

Lady Margaret Hall

Annual Report and Financial Statements

Year ended 31 July 2021

LADY MARGARET HALL
Annual Report and Financial Statements
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LADY MARGARET HALL

Governing Body, Officers and Advisers

Year ended 31 July 2021

MEMBERS OF THE GOVERNING BODY

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

During the year, the activities of the Governing Body were carried out through ten main committees. The membership of these committees for the academic year 1 October 2020 to 30 September 2021 is also shown below for each Fellow.

- (1) Finance Committee
- (2) Investment Committee
- (3) Academic Policy Committee
- (4) Development Committee
- (5) Remuneration Committee
- (6) Strategy Committee – terms of reference and membership under review.
- (7) Equality Committee
- (8) Garden Committee
- (9) Buildings Committee
- (10) Statutes Committee

		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Mr Alan Rusbridger, Principal	(retired 30 September 2021)	•	•	•	•			•	•	•	•
Professor Aziz Aboobaker											
Professor Anna Sapir Abulafia		•							•		
Professor Nigel Arden									•		
Mr Bart Ashton		•						•	•	•	
Professor Helen Barr	(retired 30 September 2021)										
Dr Jo Begbie				•							
Professor Amin Benaissa										•	
Professor Philip Biggin		•									
Professor Sanja Bogojevic									•		
Professor Michael Broers											
Dr Ann Childs											
Professor Xon de Ros											
Professor Francis DiTraglia		•	•								
Professor Ana Domingos											
Dr Hanne Eckhoff											
Professor Xiaowen Dong	(from 15 February 2021)										
Professor Vanessa Ferreira											

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Governing Body, Officers and Advisers

Year ended 31 July 2021

		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Dr Mike Fraser											
Professor Antony Galione				•							
Professor Christine Gerrard		•		•	•			•	•	•	•
Professor Vincent Gillespie	(retired 30 September 2021)					•					
Professor José Goicoechea											
Professor Christina Goldschmidt											
Professor Gianluca Gregori			•								
Professor Nicholas Hankins										•	
Professor Robin Harding		•									
Professor Li He											
Professor Todd Huffman					•						
Mr. Richard Hunt	(from 4 November 2020)	•			•						
Professor Varun Kanade				•							
Professor Marie-Chantal Killeen				•							
Professor Jochen Koenigsmann											
Professor Christina Kuhn											
Mr Andrew Macdonald		•	•	•	•			•		•	•
Professor David Macdonald					•						
Professor Ewan McKendrick	(retired 30 September 2021)										
Professor Michael Monoyios											
Dr Anne Mullen		•		•	•			•			
Professor Jill O'Reilly											
Professor Gascia Ouzounian					•						
Dr Katrina Palmer											
Dr Natalie Quinn			•								
Dr Sophie Ratcliffe					•						
Professor Helen Scott				•							
Dr Fiona Spensley				•				•			
Professor Robert Stevens											•
Dr James Studd											
Dr Grant Tapsell				•	•						
Professor Adrian Thomas											
Professor Jan Westerhoff											

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Governing Body, Officers and Advisers

Year ended 31 July 2021

Investment Committee, Development Committee, Strategy Committee, Buildings Committee and Garden Committee have appropriately qualified external members. The Remuneration Committee consists of six individuals, only one of whom can be a Fellow who does not receive pecuniary emolument from the College, and at least five external members who receive no remuneration of any kind from the College.

