comprehensive Income and Expenditure (SOCIE) shows a surplus of £32.7m, including £22m for revaluation of fixed assets. Excluding this exceptional item, the surplus for the year is £10.7m (2022-23 surplus £14.9m). The SOCIE is a statement of all movements of the net assets of the College between one year and the next. Therefore, it reports all operating income and expenditure, investment gains and losses and other adjustments, e.g. total return and pension adjustments. Investment gains were £9m (2022-23 £2.4m). Mill Lane restricted gifts were £2.2m (2022-23 £12.9m). In the year, the USS pension provision was written back in its entirety to the SOCIE (£2.4m). The CCFPS actuarial deficit decreased by £30k (2022-23: increase of £0.1m). The boxed section on page 28 is, in effect, the operating result as reported for the year. Therefore, the College reported a surplus of £373k for 2023.24 compared to £735k shortfall for 2022-23, the variation mainly due to the International Programmes.

The College management accounts for the year reported a slight surplus (£95k) against a projected small deficit of £112k and a breakeven position for 2022-23. The difference between that and the RCCA deficit of £373k is as follows:

Reconciliation to SOCIE	£'000
Management accounts surplus/(Deficit)	95
Capitalised maintenance projects	523
Depreciation	(2,680)
USS deficit	2,435
Exceptional Legacy	.-
Other	
Surplus/(Deficit) as per SOCIE	373

The recovery in Conferences and events has carried on from the previous year with more events being hosted in College. Premises on 4 Mill Lane and the Auditorium are let to university departments for lectures during term time. The Auditorium is also used for concerts in the evening.

Pembroke College Operating and Financial Review (continued)

International Programmes resumed a full schedule with the return of the Summer and Easter Japanese programmes on site which resulted in the highest turnover from IP of £5.4m with over 600 students attending through the year. The Development Office with the Master had successful visits to the US East and West coasts. They also travelled to the Far East.

The second phase of the Mill Lane project (Dolby Court, student accommodation) sees its first students moving in late September 2024. The North block will be ready early November and the Climbing wall in the Church tower will be completed early in 2025.

The College was granted £650k to install air source heat pump on the Foundress building and another £68k for one in 26 Barton Road. Once Dolby Court is fully functional, a third of the Estate will be decarbonised.

The Balance Sheet shows net assets of £335.1m (2022-23 £302.5), including investments of £117.9m (2022-23 £114.4m), where £102.6m relates to endowment assets.

Students

The College admits as students those who have the greatest potential to benefit from the education provided by the College and the University, and recruits as academic staff those who are able to contribute most to the academic excellence of the College, regardless of background.

The year 2023-24 was more of a return to the pre-Covid ‘norm’ than recent application cycles had been, with all applicants having sat both GCSEs and A levels, or equivalent qualifications. Application numbers remained high, though were slightly lower than the previous year. The admissions cycle was therefore still high pressure, with competition for places being very intense – this was also the year that the College returned to in person interviewing, which may have influenced College choice decisions for some applicants. The Summer and Winter Pool processes remained online.

The number of students accepted by Pembroke in 2024 stayed marginally below the usual levels of admittance. An analysis is currently being undertaken by the Admissions Office to understand this better, and to seek to redress this by tweaking cover ratios for the next admissions round.

Undergraduate student applications are shown below, showing the level of diversity of students attending Pembroke.

Applicants

- Number of applicants 990 (2022-2023 1043)
- Arts 456 or 46.1% (2022-2023 48.6%); Science 534 or 53.9% (2022-2023 51.4%)
- Male 465 or 47% (2022-2023 48.6%), female 502 or 50.7% (2022-2023 51.4%), other or undeclared 23 or 2.3% (2022-2023 N/A, as these categories were not an option)
- Home (including refugees) 764 or 77.2% (2022-2023 74.2%); Overseas 226 or 22.8% (2022-2023 25.8%)
- Home state school applicants – maintained sector 547 or 71.6% (2022-2023 567 or 73.3%); independent sector 201 or 26.3% (2022-2023 207 or 26.7%), other 16 or 2.1% (2022-2023 had been included in ‘maintained’).

Offers

- Number of offers made for 2024 entry 164, including five brought forwards, and three offers through the winter pool (c.16.6% of applicants) (2022-2023 158 or 15.1%)
- State educated 69.5%, independent educated 30.5% (of home offers) (2022-23 73% and 27%)
- Male 40.9%, female 56.7%, other/undeclared 2.4% (2022-2023 47.5% and 52.5%; other/undeclared was not a category option)

The College charges the following fees:

- College fees at externally regulated rates to undergraduates entitled to Student Support and to graduate students (with those undergraduate fees being paid by grant funding through arrangements approved by the Government), and a fee determined by the College annually to overseas undergraduates and any Home/EU undergraduates not entitled to Student Support. Accommodation and meal charges at reasonable rates.

Pembroke College

Operating and Financial Review (continued)

Widening Participation

The College's work in the area of widening participation helps young people from backgrounds which are traditionally under-represented at Cambridge to have confidence in their ability and to consider applying to top universities, including Cambridge. It equips the students with information relevant to their stage in the student life cycle, and about how to understand the additional elements of the application process at Cambridge. In particular we work to debunk myths about what we are looking for in successful applicants. The events that we deliver are targeted according to the stage participants are at; for example, sixth formers benefit from sessions targeted at the application process and super curricular exploration, whilst key stage 4 students receive support on A level selection and early preparation. In addition, we work with teachers to help them more fully understand what we are looking for in applicants, and how our application process works, enabling them to better advise the students with whom they are working. Our programme includes both events that work with school groups, and those with a focus on individual applicants.

The 2023-2024 academic year saw a continuation of a hybrid offering, with some events taking place in person – either in College, or regionally – and other being delivered online. The format was decided according to selection criteria: the more intensive in person events were more specifically targeted at those with widening participation characteristics, with the exception of participation in the university-wide open days.

Of the offers made in the 2022-23 application cycle, 13% were made to students who had engaged in Pembroke's outreach and recruitment events. 20% of the College's IMD (Index of Multiple Deprivation) offers, and 35.7% of the POLAR4 quintile 1 and 2 offers were made to students who had previously participated in our programmes.

Our event programme is frequently reviewed and updated as appropriate; in the coming year it will include masterclasses, personal statement workshops, visit days, open days, remote interview sessions, residential events, virtual tasters, and participation in a collaborative STEM SMART project – amongst other activities. Within total admissions and access costs of £1.2m shown on page 32, £0.6m was spent on Access and Widening Participation activity in the year.

Student Support

In order to assist undergraduates entitled to Student Support, the College provides, through the Cambridge Bursary Scheme operated in common with the University and other Colleges, bursary support for those of limited financial means. That scheme was approved by the Office of Fair Access (OFFA) and provides benefits at a substantially higher level than the minimum OFFA requirement. In total £1m has been provided to students through this and other College provision over the last three years as detailed in the table. The majority of bursary support is provided through the Cambridge Bursary Scheme. In addition, undergraduate studentships have been supported over the same period with £83k of funding.

The College also provides substantial financial support to its postgraduate students. This has amounted to £1.1m over the past three years and includes scholarships to fund fees and living costs, as well as 'top-up' funding to fill shortfalls in students' funding packages.

The College supports all students through a grant scheme to assist with the purchase of books and equipment, attendance at conferences, childcare support, vacation study, counselling and travel grants. Additional external counselling support has stabilised as the College has put internal measures in place to support students more effectively (2 FT nurses during term time) in addition to the other support offered to students such as via the University/College counselling services. Final Prizes and scholarships for 2022-23 academic year were awarded in November 2023 due to the marking boycott. The college had provided for this in its 2022-23 accounts (c.£70k). In addition to its other programmes, the College operates a maintenance/hardship scheme for students in financial hardship which has provided £0.4m of assistance in the past 3 years.

Pembroke College Operating and Financial Review (continued)

The following table shows the awards made to students over the three years to June 2024:

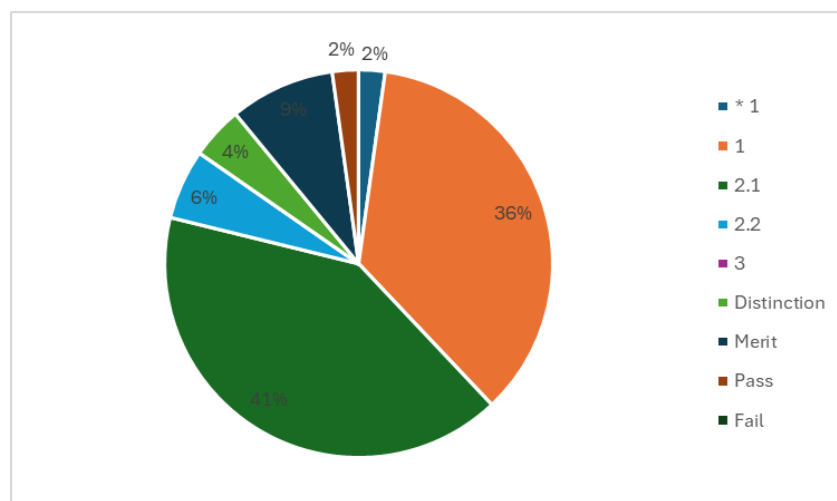
Support (£'000)	2021-22	2022-23	2023-24	3 Year Total
Postgraduate studentships	334	432	347	1,113
Undergraduate studentships	23	30	30	83
Cambridge Bursaries & other support	343	329	329	1,001
Prizes and scholarships	57	97	64	218
Maintenance/rent rebates	128	107	107	342
Book grants	9	13	17	39
Research expenses	22	67	67	156
Counselling support	56	69	41	166
Vacation study	49	41	44	134
Other awards	47	66	127	240
Total awards	1,068	1,251	1,173	3,492

The College's aims in the area of student funding are to support academic excellence irrespective of financial background, in a diverse and interdisciplinary community. We wish to attract the most able students and enable them to reach their academic potential. This area is managed by the Student Finance Committee reflecting the growing complexity and budget of student funding. In order to achieve the greatest possible accountability, the committee shall: 1) support strategic and budgetary planning; 2) allow for adaptability in light of changes to University and national/external funding policy landscape; and 3) respond to the needs of other sections of the College including, for example, the Admissions, Postgraduate, and Development Offices. What is covered by the student funding policy falls into three broad areas: 1) Means tested undergraduate student support, in partnership and in addition to the Cambridge Bursary scheme; 2) non-means tested postgraduate studentships awarded at entry in partnership with the University complemented by a Pembroke MPhil Scheme; 3) General support available to all students. General support for undergraduates includes vacation study grants and academic enrichment, hardship funds, counselling and medical fee support, general travel awards as well as subject specific expenses. Postgraduates have the opportunity to apply for research specific travel and conference support, as well as support-in-kind for Pembroke student led symposia/conferences in Cambridge, academic enrichment and hardship funds; counselling and medical fee support

Academic performance

It is worth noting that finalists who are graduating with an Overall Degree Classification (ODC) can have a compound of two years' worth of marks rather than final year performance only. In a wide range of subjects, year 2 now counts as 30% of the degree and year 3 as 70% (law, uniquely, has a 50:50 split). Details of the subjects in question can be found here: <https://www.camdata.admin.cam.ac.uk/degree-classes>. This also means that a candidate can attain a different class in their third-year finals exams than their resultant ODC. For 2023-24, this only applies to one student. This is a very strong performance by our Finalists. It closely mirrors last year's strong results which put the College in the top five on most metrics with a very slight uplift in the percentage attaining a First.