COLLEGE SENIOR STAFF

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

A	Mr Alan Rusbridger	<i>Principal</i>
B	Prof Christine Gerrard	<i>Vice-Principal</i>
C	Mr Andrew Macdonald	<i>Treasurer</i>
D	Dr Anne Mullen	<i>Senior Tutor</i>
E	Dr Fiona Spensley	<i>Tutor for Graduates and Director of Visiting Students and Acting Vice-Principal</i>
F	Mr Bartholomew Ashton	<i>Domestic Bursar</i>
G	Mr Richard Hunt	<i>Development Director</i>
H	Ms Jo Murray	<i>Head of Communications</i>

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Year ended 31 July 2021

COLLEGE ADVISERS

Auditor

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

Bankers

Barclays Bank plc
Level 4
Apex Plaza
Forbury Road
Reading
RG1 1AX

Solicitors

Mills & Reeve LLP
Botanic House
98-100 Hills Road
Cambridge
CB2 1PH

Surveyors

Carter Jonas
Anchor House
269 Banbury Road
Summertown
Oxford
OX2 7LL

College address

Norham Gardens
Oxford
OX2 6QA

Website

www.lmh.ox.ac.uk

LADY MARGARET HALL
Report of the Governing Body
Year ended 31 July 2021

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

REFERENCE AND ADMINISTRATIVE INFORMATION

The Principal and Fellows of the College of the Lady Margaret in the University of Oxford, which is known as Lady Margaret Hall, ("the College") is an eleemosynary chartered charitable corporation aggregate. It was founded as Lady Margaret Hall Oxford in 1878 by a group led by the Reverend Edward Talbot. It was incorporated in 1913 under the Companies Acts and later, in response to a petition dated 17 March 1926 from Cyril Bailey and Lynda Grier, under a Royal Charter of His Majesty King George V.

The College registered with the Charities Commission on 6 July 2011 (registered number 1142759).

The names of all Members of the Governing Body at the date of this report and of those in office during the year, together with details of the senior staff and advisers of the College, are given on pages 2-5

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing documents

The College is governed by its Charter of 17 March 1926 and Supplemental Charters of 31 December 1953, 23 December 1960, 1 June 1978 and 7 June 2012 and Statutes last amended 15 February 2012.

Governing Body

The Governing Body is constituted and regulated in accordance with the College Statutes, the terms of which are enforceable ultimately by the Visitor, who is the Chancellor of the University of Oxford. The Governing Body is self-appointing.

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

Recruitment and training of Members of the Governing Body

New Members of the Governing Body, apart from the Principal, Treasurer, Development Director, Senior Tutor and Tutor for Graduates, are elected on the basis of the association of a College Fellowship with a post in the Collegiate University. They are inducted into the workings of the College, including Governing Body policy and procedures, by the Principal, Senior Tutor and Treasurer.

Members of the Governing Body attend external trustee training and information courses to keep them informed on current issues in the sector and on regulatory requirements.

Remuneration of Members of the Governing Body and Senior College Staff

Members of the Governing Body, who are primarily Fellows, are teaching and research employees of the College (and University, in some cases) and receive no remuneration or benefits from their trusteeship of the College. Those trustees who are also employees of the College receive remuneration for their work as employees of the College, which is set based on the advice of the College's Remuneration Committee, members of which are independent or Fellows not in receipt of remuneration from the College. Where possible, remuneration is set in line with that awarded to the University's academic staff, and other criteria include: other colleges' policies on remuneration; principles of equality and fairness; and trends in remuneration in other academic institutions in the UK and internationally and in the relevant levels of the UK public and private sectors.

The remuneration of senior College staff is proposed by the College's Salaries Committee, taking account, as far as possible, of remuneration levels in other Oxford colleges, reviewed by the Remuneration Committee and then approved by Governing Body.

Organisational management

The members of the Governing Body meet at least 6 and up to 9 times a year. The work of developing their policies and monitoring the implementation of these is carried out by ten main Committees:

Finance Committee - is responsible for the financial administration of the College.

Investment Committee - considers all business relating to the College's investments (including those of trust funds).

Academic Policy Committee – advises on:

- a) academic policy, general teaching needs, admissions policy, and elections to professorial and supernumerary fellowships;
- b) the filling of tutorial and research fellowships.

Development Committee - is responsible for implementing, monitoring, and reviewing the College's fund-raising objectives and alumni engagement objectives. It provides guidance to the Development Office on priorities in achieving these objectives, and keeps under review the resources necessary, including staff and finances, to achieve them.

Remuneration Committee - acts as an independent body to review and make recommendations to Governing Body on proposed changes to the level of remuneration and direct and indirect benefits for the Principal and Fellows of the College.

Strategy Committee – advises on major strategic issues, especially those which do not fall within the remit of any one other main committee.

Equality Committee - is responsible for the development, implementation, monitoring, prioritisation and review of policies, procedures and practice to support the College's Equality Policy in relation to staff, students, visitors, and others closely associated with the College.

Garden Committee - advises on all matters concerning the College gardens.

Buildings Committee - advises on all matters concerning new buildings.

Statutes Committee - advises on all matters concerning the College Charter and Statutes.

The day-to-day running of the College is delegated to the Principal, supported by College senior staff. The Principal attends all meetings of the Governing Body's main committees, apart from Remuneration Committee.

Group structure and relationships

The College also administers many special trusts, as detailed in Notes 18 and 19 to the financial statements.

The College also has three wholly owned non-charitable subsidiaries: LMH Hospitality Services Limited, Lady Margaret Hall Properties Limited and Lady Margaret Hall Trading Limited. LMH Hospitality Services Limited is the vehicle for the trading activities of the College, Lady Margaret Hall Trading Limited is the vehicle for managing new capital building projects, and Lady Margaret Hall Properties Limited was the vehicle for managing the letting of rooms in the College's properties but has been dormant since 1 August 2010. The subsidiaries' aims, objectives and achievements are covered in the relevant sections of this report.

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

Fund-raising

The College has a professional alumni engagement team which has fund-raising within its remit. The Team's purpose is to connect and engage Alumni in the work of the College and to generate funds to support the College's long-term strategy and in-year activities.

During the financial year, the College worked with a fund-raising consultant to oversee the telephone campaigns. The College subscribes to and has adhered to the Fundraising Regulator's Code of Fundraising Practice during the financial year.

The alumni engagement team is overseen by the Development Director who reports to the Principal. The College Development Committee meets three times a year. These meetings are reported to and discussed by the Governing Body of the College. The College did not receive any complaints relating to fund-raising during the year.

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The College has an approved and published *Policy on fundraising with and responding to people in vulnerable circumstances* which accords to the Fundraising Regulator's Code of Fund-raising practice. Under the policy, incidents are reported to the College's Development Committee and noted by Governing Body.

OBJECTIVES AND ACTIVITIES

Charitable Objects and Aims

The College's Object is: "To advance education and research, in particular by providing for members of the University of Oxford a college conducted according to the principles of the Church of England, but with full provision for the liberty of those who are not members of that Church."

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

- to provide a collegiate educational experience that is the best of its kind in the world for students meeting its high academic requirements from any part of or social group in the UK and across the world, of any age, of any faith or none.
- to provide Research Fellowships to outstanding academics predominantly at the early stages of their careers.
- to support research work pursued by its Fellows, lecturers and students and to encourage visits from outstanding academics from abroad.
- to encourage the dissemination of research undertaken by members of the College to other academics and the general public.
- to maintain and make available to students and Fellows of the College its extensive Library (including important special collections). On a discretionary basis, the College makes its library available to members of other Colleges and the University of Oxford more widely, external scholars and researchers.

The College remains committed to providing public benefit, with the members of the College, both students and academic staff, who are directly engaged in education and/or research, being the primary beneficiaries.

In normal times, when no pandemic restrictions are in force, beneficiaries also include: students and academic staff from other colleges in Oxford and the University of Oxford more widely, visiting academics from other higher education institutions and visiting schoolchildren and alumni of the College who have an opportunity to attend educational events at the College and use its facilities. The general public are also able to attend various educational activities in the College such as exhibitions in the library or Conversations with the Principal, and benefit from the general research output from members of the College including in Medicine, Science, Public Policy, Arts and Culture.