The results for finalists are shown below:



Pembroke College

Operating and Financial Review (continued)

Employees

In order to fulfil its charitable purposes, the College employs as Fellows: College Lecturers, Supervisors, Director of Studies, Tutors, Clergy and senior administrative officers, all of whom, along with the Master, serve as charity trustees through being members of the College's Governing Body. The employment of the Master and Fellows is undertaken with the intention of furthering the College's objectives and their employment directly contributes to the fulfilment of those aims (although paying Fellows who are trustees is allowed by the Charity Commission). The benefit accruing to the Master and Fellows through salaries, stipends and employment related benefits is objectively reasonable, measured against academic stipends generally; furthermore, annual pay increases normally follow national settlements applying to the university sector. Without the employment of Fellows, the College could not fulfil its charitable aims as a College in the University of Cambridge. The total number of Fellows in the year was 78 (2022-23 73) excluding Life Fellows. The College also employs 176 other FTE (2022-23 148) members of staff to provide the professional, academic and service support necessary to run the College. The increase is mainly due to the fact that College's operations are gradually going back to pre-pandemic levels and the College has started to fill vacancies where necessary.

College Decarbonisation

The College is committed to the decarbonisation agenda and has a strong record in its actions to protect the environment.

Its Investments:

The College was the first to adopt an ethical investment policy (see <https://www.pem.cam.ac.uk/college/about-pembroke/legal-information/investment-statement>). The Fellowship and Senior Management are working with all the College investment managers to ensure the college portfolio is increasingly free of investment in tobacco, armament and fossil fuel. The College has been proactively engaged its banks on their environmental record since 2016, starting with the Lakota pipeline Financing, and continues to be involved with the Banking Engagement Forum with other Colleges joined in this by the University and the National Trust.

Its buildings, gardens and lands:

The college was a pioneer in decarbonising its current building stock, managing the challenges of medieval buildings. This began with Solar PV installation on the sports pavilion in 2008, followed by the roof of Foundress Court, in 2011, and a borehole to allow watering the College gardens without using scarce local water supplies. The college invested £1.5m in renewing its heating system and insulating rooms to better energy efficiency, and we continue to add insulation and secondary glazing when we refurbish properties. A third of our student bedrooms, and most of our offices now have heat movement detectors, so the rooms are not heated when they are not occupied. Most of the College is now fitted with LED lightbulbs. The first Air Source Heat Pump was installed in 2022 in one of its hostels after a successful a SALIX grant application. In 2023, the College was successful with two new SALIX applications for larger air source heat pumps, one for the Foundress building and one for 26 Barton Road to a total of over £0.7m. The work was completed this year.

The flagship Mill Lane development has also been designed with the environment in mind, with a significant area of additional Solar PV and with air source heat pumps providing hot water and heating to all the student rooms and the Auditorium and teaching spaces. The new Student block has high spec insulation, and carefully designed recessed windows, with Solar glass to reduce the need for cooling in summer (the main structure can be cooled using heat pumps transferring excess heat to the Hot Water).

Once Dolby Court is fully occupied, a third of the estate will be decarbonised.

The college also owns 170 acres of woodland in Cambridgeshire as well as some allotments offered to Cambridge residents which contribute to the general wellbeing of its members and the public in general.

Its sportsgrounds on the edge of Cambridge have hedgerows of wildflowers; the head gardener has also dedicated some areas of the college to wildflowers to promote insects and bees' population.

Its operations:

The Consultative Committee on Sustainability and the Environment meet at least once a term and includes members representing the whole college: Undergraduates, Postgraduates, Staff and Fellows. The committee is very active and has contributed to the college's actions.

All departments of the college understand their part to play in tackling environmental challenges.

Pembroke College

Operating and Financial Review (continued)

The Development Office has resumed its in-person activities with members and alumni post-COVID. This poses some challenges as travel is indispensable to meet overseas alumni of which 10% live in the US. However, all marketing is moving towards electronic only, with the Martlet sent electronically to all alumni matriculated from the year 2000 and all Christmas cards are now sent via email.

The Catering department is reducing the use of disposable containers for staff and students by asking them to bring their own containers should they wish to have takeaways. They also display prominently in the servery posters with relative carbon footprint of various food contributors. There is always a daily offer of plant-based dishes as well as a vegetarian option. Food wastage is reduced as much as possible with either re-using unconsumed items to make other dishes and if not possible by recycling what needs to be thrown away. Students are encouraged to recycle when possible and recycling bins are prominent in the Hall as well as in gyp rooms.

IT is moving more and more of its provision onto the Cloud and chooses suppliers with good carbon footprint credentials. The team have also installed power management in most equipment and where possible air cooling is to be replaced by water cooling (mitigating risks of flooding). HR has introduced environment training in its induction to new staff and all documents are now electronic.

The college has been an advocate of flexible working for a long time, thus reducing cars on the roads. It was the first college to introduce an Electric Vehicle salary sacrifice scheme to all staff and fellows who qualify. Charging points have been installed in the college. The cycle to work scheme is also very popular.

When replacing machinery, the college will buy/lease electric options if available. It has recently bought a new battery sit-on mower which also reduces noise pollution.

Beneficiaries

The Master and Fellows of the College receive a number of benefits as beneficiaries. These include accommodation, loans, research grants, conference grants and book grants. These benefits are provided with the intention of furthering the College's aims and primarily that of advancing research. The amounts of the benefits provided are objectively reasonable, measured against the academic benefits made available to others in the sector.

Funding of the College

Pembroke College is funded from a series of sources. Including endowment gifts, the principal elements of income are as follows:

Income Sources	2020-21		2021-22		2022-23		2023-24	
Student fees	3,231	28%	3,319	22%	3,295	17%	3,442	17%
Student rents	1,975	17%	2,745	18%	3,171	17%	3,112	16%
Student catering and bar	355	3%	382	2%	552	3%	457	2%
Bequests & Donations	1,647	14%	2,571	17%	3,373	18%	1,677	9%
Endowment	3,422	29%	3,534	23%	3,727	20%	3,901	20%
International Programmes	(1)	0%	1,741	11%	3,736	20%	5,379	27%
Conference	12	0%	191	1%	466	2%	626	3%
Other	969	8%	841	5%	766	4%	1,098	6%
Total Income	11,610	100%	15,324	100%	19,085	100%	19,693	100%

Financial performance

The College manages its finances through a set of management accounts. The College had forecast a small operational deficit in its management accounts and ended the year with a small surplus £95k, (with a variance to budget of £207k). The main factor is the successful year for International programmes, with the resumption of all programmes on site for the whole year, generating £5.4m income for the College.

During the year, the College's net assets increased to £335m (see pages 28 and 29). Donations and legacies to the endowment amounted to £136k. Investment assets, including private placement funds invested, increased by £3.4m from £114.4m to £117.8m.

Pembroke College

Operating and Financial Review (continued)

College income was £22m in 2023-24 (2022-23: £31m): donations for Mill Lane were £2.2m this year compared to £12.9m in 2022-23, explaining most of the difference. Academic fees & Charges increased significantly (+£1.6m), due to the increased number of International students. Accommodation, Catering and Conferences increased 10%: the college now leases to some university departments the Auditorium and 4 Mill Lane for lectures, thus bringing rental income. However, Catering income is stagnating as students still do not use the facilities as much as pre-pandemic. The college reports a net surplus of £0.4m (2022-23 deficit £.7m) -(see page 27), in the boxed section. Depreciations accounted for £2.7m and this year the USS provision was entirely written back generating £2.4m extra income. Recruitment of staff in some departments is still proving a challenge, but this has abated since 2022-23 and the college is aiming at near full employment in 2024-25. Like many other organisations, the College saw its utilities and insurance costs increase drastically, despite some protection by being part of a Colleges consortium.

Other financial issues of note from the RCCA are:

- Fees in note 1 include College fees from IP Semester students £2.8m (2022-23 £1.6m).
- Total income from accommodation, catering, International Programmes and conferences (note 2) was £7.4m, an increase of £0.7m from the previous year. Income from College Members was flat at £3m. Student weekly rents was increased by c.7%. Overall Catering income remained flat as more events compensated a shortfall in footfall from students. Conference income overall (catering and rooms) increase by 32%, partly thanks to the college renting the Auditorium and 4 mill Lane to university departments.
- Investment drawdown was largely unchanged at £3.8m. Drawdown is calculated on a 4-year weighted average investment portfolio at 3.6%. Drawdown from actual investments at 30th June 2024 was 3.6% (2022-23 3.7%) in the year.
- Education costs increased from £9.2m to £10.3m. Consequently, the education expenditure per student excluding research costs in the year went up to £14,171 per undergraduate (2022-23 £3,113) and £11,945 per postgraduate student (2022-23 £9,158). Increases are mainly due to a return to near-full staffing after 3 years
- The total costs of accommodation, catering and International Programmes (note 5) increased to £9.3m (2022-23 £8.2m), as International Programmes students came back from July 2022 and activities resumed during the academic year.
- The contribution to the Colleges' Fund was £30k on page 27 (2022-23 £25k).

Development activity

The total income from donations received was £3.9m (2022-23 £16.4m). This includes income detailed on page 27 (donations, endowment gifts and capital donations). The breakdown is as follows:

	£'000
Annual Giving & Unrestricted Legacies	741
Restricted fund gifts	582
Unrestricted Endowment gifts	38
Corporate donations	297
Capital Gifts - Mill Lane	2,197
Total	3,854

Within total College expenditure of £19.9m, a total of £1.2m was spent on fundraising, corporate partnerships and alumni relations, including £0.5m on general fundraising.

Pembroke College

Operating and Financial Review (continued)

Staffing costs and pension schemes

The College makes pension-fund contributions on behalf of its employees to two defined-benefit schemes: the Cambridge Colleges Federated Pension Scheme (CCFPS) on behalf of some non-academic staff, and the Universities Superannuation Scheme (USS) on behalf of academic and other staff. Notes in respect of pension schemes are shown on pages 38 to 41 of the accounts. New non-academic staff are auto-enrolled into the NOW:Pension Scheme (a defined contribution scheme) when they become eligible.

Payroll costs (academic and non-academic) in note 6 increased to £10.1m, excluding USS pension provision adjustment (2022-23 £8.8m); the increase is mainly due to a return to near full staffing, the roll-in of the annual bonus in the base salary (resulting in an overall increase for staff concerned); the college also pays the Real Living Wage as a minimum to all staff, including casuals.

Capital projects 2023-24 and future works

During the year, the main projects were to refurbish 11-12 Fitzwilliam Street and O staircase. Expenditure on the Mill Lane project in the year totalled £17m on Phase 2 of the project (Dolby Court – student accommodation). Dolby Court opens to students.

The College also installed air source heat pumps on Foundress and in 26 Barton Road, with funding from Salix (total £725k).

2024-25 will see the finalisation of the Mill Lane development with the climbing wall in the church tower and 12-13 Mill Lane. Budgets also include work to renovate W Staircase (11 rooms) and student hostels (52A Trumpington Street and 11 Little Saint Mary's Lane).