The College admits as students those who have the highest potential for benefiting 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 their financial, social, religious or ethnic background:

- there are no geographical restrictions in the College's objects and students and academic staff of the College are drawn from across the UK and internationally;
- there are no age restrictions in the College's objects but students of the College are predominantly between 18 and 27 years old;
- to raise educational aspiration and attract outstanding applicants who might not otherwise have considered applying to the College, the College operates an extensive outreach programme as part of University-wide initiatives to widen access;
- there are no religious restrictions in the College's objects and members of the College have a wide variety of faith traditions or none.

The focus of the College is strongly academic and students need to satisfy high academic entry requirements, in line with the University and other colleges in the University of Oxford.

The College uses a range of measures to monitor its success, including:

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- Number at each level of undergraduate degree passes, aiming at least for 2.1 and an increasing number of 1sts.
- Number and level of graduate degree passes, both doctorates and taught courses, aiming for an increasing number of merits and distinctions.
- Proportion of undergraduates and graduates applying to LMH as their first choice college.
- Awards for academic staff
- Numbers of Foundation Year students matriculating for undergraduate courses in the University.

Students' fees, grants and outreach

The College charges the following fees:

- a) Tuition fees to undergraduates entitled to student finance at externally regulated rates (with those undergraduate fees being paid by grant funding through arrangements approved by the Government), and to graduate students, overseas students and visiting students; and
- b) Accommodation and meal charges at reasonable rates.

In order to assist undergraduates entitled to student support, the College provides, through a scheme operated in common with the University and other colleges, bursary support for those of limited financial means. For the academic year 2020-21, the number of awards made was 105, out of a Home/EU undergraduate population of 382, with a total value of £316,000, of which £95,000 was provided by the College. The scheme is approved by the Office for Students (OfS) and provides benefits at a substantially higher level than the minimum OfS requirement. The College also has various scholarships and prizes available to reward undergraduate academic excellence and provided £50,000 for this purpose in 2020-21. To support the costs of graduate students, the College provides substantial financial assistance. This includes scholarships of £214,000 in the academic year 2020-21. The College also makes awards for academic development and provided £8,000 in academic development grants, covering both graduates and undergraduates, in 2020-21.

In addition to its other programmes, the College operates a hardship scheme for all students in financial hardship and provided £113,000 under this heading in 2020-21. The College also provides access to hardship schemes operated by the University.

In times when travel has not been restricted as a result of Covid-19, the College's outreach programme includes an extensive programme of visits by schools to the College, open days and summer schools, admissions symposia for teachers, as well as visits to schools and guidance and information on the College website for prospective applicants. LMH continues to work with the University to develop "Outreach Consortia" activity involving groups of colleges and Local Education Authorities (LEAs) to increase visibility and impact. Since summer 2019 our "consortia reach" includes schools in South Gloucestershire and Bristol, working alongside Merton and Exeter. In 2020-21, all in-person activity ceased but we continued to work, albeit in a restricted way, digitally. We have reinforced our close working with the University's Undergraduate Admissions and Outreach. The College was pleased to offer an in-person visit day for all our confirmed UG freshers in early September 2021 (take-up c. 60%).

In 2016-17, the College operated the first Foundation Year under a four-year pilot project. Funding has been secured for a total of seven years ahead of the launch of the University's own "Foundation Oxford" programme. The College is planning for the seventh year of the Foundation Year in 2022/23 to be funded by the University on a 50:50 basis with the College. The Foundation Year is a one year academic and personal preparation for up to 12 students (reduced to 8 for years 6 and 7) from any part of the UK who may not have the grades to make a competitive application for an undergraduate degree course for socioeconomic reasons. The aim is for these students to make an application for an undergraduate degree course at the University of Oxford during the Foundation Year, though progression to the degree course is not automatic. Students who have achieved academically in a disadvantaged context and entirely within the state sector are the targets for the programme and students are selected on the basis of a range of financial, social and cultural indicators. In 2020-21 six of the eight participants of the fifth cohort successfully completed the course and 6 students have progressed onto full-time undergraduate study at LMH. Seven students successfully completed their Final Honours Degrees, achieving one 1st, five 2:1s and one 2:2.

Activities and objectives of the College

The College's overarching objective is to provide a collegiate educational experience that is the best of its kind in the world. The objectives set for the College's subsidiaries are to help finance the achievement of the College's aims as above. The College's principal activity is the advancement of education and research.

The College provides, in conjunction with the University of Oxford, an education for some 450 undergraduate and 350 graduate students, which is recognised internationally as being of the highest standard. This education develops students academically and advances their communication and interpersonal skills, and so prepares them to play full and effective roles in society.

In particular, the College provides:

- teaching facilities, individual or small-group tuition, as well as academic support through its tutorial and graduate advisory systems;
- IT and other administrative support, and welfare services, including the availability of the Chaplain to assist every member of the College of every religious belief and none; and
- 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.

The College advances research through:

- providing Research Fellowships to outstanding academics predominantly at the early stages of their careers, which enables them to develop and focus on their research in this formative period before they undertake the full teaching and administrative duties of an academic post;
- supporting research work pursued by its Fellows, lecturers and students through promoting interaction within and across disciplines, by such means as providing seminar rooms and common rooms in which researchers can exchange ideas, and organising a research fair; allowing paid sabbatical leave for its tutors; and providing facilities and grants for national and international conferences, research trips and research materials;
- encouraging visits, in normal times, when no pandemic restrictions are operating, from outstanding academics from abroad by providing academic associations with the College; and
- encouraging the dissemination of research undertaken by members of the College to other academics and the general public through the publication of papers in academic journals and books, through presentation at conferences, through media appearances and press articles and other suitable means.

The College maintains an extensive Library (including important special collections), so providing a valuable resource for students and Fellows of the College. On a discretionary basis, the College makes its library available to members of other colleges and the University of Oxford more widely, external scholars and researchers.

ACHIEVEMENTS AND PERFORMANCE

In common with other universities and colleges in the UK, the College's financial year was affected significantly by the impact of the Covid-19 pandemic which had affected operations from March 2020.

The College's key achievements in 20-21 were:

Key Goals	Achievements
Academic distinction: undergraduate	<ul style="list-style-type: none"> • Held constructive Senior Tutor/Tutor meetings with students to incentivise continued excellent academic performance and the fulfilment of academic potential. • 90.75% of undergraduates achieved a first or an upper second class degree. • Recruited 125 undergraduates for 2021 entry and 3 for 2022 entry. • Recruited 8 Foundation Year (FY) students for a 2021 start, and celebrated the academic success of 6 FY "graduates" who completed the course with Distinction. • Recruited one new Tutorial Fellow in Engineering and two senior Research Fellows (Biology, Biochemistry). Recruited one Early Career Fellow in English. • Recruited excellent new tutors: 14 Lecturers. • Recruited a total of 24.5 FTE Visiting Students for 2021-22. • Noted successful third year of the Oxford Study Skills Centre: c.220 hours of support provided to students (LMH) in one-to-one and group sessions.
Academic distinction: postgraduate	<ul style="list-style-type: none"> • Recruited 177 new graduates for 2021-22, of which 22 are part time. 95 graduates selected LMH as first choice college. • Accommodated 94 graduates in 2020-21; on site, in two leased off-site buildings and through rental agreements with the central University. • 101 Masters students successfully completed their degrees, with 61 obtaining Distinction or Merit. 30 students successfully completed their Doctorates (D Phil). • Continued work to identify and grow financial support for postgraduate scholarships, including close working with the University.
Academic distinction: teaching and research mission	<ul style="list-style-type: none"> • Maintained the swift and successful switch to online teaching, learning and support resources (Library, Study Skills Centre), and online examinations in Trinity Term 2021, informed and supported by University and College IT provision. • Publicised academic results and prizes for undergraduates, graduates and tutors. 31% of undergraduate finalists obtained a 1st and 59% obtained a 2:1. • Undertook further Academic Office restructuring including: a dedicated postholder to support registered disabled students, and office support for academics to ensure coherent and timely service. • Implemented improved budgetary controls and close and collaborative working continued with College Accounts Team.