Pembroke College

Operating and Financial Review (continued)

General investment performance and cash management

The College holds a well-diversified portfolio covering most asset classes. The breakdown of assets in the investments portfolio at 30 June 2024 and 30 June 2023 is as follows:

	2022-23		2023-24	
	£'000	%	£'000	%
Investment vehicle				
Managed cash (other than operating balance)	1,242	1.2%	5,788	5.7%
Equities	52,067	51.7%	48,922	47.8%
Alternative investments (hedge funds, derivatives)	-	0.0%	-	0.0%
Property funds	10,522	10.5%	10,483	10.2%
College property – shops, land and commercially held properties	34,868	34.5%	35,809	34.9%
Private equity, venture capital	1,209	1.2%	940	0.9%
Other investments	758	0.8%	353	0.3%
Total investments	100,666	100.0%	102,294	100.0%
Overall investment growth	0.11%		1.62%	
Drawdown for spending	3.70%		3.60%	
Total return				
Private placement investments (note 9)				
Managed cash	2,995	21.7%	50	0.3%
Equities	10,782	78.3%	15,543	99.7%
Total other investments	13,778	100.0%	15,593	100.0%
Total investment portfolio (note 9)	114,443		117,887	

The College general investments are reviewed at two meetings a year by the Finance & Scrutiny Committee. External managers are employed to manage specific elements of the investment portfolio. The College has a challenging long-term target total return of CPI plus 4%, i.e. to support investment drawdown plus educational inflation. During 2023-24, the investments increased to £102.4m. The College was gifted shares in the Martlet, a venture capital company and disposed of its investment with GMO (£9m) as the manager could not comply with the college's carbon-free policy. In addition, the College holds £15.5m of investments in respect of private placement loan proceeds invested. The loan repayment terms are described on page 35 (total loans £12.9m).

The College has a target of ensuring the investment portfolio has at least 5% invested in liquid funds (realisable in 0-10 days) and 9% in semi-liquid (realisable in 11 days to 6 weeks). The level of drawdown in 2023-24 was 3.6% of the 4-year weighted average investment level (or 3.7% of the actual investments at 30 June 2023).

The table below shows the asset allocation as of 30 June 2024.

ASSET ALLOCATION	Current Value	Allocation Target	Allocation Now	Allocation lcc. Commitments	Target Range
Cash/fixed interest	8,097	9.0%	7.9%	7.7%	0-15%
Equities	34,777	31.0%	33.9%	33.9%	0-50%
Alternatives	5,868	10.0%	5.7%	5.7%	0-10%
Property funds	12,311	7.0%	12.0%	12.0%	0-50%
Fellows loans	353	0.0%	0.3%	0.3%	0-10%
Owned properties	35,809	38.0%	34.9%	34.9%	0-50%
Private equity	4,881	3.0%	4.8%	5.0%	0-10%
Venture Capital	483	2.0%	0.5%	0.5%	0-10%
	102,579	100.0%	100.0%	100.0%	

Note: the above do not include Pembroke House share in the endowment of £285k

Pembroke College

Operating and Financial Review (continued)

The College's current investment approach, last updated in October 2019, is that the College has no direct investments in businesses which are predominantly involved in tobacco, arms, or fossil fuels. When considering whether to invest in pooled funds, where it is often impossible to specify exceptions, the level and materiality of investment is carefully considered. All College investment holdings (and the investment policy) are declared regular intervals on its website here: <https://www.pem.cam.ac.uk/college/about-pembroke/legal-information/investment-statement>

A divestment statement was also made here: <https://www.pem.cam.ac.uk/college/news/statement-divestment>. The College is also committed to regularly challenging its bankers and investment managers in respect of such areas as fossil fuel lending, exercise of voting rights and other ESG matters.

The College is liable for the repairs of 2/3 of the Chancel of the church in Soham as this sits on College land (part of the investments portfolio). The College has already checked that all quinquennial inspections had been done timely. At this stage the Chancel roof needs extensive repairs, and the church has started the formal process to arrange the repairs. It is expected that the college's liability will be c.£500k. This is likely to happen either late 2024-25 or early 2025-26. This cost has not yet been included in the accounts as the Church in Soham still has to approve the works.

Reserves policy

The College unrestricted reserves total £229.7m (2022-23 £183.3m) (page 29). The increase is mainly due to the revaluation of its operational assets the college did as of June 2024 resulting in £22m uplift on the value of its fixed assets (see note 8). This total does not include £44.6m of unrestricted endowment reserves in note 16. These reserves exist to support future generations of students, both through the provision of operational buildings and also income to partially support educational services. Reserves of £44.6m are insufficient to meet the income needs of the College and as such are supplemented by other income such as from International Programmes and fundraising. As the College is a long-term institution, reserves are held with a long-term view but an element of the unrestricted reserves could be spent as permissible by Statute and Ordinances. The Governing Body has set a minimum level of unrestricted endowment reserves of £35m that it would prefer to remain above, notwithstanding short-term stock market fluctuations. The College has an aim to repay from future surpluses any annual deficits incurred during the pandemic, but that the timing of this repayment will be assessed as more normal conditions return over the coming years.

Restricted reserves total £58.7m (excluding £44.5m above). Further, the College holds £2.1m of unspent Mill Lane gifts. The restricted reserves can only be spent on purposes set down by the donor.

Pembroke College
Operating and Financial Review (continued)

Challenges Ahead

Due to the COVID-19 pandemic, the financial implications for the coming few years are likely to be significant and far-reaching. The college had planned a small deficit in 23-24 of £112k, as it used conservative assumptions. The College aims to return to an operational surplus in due course. However, the current geopolitical situation creates challenges in many respects.

- (a) Investment performance is likely to be negatively impacted
- (b) Although the College has over the last few years increased student rents by an average of 7% per year whilst underlying inflation was high, this is not sustainable going forward. The College does not have many discretionary income sources it can flex easily.
- (c) Pressure on salaries remain high despite inflation falling in recent months. The College constantly reviews its offering to staff and strive to improve and enhance support on mental health, training and development
- (d) Building refurbishment programmes would continue as planned.

The College will continue to review how the financial deficits for 2021-2023 will be managed. The deficit is likely to be funded over several years, in particular to ensure that the College is not borrowing operating cash for longer than necessary so as to spread the deficit recovery over several generations of members. The College has sufficient cash reserves to fund the deficit for at least the next two years as it decides how to manage the longer-term implications of the deficit and is therefore considered by the Trustees as a going concern. However, it will be important to ensure sufficient unrestricted, i.e. non-Mill Lane and endowment cash, exists to avoid the need for external borrowing. There appears to be no immediate need to change reserves policy and the drawdown policy remains broadly the same, although the College is reducing the percentage drawdown to 3.5% of the weighted average endowment over a 5-year period (from 4%).



Approved by: Dr A Cates (Treasurer and Bursar)

Date of approval: 12th November 2024

Pembroke College

Corporate Governance and Public Benefit Statement

Governance

The Master and Fellows constitute the Governing Body of the College, to whose meetings are invited Junior Member representatives (for open business). The Governing Body is constituted and regulated in accordance with the College Statutes. The body is responsible for the strategic direction of the College, for its on-going administration, and for the management of its finances and assets. Meetings are held ten times a year under the chairmanship of the Master. Supporting the Governing Body is a range of committees including: Finance & Scrutiny, Development, Planning, Fellowship, Investment, Consultative, Teaching, Buildings and International Programme. Responsibilities of the Governing Body are more fully described on page 17.

The Governing Body members are also the Trustees of the charity and are listed on page 2. The principal officers are listed on page 1. There are Registers of Interests of Trustees and declarations of interest are made systematically at meetings.

Risk assessment

The major risks to which the College is exposed are reviewed regularly by the various College committees named above and reported to the Governing Body. Systems are in place, or are in the process of being established, to mitigate identified risks. The College Health & Safety Policy Statement is reviewed regularly and endorsed by the Governing Body and is displayed throughout the College. As part of this policy, the process for reporting accidents at work is described. The College maintains a general risk register which is updated and reviewed regularly with consideration of the necessary controls to mitigate those risks. The College also carries insurance against key business and financial risks. College departments have also carried out their own risk analysis with assistance from an outside consultant, which includes a review of critical systems and allowable recovery times. Furthermore, the project management of the Mill Lane project also includes a detailed risk register. Aside from the Mill Lane project, examples of (among many) key risk areas include:

- For the foreseeable future, the College is attempting to identify, assess, record and manage the risks associated with the COVID-19 pandemic. The College has followed Government and University guidelines in terms of this risk assessment exercise; is currently documenting its processes and procedures in different areas; participating fully in collegiate and University discussions and groups; communicating as effectively as possible with its' key stakeholders; ensuring that all financial controls are at least as robust as they were before the changed working environment.
- Poor academic performance – investment in educational resources and people to deliver high quality education; recruitment of high-quality students regardless of background.
- Future of home/EU tuition fees – continue to work with the University and other organisations to achieve the fairest allocation of resources.
- Attracting the best, most able students – ensuring Widening Participation and Admissions processes are well resourced and thorough.
- The degree of reliance on International Programmes income – ensuring the College diversifies IP and other College activities; forward planning to protect this valuable source of income.
- Recruitment and retention of staff and Fellows – investment in staff salaries and other benefits which are competitive in our market; investment in training for career development and support whilst in post.
- Pension provision for staff and Fellows – ensuring the long-term viability of pension provision across all three schemes.
- Availability of accommodation – maintaining and investing in buildings to ensure they are of suitable quality and house all Pembroke students who wish to be housed.
- Building projects being completed on time – ensure all major building projects have robust plans and budgets which are monitored over the project life.
- Success of fundraising and alumni relations – investment in the Development Office to enable a comprehensive programme of activities and fundraising to take place.
- Undergraduate tuition fees have not risen with inflation and they are unlikely to increase in the near future. This creates a risk of further attrition of fee levels by inflation.

Pembroke College

Corporate Governance and Public Benefit Statement (continued)

Environmental policy

In achieving excellence in teaching and research, Pembroke College manages its activities, buildings and estates to promote environmental sustainability, conserves and enhances natural resources and prevents environmental pollution to bring about a continual improvement in its environmental performance.

The College has an environmental policy statement which is reviewed regularly and endorsed by the Governing Body and is displayed in the College. The College has a Consultative Committee for Sustainability and the Environment which meets twice termly to discuss related issues.

Equal opportunities

Many matters relating to recruitment and employment matters are covered in the Staff Handbook. The College is committed to the principle and practice of equal opportunities and aims to be an equal opportunities employer. The College's employment policy seeks to ensure that no job applicant or employee receives less favourable treatment on any grounds that are unjustified in terms of equality of opportunities for all.

Public benefit statement

In accordance with its Founding Charter and Statutes, the College's charitable purpose is to advance education, religion, learning and research for the public benefit by the provision, support and maintenance of a College in the University of Cambridge. A full statement of the public benefit it provides has been lodged with the Charity Commission. It is summarised as follows:

Education:

- The provision, in conjunction with the University of Cambridge, of an education for some 763 undergraduate and postgraduate students which is recognised internationally as being of the highest standard. This education develops students academically and advances their leadership qualities and interpersonal skills and so prepares them to play full and effective roles in Society.
- The provision of teaching facilities and individual or small group supervisions, as well as pastoral, administrative and academic support through its tutorial systems.
- Social, cultural, musical, recreational and sporting facilities to enable each of its students to realise as much as possible of their academic and personal potential whilst studying at the College.

Research:

- The provision of Research Fellowships to outstanding academics at an early stage of their careers, enabling them to focus on their research in this formative period before they undertake the full teaching and administrative duties of an academic post.
- Supporting the research work of its other Fellows by promoting interaction across disciplines, providing facilities and grants for conferences, research trips, and materials.
- Encouraging visits from outstanding academics from abroad.
- Encouraging the dissemination of research undertaken by members of the College through the publication of papers in academic journals or other suitable means.

The College also carries forward the tradition, continuous since its foundation, of being a place of spiritual and ethical reflection on the Christian faith and its implications for the individual and society. In particular, it maintains and supports a Chapel and holds services which are open to the general public and visitors. Through the College Dean of Chapel, it supports the emotional, mental and spiritual well-being of all members of the College whatever their faith tradition or none. It is also the Patron of 14 parishes and maintains its historic link with Pembroke House, in Walworth, South London, a Charity whose aims overlap with those of Pembroke College, working in an area of high deprivation.