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Health, Wellbeing and Welfare	<ul style="list-style-type: none"> Continued to focus on the welfare of students through the year, with 80% of student rooms occupied in Trinity Term. Maintained welfare support services throughout the whole year, including vacations, to over 320 students remaining on site in Trinity Term. Adapted the provision of welfare support services to hybrid ways under Covid-19 restrictions, aiming to ensure that students and academic staff remained well-supported.
A Diverse/Inclusive College	<ul style="list-style-type: none"> Participated fully in a range of joint University initiatives to improve accessibility and inclusivity. Engaged students in outreach and University participation activities. Produced an extensive range of digital content for outreach purposes.
Strengthening the LMH Community	<ul style="list-style-type: none"> Launched the new LMH Intranet providing a single point of access to online booking systems and information for staff and students. Held a series of successful 'In Conversation' events, many on a virtual basis, attended by LMH students, staff, alumni and prospective applicants. Live audience numbers ranged from 50-150. Continued with a working group to address equality and racism concerns within the community. Held a Black Histories and Futures academic event. Arranged a series of pandemic communications to assist members of the community during the spring 'lockdown'.
Alumni engagement	<ul style="list-style-type: none"> Continued engagement with major donors despite the pandemic. Rewrote the case for support to reflect the College's fundraising strategy. Developed its alumni engagement strategy and launched LMH Building Links. Delayed the public phase of the £25m Fundraising Campaign because of the pandemic and the election of a new Principal from 1 October 2022.
Conferences and other Commercial Developments	<ul style="list-style-type: none"> Commercial business was possible safely after the vast majority of undergraduates left in mid-June and in the context of the tapered lifting of Government restrictions on hospitality from 17 May 2021. During July 2021 the College hosted commercial events and online academic programmes with an income value of £134,000. Investment in streaming capability in two key function rooms was specified and authorized in November 2020, with installation complete in one room and underway in the other by May 2021. A strategic plan for the development of academic programmes was completed in May 2021, but the promotion of programmes had to be delayed beyond August 2021 due to staff shortages.
Covid-19	<ul style="list-style-type: none"> Continued to operate new processes to manage the operational and financial risks of the Covid-19 pandemic during the year. Operated two ad hoc committees (Operational and Policy & Planning) which met at least weekly during the year. Operational risks reported to the Policy & Planning Committee and a weekly report was then sent to Governing Body.

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<p>Finances, Endowment, Estate, Gardens, IT and Governance</p>	<ul style="list-style-type: none"> • Repaid £0.6mn of outstanding debt. • Sold Dr. Ord's flat for £467k which had been generously left to the College and placed the proceeds in the permanent endowment. • Maintained compliance under data protection, GDPR and Prevent regulations. • Continued efforts to encourage Near Miss reporting following incidents and to minimise the risks of and occurrence of accidents. • Decorated 70 student study bedrooms and southern elevations of three college buildings. • Started the Privy Council review process for the updated College statutes. • Funded and completed maintenance on the Talbot roof and in Old Old Hall. • The College's unsecured credit line with Barclays Bank in the endowment were maintained but not called upon. Teaching income was not disrupted during the year and the College acted swiftly to reduce its costs.
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FINANCIAL REVIEW

The financial results for 2020-21 show a net movement in funds of £6.502m, increasing the Funds of the College to £70.979m.

Total Incoming Resources were £10.811m (£11.786m in 2019-20) including donations of £3.694m and investment income of £0.728m. Incoming resources excluding these two items came to £6.389m, a decrease of 17% on the previous year. Academic income and residential income from members was down 15% year-on-year, largely due to the impact of the pandemic on student accommodation occupancy levels.

The resources expended in achieving this income of £6.389m were £10.852m, being Total Resources Expended of £10.985m, less investment management expenses of £0.133m. These resources expended were 2% lower than the previous year's equivalent figure and include a £0.278m decrease in pension provision.