Pembroke College

Corporate Governance and Public Benefit Statement (continued)

The College maintains an extensive library, so providing a valuable resource for members of Pembroke, other Colleges, and the University of Cambridge more widely as well as external scholars and researchers and the public through regular exhibitions and the digitization of special collections materials.

The resident members of the College, both students and academic staff, are the primary beneficiaries and are directly engaged in education, learning or research. However, beneficiaries include students and academic staff from other Colleges in Cambridge and from Cambridge University more widely, visiting academic staff from other higher education institutions and visiting school children who have an opportunity to attend educational events at the College or use its academic facilities. The general public are also able to attend educational activities in the College such as exhibitions.

Development

The College has a Development and Corporate Partnership team of around 12 FTE which includes permanent staff and student telephone fundraisers. This team provides support for all fundraising, alumni relations and corporate partnership activities of the College. A Development Committee consisting of Fellows oversees Development activities and meets twice a term. There is also a Campaign Board which includes up to 20, mainly external, members and meets once per term. The College uses an external organisation to assist with the annual telephone fundraising campaign. On a less formal basis, the College also has a number of Alumni Chapters around the world which helps to support and promote the College. In addition, the College will soon create a number of Campaign Ambassadors to assist with networking and develop prospects around the world. During the year, there were no complaints. Pembroke College subscribes to the Fundraising Regulator's Code of Fundraising Practice.

Pembroke College

Responsibilities of the Governing Body

The Governing Body is responsible for the administration and management of the College's affairs.

The Governing Body presents audited financial statements for each financial year. These are prepared in accordance with the provisions of the Statutes of the College and of the University of Cambridge and applicable United Kingdom Accounting Standards, including the Statement of Recommended Practice 'Accounting for Further and Higher Education Institutions', as interpreted by the University of Cambridge in their Recommended Cambridge College Accounts.

With reference to the above provisions, the Governing Body is responsible for ensuring that there is an effective system of internal control and that accounting records are properly kept. It is required to present audited financial statements for each financial year, prepared in accordance with the Statutes of the University.

In causing the financial statements to be prepared, the Governing Body has sought to ensure that:

- Suitable accounting policies are selected and applied consistently.
- Judgements and estimates are made that are reasonable and prudent.
- Applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The Governing Body is satisfied that the College has adequate resources to continue in operation for the foreseeable future. The financial statements are accordingly prepared on a going concern basis.

The Governing Body has taken reasonable steps to ensure that there are appropriate financial and management controls in place to safeguard the assets of the College and prevent and detect fraud.

Any system of internal financial control, however, can only provide reasonable, not absolute, assurance against material misstatement or loss.

The Governing Body is responsible for the maintenance and integrity of the corporate and financial information included on the College's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Pembroke College

Independent auditors' report to the Governing Body of Pembroke College, Cambridge

Opinion

We have audited the financial statements of Pembroke College (the 'College') for the year ended 30 June 2024 which comprise the Statement of Comprehensive Income and Expenditure, Statement of Changes in Reserves, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the College's affairs as at 30 June 2024 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011 and the Statutes of the University of Cambridge.

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 College'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 Governing Body are responsible for the other information. The other information comprises the information included in the Annual Report other than the financial statements and our auditors' report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Statutes of the University of Cambridge

In our opinion based on the work undertaken in the course of the audit:

- The contribution due from the College to the University has been computed as advised in the provisional assessment by the University of Cambridge and in accordance with the provisions of Statute G,II, of the University of Cambridge.

Pembroke College

Independent auditors' report to the Governing Body of Pembroke College, Cambridge (continued)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the College and its environment obtained in the course of the audit, we have not identified material misstatements in the Operating and Financial Review.

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

- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Governing Body

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

Auditors' responsibilities for the audit of the financial statements

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

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

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the College through discussions with Trustees and other management, and from our knowledge and experience of the education sector;
- we obtained an understanding of the legal and regulatory framework applicable to the College and how the College is complying with that framework;
- we obtained an understanding of the College's policies and procedures on compliance with laws and regulations, including documentation of any instances of non-compliance;
- we identified which laws and regulations were significant in the context of the College. The Laws and regulations we considered in this context were Charities Act 2011, the Statutes of the University of Cambridge and taxation legislation. 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 College's ability to operate or to avoid material penalty; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

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

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

Pembroke College

Independent auditors' report to the Governing Body of Pembroke College, Cambridge (continued)

- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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

- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in accounting policy were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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

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

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

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

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

Use of our report

This report is made solely to the College's Governing Body as a body, in accordance with College's statutes, the Statutes of the University of Cambridge and the Charities Act 2011. Our work has been undertaken so that we might state to the Governing Body those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the College and the College's Governing Body as a body, for our audit work, for this report, or for the opinions we have formed.



PETERS ELWORTHY & MOORE

Chartered Accountants and Statutory Auditors

Salisbury House
Station Road
Cambridge
CB1 2LA

Date: 19 November 2024

Peters Elworthy & Moore is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Pembroke College

Statement of Principal Accounting Policies

1. Basis of preparation

The financial statements have been prepared in accordance with the provisions of the Statutes of the College and of the University of Cambridge, using the Recommended Cambridge College Accounts (RCCA) format; and applicable United Kingdom Accounting Standards, including Financial Reporting Standard 102 (FRS 102) and the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education issued in 2019.

The Statement of Comprehensive Income and Expenditure includes activity analysis in order to demonstrate that all fee income is spent for educational purposes. The analysis required by the SORP is set out in note 7.

The College is a public benefit entity and therefore has applied the relevant public benefit requirement of the applicable UK laws and accounting standards.

Going concern

The College's operations are gradually recovering from the COVID pandemic. International Programmes offered a full suite of courses in 2023-24, and saw one of the highest turnovers ever recorded despite still operating in a challenging environment.

However, the global geo-political situation is putting further pressures on the College, with staff recruitment still a challenge in some departments. Although inflation has reduced over the last couple of years, there is still inflationary pressure on salaries and utilities costs.

The Trustees have prepared forecasts for the period to 2029 based on high level assumptions regarding inflation and investment performance. The College reviews its cost base on a regular basis as revenues (especially from student fees) do not increase as quickly as costs and to extend financial headroom. The College also has significant investments which could be realised if required.

Based upon their review the Trustees believe that the College will have sufficient resources to meet its liabilities as they fall due for the foreseeable future and therefore have continued to adopt the going concern basis in preparing the financial statements.

2. Basis of accounting

The financial statements have been prepared under the historical cost convention, modified in respect of the treatment of investments and operational property which are included at valuation.

3. Basis of consolidation

The activities of student societies have not been consolidated on the basis that the College does not have control over the operation of the societies.

4. Recognition of income

Donations and endowments

Non-exchange transactions without performance related conditions are donations and endowments. Donations and endowments with donor imposed restrictions are recognised within the Statement of Comprehensive Income and Expenditure when the College is entitled to the income. Income is retained within restricted reserves until such time that it is utilised in line with such restrictions at which point the income is released to general reserves through a reserve transfer.

Donations and endowments with restrictions are classified as restricted reserves with additional disclosure provided within the notes to the accounts.

There are four main types of donations and endowments with restrictions:

1. Restricted donations – the donor has specified that the donation must be used for a particular objective.

Pembroke College
Statement of Principal Accounting Policies (continued)

2. Unrestricted permanent endowments – the donor has specified that the fund is to be permanently invested to generate an income stream for the general benefit of the College.
3. Restricted expendable endowments – the donor has specified a particular objective and the College can convert the donated sum into income.
4. Restricted permanent endowments – the donor has specified that the fund is to be permanently invested to generate an income stream to be applied to a particular objective.

Donations with no restrictions are recorded within the Statement of Comprehensive Income and Expenditure when the College is entitled to the income.

Grant income

Grants received from non-government sources (including research grants from non-government sources) are recognised within the Statement of Comprehensive Income and Expenditure when the College is entitled to the income and performance related conditions have been met.

Income received in advance of performance related conditions is deferred on the balance sheet and released to the Statement of Comprehensive Income and Expenditure in line with such conditions being met.

Investment income and change in value of investment assets

Investment income and change in value of investment assets is recorded in income in the year in which it arises and as either restricted or unrestricted income according to the terms or other restrictions applied to the individual endowment fund.

Total return

The College calculated its income requirements (based on a percentage of the 4-year weighted average investment value) and that amount was transferred to investment income in the Statement of Comprehensive Income and Expenditure. The income is stated net of investment management and property fees. All returns from cash or property held in respect of operating assets are treated as income as received.

Academic fees

Academic fees are recognised in the period to which they relate and include all fees chargeable to students or their sponsors.

Other income

Income is received from a range of activities including accommodation, catering conferences and other services rendered.

Cambridge Bursary Scheme

In 2022-23, payment of the Cambridge Bursaries to eligible students was made directly by the Student Loans Company (SLC). As a consequence, the College reimbursed the SLC for the full amount paid to their eligible students and the College subsequently received a contribution from the University of Cambridge towards this payment.

The net payment of £200k is shown within the Statement of Comprehensive Income and Expenditure as follows:

Income (see note 1)	£148k
Expenditure	£348k

5. Foreign currencies

Transactions denominated in foreign currencies are recorded at the rate of exchange ruling at the date of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at year end rates or, where there are forward foreign exchange contracts, at contract rates. The resulting exchange differences are dealt with in the determination of the comprehensive income and expenditure for the financial year.

Pembroke College

Statement of Principal Accounting Policies (continued)

6. Fixed assets

a) Land and buildings

Following a review carried out by professional valuers Gerald Eve as of 30 June 2024, College's land and buildings are now held at an updated depreciated replacement value. The valuation is reviewed annually with a full valuation at least every five years. Freehold buildings are depreciated on a straight-line basis over their expected useful economic lives with a range for the different buildings averaging between 15 and 175 years (the latter being for the most recent buildings, such as the Auditorium). M&E and fit-out are depreciated on a straight line basis between 10 and 50 years. Freehold land is shown separately and is not depreciated. Assets under construction are valued at cost, based on the value of architects' certificates and other direct costs incurred. They are not depreciated until they are brought into use.

Where parts of a fixed asset have different useful lives, they are accounted for as separate items of fixed assets.

When land and buildings are acquired with the aid of restricted bequests, donations or grants, the policy for accounting for that income is described in accounting policy 4 above.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying amount of the fixed asset may not be recoverable.

Costs incurred in relation to land and buildings after initial purchase or construction, and prior to valuation, are capitalised to the extent that they increase the expected future benefits to the College.

b) Maintenance of buildings

The cost of routine maintenance is charged to the Statement of Comprehensive Income and Expenditure as it is incurred.

c) Furniture and equipment

Furniture and equipment is not capitalised if an individual item costs less than £5k. Such expenditure is written off in the year of acquisition. All other assets are capitalised and depreciated over their expected useful life as follows:

Computer equipment/photocopiers	33% p.a. (3 years)
Boats	7% p.a. (15 years)
Heating systems	5% p.a. (20 years)
Steinway piano	2% p.a. (50 years)
Other furniture and equipment	10% p.a. (10 years)

When furniture and equipment is acquired with the aid of specific bequests or donations, the policy for accounting for that income is described in accounting policy 4 above.

d) Leased assets

Leases in which the College assumes substantially all the risks and rewards of ownership of the leased asset are classified as finance leases. Leased assets acquired by way of finance leases are stated at an amount equal to the lower of their fair value and the present value of the minimum lease payments at inception of the lease, less accumulated depreciation and less accumulated impairment losses. Lease payments are accounted for as described below.

Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability.

Costs in respect of operating leases are charged on a straight-line basis over the lease term. Any lease premiums or incentives are spread over the minimum lease term.

Pembroke College

Statement of Principal Accounting Policies (continued)

e) Heritage assets

The College holds and conserves a number of collections, exhibits, artefacts and other assets of historical, artistic or scientific importance. Heritage assets acquired before 1st July 2003 or with a cost below £5k have not been capitalised since reliable estimates of cost or value are not available on a cost-benefit basis. Acquisitions since 1st July 2003 have been capitalised at cost or, in the case of donated assets, at expert valuation on receipt. Heritage assets are not depreciated since their long economic life and high residual value mean that any depreciation would not be material.

7. Investments

Non-current investment assets are included in the balance sheet at market value. Investments that are not listed on a recognised stock exchange (except estate properties) are carried at net asset value.

While College hostels and other properties treated as operational assets are re-valued as stated in 6a) above, other properties and agricultural land held for their investment value are treated and valued as investment assets. Such investment assets are currently valued annually, at least by desktop valuation, by a professional valuer (Bidwells and Cheffins) and revalued on the balance sheet accordingly. Every five years, a full valuation is carried out.

8. Stocks

Stocks are stated at the lower of cost and net realisable value after making provision for slow moving and obsolete items.

9. Provisions

Provisions are recognised when the College has a present legal or constructive obligation as a result of a past event. It is probable that a transfer of economic benefit will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

10. Taxation

The College is a registered charity (number 1137492) and also a charity within the meaning of Section 467 of the Corporation Tax Act 2010. Accordingly, the College is exempt from taxation in respect of income or capital gains received within the categories covered by Sections 478 to 488 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that such income or gains are applied to exclusively charitable purposes.

The College receives no similar exemption in respect of Value Added Tax.

11. Contribution under Statute G, II

The College is liable to be assessed for Contribution under the provisions of Statute G,II of the University of Cambridge. Contribution is used to fund grants to colleges from the Colleges Fund. The College may from time to time be eligible for such grants. The liability for the year is as advised to the College by the University based on an assessable amount derived from the value of the College's assets as at the end of the previous financial year.

12. Pension schemes

The College participates in Universities Superannuation Scheme. The assets of the scheme are held in a separate trustee-administered fund. Because of the mutual nature of the scheme, the assets are not attributed to individual institutions and a scheme-wide contribution rate is set. The College is therefore exposed to actuarial risks associated with other institutions' employees and is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. As required by Section 28 of FRS 102 "Employee benefits", the College therefore accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the

Pembroke College

Statement of Principal Accounting Policies (continued)

Statement of Comprehensive Income and Expenditure represents the contributions payable to the scheme. Since the College has entered into an agreement (the Recovery Plan) that determines how each employer within the scheme will fund the overall deficit, the College recognises a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) with related expenses being recognised through the Statement of Comprehensive Income and Expenditure.

The College participates in the Cambridge Colleges Federated Pension Scheme (CCFPS), a defined benefit scheme which is externally funded and until 31 March 2016 was contracted out of the State Second Pension (S2P). As CCFPS is a federated scheme and the College is able to identify its share of the underlying assets and liabilities, the College values the fund as required by Section 28 Employee Benefits of FRS 102 'Retirement Benefits'. As a result, the amount charged to the Statement of Comprehensive Income and Expenditure represents the amount calculated under FRS102 guidelines.

The College operates a defined contribution pension scheme and the pension charge represents the amounts payable by the College to the fund in respect of the year.

Contingent assets and liabilities are not recognised in the balance sheet but are disclosed in the notes.

13. Financial instruments

The College has elected to adopt Sections 11 and 12 of FRS 102 in respect of the recognition, measurement and disclosure of financial instruments. Financial assets and liabilities are recognised when the College becomes party to the contractual provision of the instrument and they are classified according to the substance of the contractual arrangements entered into.

A financial asset and a financial liability are offset only when there is a legally enforceable right to set off the recognised amounts and an intention either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

14. Financial assets

Basic financial assets include trade and other receivables, cash and cash equivalents and investments in commercial paper (i.e. deposits and bonds). These assets are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Such assets are subsequently carried at amortised cost using the effective interest rate method. Financial assets are assessed for indicators of impairment at each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in the Statement of Comprehensive Income.

For financial assets carried at amortised cost the impairment loss is the difference between the carrying amount of the asset and the present value of the estimated future cash flows, discounted at the asset's original effective interest rate.

Other financial assets, including investments in equity instruments, which are not subsidiaries or joint ventures, are initially measured at fair value which is typically the transaction price. These assets are subsequently carried at fair value and changes in fair value at the reporting date are recognised in the Statement of Comprehensive Income. Where the investment in equity instruments is not publicly traded and where the fair value cannot be reliably measured, the assets are measured at cost less impairment. Investments in property or other physical assets do not constitute a financial instrument and are not included.

Financial assets are de-recognised when the contractual rights to the cash flows from the asset expire or are settled or substantially all of the risks and rewards of ownership are transferred to another party.

Pembroke College
Statement of Principal Accounting Policies (continued)

15. Financial liabilities

Basic financial liabilities include trade and other payables, bank loans and intergroup loans. These liabilities are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Debt instruments are subsequently carried at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest rate method.

Derivatives, including forward foreign exchange contracts, are not basic financial instruments. Derivatives are initially recognised at fair value on the date the derivative contract is entered into and are subsequently re-measured at their fair value at the reporting date. Changes in the fair value of derivatives are recognised in the Statement of Comprehensive Income in finance costs or finance income as appropriate, unless they are included in a hedging arrangement.

To the extent that the College enters into forward foreign exchange contracts which remain unsettled at the reporting date the fair value of the contracts is reviewed at that date. The initial fair value is measured as the transaction price on the date of inception of the contracts. Subsequent valuations are considered on the basis of the forward rates for those unsettled contracts at the reporting date. The College does not apply any hedge accounting in respect of forward foreign exchange contracts held to manage cash flow exposures of forecast transactions denominated in foreign currencies.

Financial liabilities are de-recognised when the liability is discharged, cancelled, or expires.

16. Contingent liabilities and assets

A contingent liability arises from a past event that gives the College a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events, not wholly within the control of the College. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably.

A contingent asset arises where an event has taken place that gives the College a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the College.

Contingent assets and liabilities are not recognised in the balance sheet but are disclosed in the notes.

17. Employment benefits

Short term employment benefits such as salaries and compensated absences are recognised as an expense in the year in which the employees render service to the College. Any unused benefits are accrued and measured as the additional amount the College expects to pay as a result of the unused entitlement.

Pembroke College

Statement of Principal Accounting Policies (continued)

18. Reserves

Reserves are allocated between restricted and unrestricted reserves. Endowment reserves include balances which, in respect of endowment to the College, are held as permanent funds, which the College must hold to perpetuity. Restricted reserves include balances in respect of which the donor has designated a specific purpose and therefore the College is restricted in the use of these funds.

19. Critical accounting judgements

The preparation of the College's accounts requires management to make judgements, estimates and assumptions that affect the application of accounting policies and reported amounts of assets and liabilities, income and expenses. These judgements, estimates and associated assumptions are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The resulting accounting estimates will, by definition, seldom equal the related actual results.

Management consider the areas set out below to be those where critical accounting judgements have been applied and the resulting estimates and assumptions may lead to adjustments to the future carrying amounts of assets and liabilities.

Income recognition – Judgement is applied in determining the value and timing of certain income items to be recognised in the accounts. This includes determining when performance related conditions have been met and determining the appropriate recognition timing for donations, bequests and legacies. In general, the later are recognised when at the probate stage.

Useful lives of property, plant and equipment – Property, plant and equipment represent a significant proportion of the College's total assets. Therefore, the estimated useful lives can have a significant impact on the depreciation charged and the College's reported performance. Useful lives are determined at the time the asset is acquired and reviewed regularly for appropriateness. The lives are based on historical experiences with similar assets, professional advice and anticipation of future events. Details of the carrying values of property, plant and equipment are shown in note 8.

Investment property – Properties are revalued to their fair value at the reporting date by Cheffins. The valuation is based on the assumptions and judgements which are impacted by a variety of factors including market and other economic conditions. Only those residential properties deemed to be out- with the core housing stock of the College are included in investment property. This status is regularly reviewed.

Recoverability of debtors – The provision for doubtful debts is based on the College's estimate of the expected recoverability of those debts. The provision is based on the current situation of the customer, the age profile of the debt and the nature of the amount due

Retirement benefit obligations – The costs of defined benefit pension plans are determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, future salary increases, mortality rates and future pension increases. Due to the complexity of the valuation, the underlying assumptions and the long-term nature of these plans, such estimates are subject to significant uncertainty. Further details are given in note 20.

Management are satisfied that Universities Superannuation Scheme meets the definition of a multi-employer scheme and has therefore recognised the discounted fair value of the contractual contributions under the funding plan in existence at the date of approving the accounts.

Following on from the USS valuation in 2020, the previous liability recognised on the balance sheet was reversed in full in 2023-24. Further detail are set in note 20.

All other accounting judgements and estimates are detailed under the appropriate accounting policy.

Pembroke College

Statement of Comprehensive Income and Expenditure

Year ended 30th June 2024

	Note	Unrestricted £000	Restricted £000	Endowment £000	2024 Total £000	Unrestricted £000	Restricted £000	Endowment £000	2023 Total £000
Income									
Academic fees and charges	1	6,492	307	-	6,799	4,985	178	-	5,163
Accommodation, catering and conferences	2	7,413	-	-	7,413	6,743	-	-	6,743
Investment income	3a	702	0	1,967	2,669	489	197	2,035	2,721
Endowment return transferred	3a	1,689	2,144	(3,843)	(10)	1,611	2,048	(3,669)	(10)
Other income	3c	17	57	-	74	82	60	-	142
Total income before donations and endowments		16,313	2,508	(1,876)	16,945	13,910	2,483	(1,634)	14,759
Donations		741	780	-	1,521	2,062	781	-	2,843
New endowments		-	-	136	136	-	-	552	552
Other capital donations for Mill Lane project		-	2,922	-	2,922	-	12,861	-	12,861
Total income		17,054	6,210	(1,740)	21,524	15,972	16,125	(1,082)	31,015
Expenditure									
Education	4	7,747	2,528	-	10,275	6,477	2,765	-	9,242
Accommodation, catering and conferences	5	9,383	-	-	9,383	8,213	-	-	8,213
Other expenditure	7d	1,868	-	683	2,551	1,918	88	365	2,371
USS Provision	15	(2,340)	-	-	(2,340)	80	-	-	80
Contribution under Statute G,II		23	7	-	30	19	6	-	25
Total expenditure		16,681	2,535	683	19,899	16,707	2,859	365	19,931
(Deficit)/surplus before other gains and losses		373	3,675	(2,423)	1,625	(735)	13,266	(1,447)	11,085
Gain/(loss) on investments	3a	6,005	35	2,961	9,001	35	32	2,395	2,462
Gain/(loss) on disposal of fixed assets		-	-	-	-	1,416	-	-	1,416
(Deficit)/surplus for the year		6,378	3,710	538	10,626	716	13,298	948	14,962
Other comprehensive income									
Actuarial profit/(loss) in respect of pension schemes	15	30	-	-	30	(92)	-	-	(92)
Unrealised surplus on revaluation of fixed assets		22,000	-	-	22,000	-	-	-	-
Total comprehensive income for the year		28,408	3,710	538	32,656	624	13,298	948	14,871

The notes on pages 32 to 44 form part of these accounts.