Scholarships, prizes and grants awarded to students increased to £0.272m, up 23%, while bursaries and hardship awards increased to £0.113m, up 59%. The College received £0.085m of historical support commitments from the College Contributions Scheme during the year. Covid19 Emergency support from the College Contribution Scheme amounted to £1.000m.

The incoming resources of £6.389m, less the resources expended of £10.852m, gives an "operating deficit of £4.467m. The College covers this deficit in three ways: (1) using donations to Unrestricted Funds of £1.764m; (2) drawing on Endowment Funds and designated capital funds within Unrestricted Funds under a sustainable spending rule for £1.677m; and (3) drawing on Restricted Funds, where both income and capital are available for spending, for £0.700m.

After these draw downs and donations, the operating deficit is £0.322m. The deficit is calculated after a depreciation charge of £1.268m and a pension provision of £0.278m. Adding back these non-cash items gives an "operating cash inflow" of £0.668m. The College repaid £0.600m of its outstanding debt.

In 2020-21, because of the global recovery in financial markets since March 2020, the "total return" on investments was £7.271m, net of investment expenses of £0.133m (£0.108m in 2019-20), and the amount withdrawn from the investment portfolio was £1.356m.

The net movement in funds of £6.502m comprises: the deficit of £0.322m; the "total return" on investments of £7.271m; new donations received for Endowment Funds of £0.644m and for Restricted Funds of £1.286m; less amounts withdrawn from Endowments of £1.677m and from Restricted funds of £0.700m.

Reserves policy

The College's reserves policy is to maintain sufficient free reserves to enable it to meet its short-term financial obligations in the event of an unexpected revenue shortfall and to allow the College to be managed efficiently and to provide a buffer that would ensure uninterrupted services.

Total funds of the College and its subsidiaries at the year-end amounted to £70.979m (2020: £64.477m). This includes endowment capital of £41.574m and unspent restricted income funds totaling £2.786m. Unrestricted reserves at the year end were £26.619m (2020: £26.021m), of which £19.756m is designated to cover the £29.98m net book value of fixed assets net of their associated funding arrangements. A further £8.505m is designated as capital funds and a reserve of £1.732m reflects the provision for future payments to fund the pension scheme deficits.

At the year end, general Unrestricted Funds were positive £0.09m in addition to a cash balance of £2.150m, making a net overall positive position of £2.24m. The College's strategy is to restore its reserves through accumulating positive surpluses after servicing loan repayments. The negative impact of the pandemic on conference income continues and another operating deficit is forecast for 2021-22.

In the short term, the College forecasts that it will be able to cover this deficit from free reserves, with the back-up of an overdraft facility with Barclays. The College is taking measures including restoring the conference business, moderating employment costs, fund raising and increasing the number of rentable rooms to return the College's operating accounts to surplus. In the event of a serious down turn, the College has the option to remove the "capital funds" designation from part of its Unrestricted Funds, thereby freeing such funds to cover the expected shortfall.

Risk management

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

When it is not able to address risk issues using internal resources, the College takes advice from experts external to the College with specialist knowledge. Policies and procedures within the College are reviewed by the relevant College Committees, chaired by the Principal, the Treasurer or the Domestic Bursar. Financial risks are assessed by the Finance Committee and investment risks are monitored by the Investment Committee. In addition, the Domestic Bursar and domestic staff heads meet regularly to review health and safety issues. Training courses and other forms of career development are available, when requested, to members of staff to enhance their skills in risk-related areas.

The Governing Body, who have ultimate responsibility for managing any risks faced by the College, have reviewed the processes in place for managing risk, and the principal identified risks to which the College and its subsidiaries are exposed, and have concluded that adequate systems are in place to manage these risks.