Pembroke College
Statement of Changes in Reserves
Year ended 30th June 2024

	Unrestricted £000	Income and expenditure reserve Revaluation £000	Restricted £000	Endowment £000	Total £000
Balance at 1 July 2023	107,246	76,084	25,335	93,804	302,469
(Deficit)/surplus from income and expenditure statement	6,378	-	3,710	538	10,626
Other comprehensive income	30	-	-	-	30
Release of restricted capital funds spent in the year	17,970	-	(17,970)	-	-
Transfer between reserves	-	-	-	-	-
Revaluation of assets in year	-	22,000	-	-	22,000
Balance at 30 June 2024	131,624	98,084	11,075	94,342	335,125
			(note 17)	(note 16)	

	Unrestricted £000	Income and expenditure reserve Revaluation £000	Restricted £000	Endowment £000	Total £000
Balance at 1 July 2022	90,731	76,084	30,387	90,396	287,598
(Deficit)/surplus from income and expenditure statement	716	-	13,299	948	14,963
Other comprehensive income	(92)	-	-	-	(92)
Release of restricted capital funds spent in the year	15,801	-	(15,801)	-	-
Transfer between reserves	90	-	(2,549)	2,459	-
Balance at 30 June 2023	107,246	76,084	25,335	93,803	302,469
			(note 17)	(note 16)	



The notes on pages 32 to 44 form part of these accounts

Pembroke College
Balance Sheet
Year ended 30th June 2024

	Note	2024 £000	2023 £000
Non-current assets			
Fixed assets	8a	231,639	192,688
Heritage assets	8b	673	673
Investments	9	117,887	114,444
Total non-current assets		350,199	307,805
Current assets			
Stock	10	640	678
Trade and other receivables	11	4,894	9,890
Cash and cash equivalents	12	5,289	0
Short-term investments	13	-	11,783
Total current assets		10,823	22,351
Creditors: amounts falling due within one year	14a	(9,641)	(8,831)
Net current assets		1,182	13,520
Total assets less current liabilities		351,381	321,325
Creditors: amounts falling due after more than one year	14b	(14,118)	(14,275)
		337,263	307,050
Provisions			
Pension provisions	15	(2,138)	(4,582)
Total net assets		335,125	302,468
Restricted reserves			
Income and expenditure reserve - endowment reserve	16	94,342	93,803
Income and expenditure reserve - restricted reserve	17	11,075	25,335
		105,417	119,138
Unrestricted reserves			
Income and expenditure reserve - unrestricted reserve		131,624	107,246
Revaluation reserve		98,084	76,084
		229,708	183,330
Total reserves		335,125	302,468

The financial statements were approved by the Governing Body on 12th November 2024 and signed on its behalf by:

Approved by:

 Rt Hon Lord Smith of Finsbury (Master)
 Dr. A Cates (Treasurer and Bursar)

The notes on pages 32 to 44 form part of these accounts.

Pembroke College
Cash Flow Statement
Year ended 30th June 2024

	Note	2024 £000	2023 £000
Cash flows from operating activities	21	19,170	15,362
Cash flows from investing activities	22	(11,984)	(10,772)
Cash flows from financing activities	23	(604)	(608)
(Decrease) in cash and cash equivalents in the year		6,582	3,982
Cash and cash equivalents at beginning of the year		(1,293)	(5,275)
Cash and cash equivalents at end of the year	24	5,289	(1,293)

The notes on pages 32 to 44 form part of these accounts.

Pembroke College
Notes to the accounts
Year ended 30th June 2024

1. Academic fees and charges

	2024	2023
	£000	£000
College fees		
Fee income received at the Regulated Undergraduate rate	1,896	1,971
Fee income received at the Unregulated Undergraduate rate	588	463
Fee income received at the Postgraduate rate	959	860
Fee income received at the International Programme rate	2,751	1,633
	6,194	4,927
Other income	457	89
Cambridge Bursary Scheme	148	147
Total	6,799	5,163

2. Income from accommodation, catering and conferences income

	2024	2023
	£000	£000
International Programmes	2,709	2,102
Accommodation	3,607	3,605
College members	376	270
Conferences	473	563
Catering	248	203
College members		
Conferences		
Total	7,413	6,743

3a. Endowment and investment income

	2024	2023
	£000	£000
Income from investments and donations:		
Income drawdown from endowment	3,833	3,659
Freehold land and buildings	1	9
Other interest receivable	548	379
Private placement investment income	153	102
Mill Lane investment income	0	197
	4,535	4,346

Summary of total return:

Income from:		
Land and buildings	533	609
Quoted and other securities and cash	1,434	1,426
Gains on endowment assets:		
Land and buildings	974	783
Quoted and other securities and cash	5,460	532
Investment management costs in respect of:		
Land and buildings	(567)	(241)
Quoted and other securities and cash	(116)	(125)
Total return for the year	7,718	2,984
Total return transferred to income and expenditure reserve (see above)	(3,843)	(3,669)
Unapplied total return for year included within Statement of Comprehensive Income and Expenditure	3,875	(685)
Gains on other assets:		
Quoted and other securities and cash (page 25)	2,567	1,146

3b. Investment management costs

	2024	2023
	£000	£000
Quoted securities - equities	6	4
Other investments	110	121
	116	125

3c. Other income

	2024	2023
	£000	£000
Income from sports facilities and equipment	17	20
Other income	57	122
	74	142

Pembroke College
Notes to the accounts
Year ended 30th June 2024

4. Education expenditure	2024 £000	2023 £000
Teaching	2,425	2,238
Tutorial	1,755	1,518
Admissions and Access	1,149	956
Scholarships and awards	811	600
Other educational facilities	1,984	1,939
Academic community	850	831
	8,974	8,082
Research	1,301	1,160
Total	10,275	9,242

Total expenditure on student support during the year included above was £1.2m (2022 £1.1m).

5. Accommodation, catering and conferences expenditure (2022-23 restated)	2024 £000	2023 £000
International Programmes	2,029	1,791
Accommodation	4,870	4,245
College Members		
Conferences	99	87
Catering	2,132	1,870
College Members		
Conferences	253	220
Total	9,383	8,213

6. Staff costs (2022-23 restated)	Academic 2023-24 £000	Non-academic 2023-24 £000	Total 2023-24 £000	Total 2022-23 £000
Staff costs				
Salaries	1,815	6,578	8,393	6,997
National insurance	163	545	708	629
Other pension costs (see note 20 (d))	433	564	997	1,417
Net change in USS deficit recovery provision (see Note 15)	(2,435)	-	(2,435)	(99)
Sub-total Pensions	(2,002)	564	(1,438)	1,318
	(24)	7,687	7,663	8,944

Based on the 2020 valuation of the Universities Superannuation Scheme (USS), the impact of the net change in the USS deficit recovery provision is a credit of £2,435k (2022-23: (£99k)). This comprises a non-cash credit resulting from the change in assumptions, including the discount rate, of £2,340k (2022-23: debit of £79k) and cash contributions made to reduce the deficit in the year of £95k (cash negative contribution 2022-23: £178k).

Average staff no.s (full time equivalent)	2023-24	2023-24	2022-23	2022-23
	Number of Fellows	Full-time equivalents	Number of Fellows	Full-time equivalents
Academic	74	2	68	2
Non-academic	4	174	5	146
	78	176	73	148

The number of officers and employees of the College, including the Head of House, who received remuneration in the following ranges was:

	2024	2023
£100,000 - £109,999	0	0
£110,000 - £119,999	0	1
£120,000 - £129,999	1	1
£130,000 - £139,999	1	2
£140,000 - £149,999	3	0

Remuneration includes salary, employer's national insurance contributions, employer's pension contributions plus any taxable benefits either paid, payable or provided, gross of any salary sacrifice arrangements.

Of the 78 (2022-23- 73) College Fellows and Trustees declared above who are members of the Governing Body, 75 (2022-23- 68) receive remuneration. The Trustees receive no emoluments in their role as trustees of the charity.

Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the College. This includes aggregated remuneration paid to key management personnel.

During the year, remuneration paid to Trustees in their capacity as Key Management Personnel were:

	2024 £000	2023 £000
Aggregate remuneration	2,315	2,388

Pension Costs

The total pension costs included in staff costs for the year (see table above) was:

	2024 £000	2024 £000	2024 £000	2023 £000	2023 £000	2023 £000
Employers Contributions		Provision (Note 20d)	Total 2023-24	Employers Contributions	Provision (Note 20d)	Total 2022-23
USS	642	(2,435)	(1,793)	990	(99)	891
CFPS	74	-	74	198	-	198
Now Pensions	281	-	281	229	-	229
	997	(2,435)	(1,438)	1,417	(99)	1,318

Pembroke College
Notes to the accounts
Year ended 30th June 2024

7a. Analysis of expenditure by activity 2023-24

	Staff & Fellows payroll costs (note 6) £000	Other operating expenses £000	Depreciation £000	Total 2024 £000
Education (Note 4)	5,227	4,357	691	10,275
Accommodation, catering, and conferences (Note 5)	3,751	3,815	1,817	9,383
Other expenditure (Note 7d)	1,025	670	173	1,868
Investment costs (Note 7d)	-	683	-	683
FRS 102 pension schemes interest charge	(2,340)	-	-	(2,340)
Contribution under Statute G,II	-	30	-	30
	7,663	9,555	2,681	19,899

Loan interest payable for the year to 30th June 2024 was £472k.
Other expenditure includes governance, investment management fees, fundraising and alumni relations expenditure.
Fundraising costs were £504k.

7b. Analysis of expenditure by activity 2022-23 (restated)

	Staff & Fellows payroll costs (note 6) £000	Other operating expenses £000	Depreciation £000	Total 2023 £000
Education (Note 4)	4,757	3,902	583	9,242
Accommodation, catering, and conferences (Note 5)	3,180	3,501	1,532	8,213
Other expenditure (Note 7d)	927	933	146	2,006
Investment costs (Note 7d)	-	365	-	365
FRS 102 pension schemes interest charge	80	-	-	80
Contribution under Statute G,II	-	25	-	25
	8,944	8,726	2,261	19,931

Loan interest payable for the year to 30th June 2024 was £460k (2022-23: £482k)
Other expenditure includes governance, investment management fees, fundraising and alumni relations expenditure.
Fundraising costs were £413k.

7c. Auditors' remuneration

	2024 £000	2023 £000
Audit fees payable to the College's external auditors	36	33
Other fees payable to the College's external auditors	1	8

7d. Other expenditure (2022-23 restated)

	2024 £000	2023 £000
Interest charges	460	472
Investment management fees	683	365
Loan interests	390	397
USS pension interest charge	55	79
FRS 102 pension schemes interest charge	-	-
Other expenditure	963	1,058
	2,551	2,371

8a. Fixed assets

	College site Buildings £000	Assets in Course of Construction £000	College site Foundress Court £000	Houses for College Members £000	Sportsground & Boathouse £000	Land £000	Furniture & Equipment £000	Total 2024 £000	Total 2023 £000
Cost/valuation									
At 1 July 2023	82,567	28,359	15,010	18,596	820	55,990	3,926	205,268	190,228
Additions	395	17,631	658	572	-	-	376	19,632	16,320
Disposals	-	-	-	-	-	-	-	-	(1,280)
Transfer to investments	-	(13,434)	52	-	-	13,382	-	-	-
Revaluation	(16,126)	-	(568)	1,153	174	24,970	-	9,603	-
Cost/valuation as at 30 June 2024	66,836	32,556	15,152	20,321	994	94,342	4,302	234,503	205,268
Depreciation									
At 1 July 2023	6,460	-	1,534	1,821	132	-	2,633	12,580	10,418
Provided for the year	1,704	-	310	409	27	-	231	2,681	2,258
Disposals	-	-	-	-	-	-	-	-	(96)
Written back on revaluation	(8,164)	-	(1,844)	(2,230)	(159)	-	0	(12,397)	-
Depreciation at 30 June 2024	(0)	-	(0)	0	0	-	2,864	2,864	12,580
Net book value									
At 30 June 2024	66,836	32,556	15,152	20,321	994	94,342	1,438	231,639	192,688
At 30 June 2023	76,107	28,359	13,476	16,775	688	55,990	1,293	192,688	179,810

The insured value of freehold land and buildings as at 30 June 2024 was £249m (2023 £207m). All of the above assets are used for Collegiate purposes.

Pembroke College
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Year ended 30th June 2024

8b. Heritage assets

The College holds and conserves certain collections, artefacts and other assets of historical, artistic or scientific importance.

As stated in the statement of principal accounting policies, heritage assets acquired since 1 July 2003 have been capitalised. However, the majority of assets held in the College's collections were acquired prior to this date. As reliable estimates of cost or valuation are not available for those on a cost-benefit basis, they have not been capitalised. As a result, the total cost included in the balance sheet is partial.

Amounts for the current and previous four years were as follows:

	2024 £000	2023 £000	2022 £000	2021 £000	2020 £000
Total value 1st July	673	644	574	481	206
Acquisitions purchased with specific donations	-	-	-	-	275
Acquisitions purchased with College funds	-	-	70	13	-
Total cost of acquisitions purchased	-	-	70	13	275
Value of acquisitions by donation	-	29		80	-
Total acquisitions capitalised in year	-	29	70	93	275
Total value 30th June	673	673	644	574	481

9. Investments

	2024 £000	2023 £000
Balance at 1 July	114,444	113,439
Additions	4,159	4,988
Disposals	(11,100)	(6,808)
Transfer from fixed assets		
Gain	8,905	2,428
(Decrease)/Increase in cash held by investment managers	1,491	408
Less: change in amount owed to Pembroke House	(12)	(11)
Balance at 30 June	117,887	114,444
General investments	102,294	100,665
Private placement investments	15,593	13,779
Balance at 30 June	117,887	114,444

	2024 £000	2023 £000
Long-term investments:		
Commercial shops	2,505	2,660
Agricultural land	10,939	10,062
Residential property	22,365	22,146
Total investment properties	35,809	34,868
Equities	60,482	62,944
Other investments	15,221	11,736
Cash in hand and at investment managers	6,312	4,416
Loans to Fellows	353	758
Less: amount owed to Pembroke House	(290)	(278)
	117,887	114,443

10. Stock

	2024 £000	2023 £000
Kitchen	34	28
Cellar wine	583	626
Bar	23	24
Porters' Lodge	-	-
	640	678

Pembroke College
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Year ended 30th June 2024

11. Trade and other receivables	2024 £000	2023 £000
Trade debtors	169	169
Members of the College	449	283
Debtors and prepayments - Other	2,603	7,278
Debtors due over 1 year	1,673	2,160
Trade and other receivables due within one year	4,894	9,890

12. Cash and cash equivalents	2024 £000	2023 £000
Current accounts	-	-
Bank deposits	5,289	-
Cash	0	0
Less: amount owed to Pembroke House	-	-
	5,289	0

13. Short-term investments	2024 £000	2023 £000
Mill Lane deposits	-	11,783
	-	11,783

14a. Creditors: amounts falling due within one year	2024 £000	2023 £000
Bank overdrafts (see note below)	-	1,293
Bank loan	153	107
Trade creditors	2,223	1,481
Members of the College	1,078	858
Accruals and deferred income	5,633	4,389
University fees	2	10
Contribution to College Fund	30	25
Taxes and social security	58	62
Holiday & Bonus accrual	240	288
Other creditors	224	318
	9,641	8,831

14b. Creditors: amounts falling due after more than one year	2024 £000	2023 £000
Bank loan	871	1,061
Members of the College	347	314
Other loans	12,900	12,900
	14,118	14,275

The original unsecured bank loan was for £2.3 million repayable over 20 years, at a floating rate of interest for the two years until 30 January 2012 and a fixed rate of 6.21% p.a. thereafter.

During 2013-14, the College borrowed from institutional investors, collectively with other Colleges, with the College's share amounting to £2.9 million. The loans are unsecured and repayable during the period 2043-2053, and are at fixed interest rates of approximately 4.4%. The College has agreed a financial covenant of the ratio of Borrowings to Net Assets, and has been in compliance with the covenant at all times since incurring the debt.

During 2017-18, the College borrowed from institutional investors, collectively with other Colleges, with the College's share amounting to £10 million. The loans are unsecured and repayable during 2058, and are at a fixed interest rate of 2.62%. The College has agreed a financial covenant of the ratio of Borrowings to Net Assets, and has been in compliance with the covenant at all times since incurring the debt.

Pembroke College
Notes to the accounts
Year ended 30th June 2024

15. Pension provisions

	CCFPS £000	USS £000	2024 £000	2023 £000
(Deficit) in schemes in beginning of the year	(2,202)	(2,380)	(4,582)	(4,530)
Movement in year:				
Current service cost	(102)	-	(102)	(124)
Contributions paid by College	251	-	251	226
Other finance income	(115)	(55)	(170)	(161)
Actuarial Gain/(Loss)	30	-	30	(92)
Net change in underlying assumptions (see note 6)	-	-	-	-
Change in underling assumptions	-	2,340	2,340	(79)
USS deficit contributions payable	-	95	95	178
(Deficit) in schemes at end of the year	(2,138)	0	(2,138)	(4,582)
	note 20b	note 20a		

16. Endowment funds

	Restricted Permanent £000	Unrestricted Permanent £000	2024 Total £000	2023 Total £000
Balance at beginning of year:				
Capital	49,336	44,467	93,803	90,396
	49,336	44,467	93,803	90,396
New donations and endowments	98	38	136	552
Transfers	-	-	-	2,459
Increase in market value of investments	212	191	403	396
Balance at end of year	49,646	44,696	94,342	93,803
Representing:				
Fellowship Funds	14,008	-	14,008	13,948
Scholarship Funds	6,796	-	6,796	6,667
Prize Funds	1,045	-	1,045	1,041
Bursary/Hardship Funds	-	-	-	-
Travel Grant Funds	4,677	1,336	6,013	7,316
Graduate Funds	1,798	-	1,798	1,791
Other Funds	11,108	-	11,108	11,065
General endowments	10,214	43,360	53,574	51,975
Total	49,646	44,696	94,342	93,803
Analysis by asset:				
Property	15,080	13,577	28,657	28,150
Investments	31,908	28,726	60,634	62,206
Cash	2,658	2,393	5,051	3,447
	49,646	44,696	94,342	93,803

Pembroke College
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17. Restricted reserves

	Capital grants unspent £000	Unspent Permanent £000	Restricted Expendable £000	2024 Total £000	2023 Total £000
Balance at beginning of year:					
Capital	-	3,044	4,379	7,423	6,518
Accumulated income	17,203	187	522	17,912	23,868
	<u>17,203</u>	<u>3,231</u>	<u>4,901</u>	<u>25,335</u>	<u>30,387</u>
Transfers between funds in year	-	36	(36)	-	(2,549)
Increase in market value of investments	-	15	20	35	32
Capital grants	2,922	-	-	2,922	12,861
Donations	-	23	1,121	1,144	1,019
Endowment return transferred	-	1,969	175	2,144	2,047
Other investment income	0	-	-	0	197
Expenditure	(7)	(1,426)	(1,102)	(2,535)	(2,858)
Capital grants utilised	(17,970)	-	-	(17,970)	(15,801)
Movement in the year	<u>(15,055)</u>	<u>617</u>	<u>178</u>	<u>(14,260)</u>	<u>(5,052)</u>
Balance at end of year	<u>2,148</u>	<u>3,848</u>	<u>5,079</u>	<u>11,075</u>	<u>25,335</u>
Balance at end of year:					
Capital	-	3,392	4,711	8,103	4,379
Accumulated income	2,148	456	368	2,972	20,956
	<u>2,148</u>	<u>3,848</u>	<u>5,079</u>	<u>11,075</u>	<u>25,335</u>
Representing:					
Fellowship Funds	-	737	1,535	2,272	2,183
Scholarship Funds	-	942	406	1,348	1,132
Prize Funds	-	128	-	128	135
Bursary/Hardship Funds	-	828	535	1,363	1,156
Travel Grant Funds	-	277	79	356	244
Graduate Funds	-	677	881	1,558	1,365
Other Funds	2,148	259	1,643	4,050	19,120
Total	<u>2,148</u>	<u>3,848</u>	<u>5,079</u>	<u>11,075</u>	<u>25,335</u>

18. Memorandum of unapplied total return

	2024 £000	2023 £000
Included within reserves the following amounts represent the unapplied total return of the College:		
Unapplied total return at the beginning of the year	50,153	50,153
Unapplied total return for the year (see note 3a)	3,875	(685)
Unapplied total return at end of year	<u>54,028</u>	<u>49,468</u>

19. Capital commitments

	2024 £000	2023 £000
Capital commitments contracted for at 30th June	<u>7,161</u>	<u>20,366</u>

Other commitments

The College has committed to invest in various private equity/venture capital funds over the next few years. Commitments, excluding distributions which may be made total \$290k (c £210k).

20. Pension schemes

(a) Universities Superannuation Scheme

DEFICIT RECOVERY LIABILITY

A deficit recovery plan was put in place as part of the 2020 valuation, which required payment of 6.2% of salaries over the period 1 April 2022 until 31 March 2024, at which point the rate would increase to 6.3%. No deficit recovery plan was required under the 2023 valuation because the scheme was in surplus on a technical provisions basis. The institution was no longer required to make deficit recovery contributions from 1 January 2024 and accordingly released the outstanding provision to the profit and loss account

The latest available complete actuarial valuation of the Retirement Income Builder is as at 31 March 2023 (the valuation date), which was carried out using the projected unit method

Since the institution cannot identify its share of USS Retirement Income Builder (defined benefit) assets and liabilities, the following disclosures reflect those relevant for those assets and liabilities as a whole.

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

The key financial assumptions used in the 2023 valuation are described below. More detail is set out at: <https://www.uss.co.uk/about-us/valuation-and-funding/statement-of-funding-principles>

CPI assumption	Term dependent rates in line with the difference between the Fixed Interest and Index Linked yield curves less: 1.0% p.a. to 2030, reducing linearly by 0.1% p.a. from 2030
Pension increases (subject to a floor of 0%)	Benefits with no cap: CPI assumption plus 3bps Benefits subject to a "soft cap" of 5% (providing inflationary increases up to 5%, and half of any excess inflation over 5% up to a maximum of 10%): CPI assumption minus 3bps
Discount rate (forward rates)	Fixed interest gilt yield curve plus: Pre-retirement: 2.50% p.a. Post retirement: 0.9% p.a.

The main demographic assumptions used relate to the mortality assumptions. These assumptions are based on analysis of the scheme's experience carried out as part of the 2023 actuarial valuation. The mortality assumptions used in these figures are as follows:

	2023 valuation
Mortality base table	101% of S2PMA "light" for males and 95% of S3PFA for females
Future improvements to mortality	CMI 2021 with a smoothing parameter of 7.5, an initial addition of 0.4% p.a., 10% w2020 and w2021 parameters, and a long-term improvement rate of 1.8% pa for males and 1.6% pa for females

The current life expectancies on retirement at age 65 are:

	2024	2023
Males currently aged 65 (years)	23.7	24
Females currently aged 65 (years)	25.6	25.6
Males currently aged 45 (years)	25.4	26
Females currently aged 45 (years)	27.2	27.4

Pembroke College
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20. Pension schemes

(b) Cambridge Colleges Federated Pension Scheme

The College operates a defined benefit pension plan for the College's employees of the Cambridge Colleges' Federated Pension Scheme. The liabilities of the plan have been calculated, at 30 June 2024, for the purposes of FRS102 using a valuation system designed for the Management Committee, acting as Trustee of the Cambridge Colleges' Federated Pension Scheme but allowing for the different assumptions required under FRS102 and taking fully into consideration changes in the plan benefit structure and membership since that date.

The principal actuarial assumptions at the balance sheet date (expressed as weighted averages) were as follows:

	2024	2023
	% p.a.	% p.a.
Discount rate	5.1	5.2
Increase in salaries	To 2030: 2.85	3.3
	From 2031: 3.75	
RPI assumption	3.35	3.40*
CPI assumption	To 2030: 2.35	2.80*
	From 2031: 3.25	
Pension increases in payment (RPI Max 5% p.a.)	3.15	3.30*
Pension Increases in payment (CPI Max 2.5% p.a.)	2	2.05*

For 1 year only, we have assumed that RPI will be 9% and CPI will be 7% (2023: 9% and 7% respectively). The caps under the Rules are applied to assumed pension increases.

The underlying mortality assumption is based upon the standard table known as S3PA on a year of birth usage with CMI_2023 future improvement factors and a long-term rate of future improvement of 1.25% per annum, a standard smoothing factor (7.0) and no allowance for additional improvements (2023: S3PA on a year of birth usage with CMI_2022 future improvement factors and a long-term rate of future improvement of 1.25% per annum, a standard smoothing factor (7.0) and no allowance for additional improvements). This results in the following life expectancies:

- Male age 65 now has a life expectancy of 21.4 years (previously 21.4 years).
- Female age 65 now has a life expectancy of 23.9 years (previously 23.9 years).
- Male age 45 now and retiring in 20 years has a life expectancy of 22.6 years (previously 22.6 years).
- Female age 45 now and retiring in 20 years has a life expectancy of 25.3 years (previously 25.3 years).

Members are assumed to retire at their normal retirement age (65) apart from in the following indicated cases:

	Male	Female
Active members - Option 1 benefits	64	64
Deferred members - Option 1 benefits	63	62

Allowance has been made at retirement for non-retired members to commute part of their pension for a lump sum on the basis of the current commutation factors in their calculations.

Employee Benefit Obligations

The amounts recognised in the Balance Sheet as at 30 June 2024 (with comparative figures as at 30 June 2023) are as follows:

	2024	2023
	£'000	£'000
Present value of plan liabilities	(9,721)	(9,525)
Market value of plan assets	7,583	7,323
Net defined benefit asset/(liability)	(2,138)	(2,202)

The amounts to be recognised in Profit and Loss for the year ending 30 June 2024 (with comparative figures for the year ending 30 June 2023) are as follow.:

	2024	2023
	£'000	£'000
Current service cost	76	108
Administrative expenses	16	16
Interest on net defined benefit (asset)/liability	115	82
(Gain)/loss on plan changes	10	-
Curtailment (gain)/loss	-	-
Total	218	205

Changes in the present value of the plan liabilities for the year ending 30 June 2024 (with comparative figures for the year ending 30 June 2023) are as follows:

	2024	2023
	£'000	£'000
Present value of plan liabilities at beginning of period	9,525	10,847
Current service cost	76	108
Employee contributions	6	4
Benefits paid	(441)	(468)
Interest on plan liabilities	486	405
Actuarial (gains)/losses	58	(1,371)
(Gain)/loss on plan changes	10	-
Curtailment (gain)/loss	-	-
Present value of plan liabilities at end of period	9,721	9,525

Pembroke College
Notes to the accounts
Year ended 30th June 2024

20. Pension schemes

(b) Cambridge Colleges Federated Pension Scheme (continued)

Changes in the fair value of the plan assets for the year ending 30 June 2024 (with comparative figures for the year ending 30 June 2023) are as follows:

	2024	2023
	£'000	£'000
Market value of plan assets at beginning of period	7,323	8,716
Contributions paid by the College	251	226
Employee contributions	6	4
Benefits paid	(441)	(468)
Administrative expenses	(25)	(23)
Interest on plan assets	371	324
Return on assets, less interest included in Profit & Loss	98	(1,457)
Market value of plan assets at end of period	7,583	7,323
Actual return on plan assets	469	(1,133)

The major categories of plan assets for the year ending 30 June 2024 (with comparative figures for the year ending 30 June 2023) are as follows:

	2024	2023
	%	%
Equities	46%	49%
Bonds & Cash	42%	38%
Property	12%	13%
Total	100%	100%

The plan has no investments in property occupied by, assets used by or financial instruments issued by the College.

Analysis of the remeasurement of the net defined benefit liability recognised in Other Comprehensive Income (OCI) for the year ending 30 June 2024 (with comparative figures for the year ending 30 June 2023) are as follows:

	2024	2023
	£'000	£'000
Return on assets, less interest included in Profit & Loss	98	(1,457)
Expected less actual plan expenses	(9)	(7)
Experience gains and losses arising on plan liabilities	(100)	(804)
Changes in assumptions underlying the present value of plan liabilities	41	2,176
Remeasurement of net defined benefit liability recognised in OCI	30	(92)

Movement in net defined benefit asset/(liability) during the year ending 30 June 2024 (with comparative figures for the year ending 30 June 2023) are as follows

	2024	2023
	£'000	£'000
Net defined benefit asset/(liability) at beginning of year	(2,202)	(2,131)
Recognised in Profit and Loss	(218)	(205)
Contributions paid by the College	251	226
Remeasurement of net defined benefit liability recognised in OCI	30	(92)
Net defined benefit asset/(liability) at end of year	(2,138)	(2,202)

Funding Policy

Actuarial valuations are carried out every three years on behalf of the Management Committee, acting as the Trustee of the Scheme, by a qualified independent actuary. The actuarial assumptions underlying the actuarial valuation are different to those adopted under FRS102.

The last such actuarial valuation was as at 31 March 2023. This showed that the plan's assets were insufficient to cover the liabilities on the funding basis. A Recovery Plan has been agreed with the College, which commits the College to paying contributions to fund the shortfall. These deficit reduction contributions are incorporated into the plan's Schedule of Contributions dated 4 June 2024 and are as follows:

- Annual contributions of not less than £304,284 per annum payable for the period from 1 July 2024 to 31 March 2030.

These payments are subject to review following the next funding valuation, due as at 31 March 2026.

Pembroke College
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20. Pension schemes

(c) NOW: Pensions scheme

The College operates a defined contribution scheme in respect of certain employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the College amounting to £281k (2020 £229k) of which £38k (2023 £32k) was outstanding at the year end. Contributions are collected by Now Pensions by Direct debit a month in arrears

21. Reconciliation of surplus for the year to cash flows from operating activities

	2024 £000	2023 £000
Surplus for the year	10,626	14,963
Adjustment for non-cash items:		
Depreciation (note 8)	2,681	2,261
(Gain) on endowments, donations and investment property	(9,001)	(2,462)
Donations in kind	-	(29)
(Increase) in stocks	38	10
(Increase) in trade and other receivables	4,996	(7,282)
(Increase)/decrease in short-term investments	11,783	7,603
Increase/(decrease) in creditors	2,089	2,774
Pension costs less contributions payable	(2,380)	(40)
Adjustment for investing or financing activities		
Investment income	(2,669)	(2,721)
Investment management costs	683	365
Interest payable	460	472
Endowment funds invested	(136)	(552)
Gift of heritage asset		
Total cash flows from operating activities	19,170	15,362

22. Cash flows from investing activities

	2024 £000	2023 £000
Non-current investment disposal	3,843	3,669
Investment income	702	686
Endowment funds invested	136	552
Payments made to acquire non-current assets	(16,665)	(16,820)
Disposal of non-current assets	-	1,142
Total cash flows from investing activities	(11,984)	(10,772)

23. Cash flows from financing activities

	2024 £000	2023 £000
Interest paid	(460)	(472)
Repayments of amounts borrowed	(144)	(136)
Total cash flows from financing activities	(604)	(608)

Pembroke College
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24. Analysis of cash and cash equivalents

	At beginning of year £000	Cashflows £000	At end of year £000
Bank overdrafts	(1,293)	1,293	-
Cash at bank and in hand	0	5,289	5,289
Net Funds (page 28)	(1,293)	6,582	5,289

25. Lease obligations

At 30 June 2024 the College had commitments under non-cancellable operating leases as follows:

	2024 £000	2023 £000
Land and buildings:		
Expiring within one year	159	301
Expiring between two and five years	28	301
Expiring in over five years	-	-

26. Reconciliation and analysis of net debt

	At 1 July 2023 £000	Cashflows £000	New finance leases £001	Other non-cash changes £000	At 30 June 2024 £000
Cash and cash equivalents	0	5,289	-	-	5,289
Borrowings:					
Amounts falling due within one year:					
Bank overdraft	(1,293)	1,293			-
Unsecured loans	(106)	(47)	-	-	(153)
	(1,399)	1,246	-	-	(153)
Borrowings:					
Amounts falling due after more than one year:					
Unsecured loans	(13,961)	190	-	-	(13,771)
	(13,961)	190	-	-	(13,771)
Total net debt	(15,360)	6,725	-	-	(8,635)

27. Financial instruments

	2024 £000	2023 £000
Financial assets		
<i>Financial assets at fair value through Statement of Comprehensive income</i>		
Listed equity investments (note 9)	60,482	62,666
Other investments (note 9)	15,221	11,736
<i>Financial assets that are debt instruments measured at amortised cost</i>		
Other investments (note 9)	353	758
Cash and cash equivalents (note 9, 12, 13)	6,312	16,199
Other debtors (note 11)	875	545
Financial liabilities		
<i>Financial liabilities measured at amortised cost</i>		
Bank overdraft (note 14a)	-	1,293
Loans (notes 14a, 14b)	13,924	14,068
Trade creditors (note 14a)	2,223	1,481
Other creditors (notes 14a, 14b)	1,739	1,586

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28. Related party transactions

Owing to the nature of the College’s operations and the composition of the College Council (or equivalent), it is inevitable that transactions will take place with organisations in which a College Council member may have an interest. All transactions involving organisations in which a member of the College Council may have an interest are conducted at arm’s length and in accordance with the College’s normal procedures.

The College maintains a register of interests for all College Council members and where any member of the College Council has a material interest in a College matter they are required to declare that fact.

During the current and preceding year no fees or expenses were paid to Fellows in respect of their duties as Trustees.

Fellows are remunerated for teaching, research and other duties within the College as permitted by the Statutes. Fellows are billed for any private catering. The Trustees remuneration is overseen by the Stipends Committee

In addition, the College has provided loans to its Fellows for personal use, and also as part of equity share arrangements. The following amounts are included in Investments in note 9:

	2024 £000	2023 £000
Loans to Fellows	353	758

The salaries paid to Trustees in the year are summarised in the table below:

From	To	2024 Number	2023 Number
£0	£10,000	31	34
£10,001	£20,000	21	9
£20,001	£30,000	6	6
£30,001	£40,000	5	3
£40,001	£50,000	1	0
£50,001	£60,000	1	1
£60,001	£70,000	2	4
£70,001	£80,000	3	2
£80,001	£90,000	0	1
£90,001	£100,000	1	1
£100,001	£110,000	1	3
£110,001	£120,000	2	0
£120,001	£130,000	1	0
Total		75	64

The total Trustee salaries were £1,815k for the year (2023 £1,550k).

The trustees were also paid other taxable benefits (including associated employer National Insurance contributions and employer contributions to pensions) which totalled £500k for the year (2023 £770k).