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

- Governance risks – e.g. inappropriate organisational structure, difficulties recruiting trustees with relevant skills, conflict of interest;
- Operational risks - e.g. service quality and development, contract pricing, employment issues; health and safety issues including public health crises; site and property security; fraud and misappropriation; loss of equipment; protection of personal data;
- Financial risks - e.g. accuracy and timeliness of financial information, adequacy of reserves and cash flow, diversity of income sources, investment management;
- External risks - e.g. public perception and adverse publicity, demographic changes, government policy; and
- Compliance with law and regulation- e.g. breach of trust law, employment law, and regulative requirements of particular activities such as fund-raising.

Strategies for managing the risks identified by the College as described above include, for example:

- Establishing the appropriate committees responsible for formulating recommendations to Governing Body;
- Establishing emergency Operational and Policy & Planning committee structures to react to fast moving events such as a pandemic;
- Providing appropriate training to all members of staff and at the induction of new Fellows;
- Ensuring accountability of College Officers to the appropriate committee and for the committees in turn to be accountable to the Governing Body;
- Developing and implementing key policies across the main areas of activity of the College, including, for example, admissions policy, health & safety policy, and information security policy; and
- Ensuring the appropriate insurance policies are in place and reviewed regularly.

Investment policy, objectives and performance

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

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

To meet these objectives, the College's investments as a whole are managed on a total return basis, maintaining diversification across a range of asset classes in order to produce an appropriate balance between risk and return. In line with this approach, the College Statutes allow the College to invest permanent endowments to maximise the related total return and to make available for expenditure each year an appropriate proportion of

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Report of the Governing Body
Year ended 31 July 2021

the unapplied total return. The investment policy and strategy are set by the Governing Body, as advised by the Investment Committee from time to time, and performance is regularly monitored by the Investment Committee.

At the year end, following the continued recovery in markets after the initial impact of COVID, the College's long term securities investments totalled £46,906k and the College also held one property investment of £1,775k. One property investment was sold for £466.5k during the year. The total securities investment return was 18.53% in the year to 31 July 2021. This compared to 18.55% for the relevant benchmark return and 7.14% for the target total return in the year to 31 July 2021. The portfolio was positioned somewhat defensively in the current period of market uncertainty.

On the total return basis of investing, it is the Governing Body's policy to extract as income up to 4% (plus costs) of the value of the relevant investments. However, a formula is applied to smooth and moderate the amounts withdrawn.

The equivalent of 3.3% of the opening value of the securities and property investments, plus costs, was extracted as income on the total return basis in the year. The Governing Body will keep the level of income withdrawn under review to balance the needs and interests of current and future beneficiaries of the College's activities.

FUTURE PLANS

The College's future plans have been set out in a Strategic Plan for 2018-2023.

Specific objectives have been agreed for the academic year 202-22 to ensure that the College continues to enhance its ability to provide a first-class education, and specific objectives, leading from these, have been agreed for the separate departments within the College. Uncertainty remains in various areas because of the continuing impact of Covid-19.

The College's objectives for 2021-22 are summarised as follows:

Key Goals	Objectives 2021-2022
Academic distinction: undergraduate	<ul style="list-style-type: none"> • Continue to promote high academic performance from students through provision of targeted support and ongoing consultation with students. • Maintain Final Honours School success rate of > 90% of undergraduate students achieving at least an upper second class degree. • Recruit 125 very able undergraduates plus up to 8 Foundation Year students. • Recruit excellent new tutors for vacancies. • Improve and refresh systems for feedback between students and Tutors. • Continue to develop the reach and stretch of the Study Skills support. • Recruit 30 FTE Visiting Students.
Academic distinction: postgraduate	<ul style="list-style-type: none"> • Recruit 135 postgraduate students and maintain the growth of overall numbers to c. 280. • Continue to improve our postgraduate offering and scholarships to attract and support well-qualified graduate students. • Develop University links to explore joint scholarship provision. • Continue to monitor numbers of postgraduate students selecting LMH as first-choice college. • Continue to provide practical support for postgraduate students who are not offered accommodation in College. • Monitor completion rates and investigate support initiatives to improve timely completion of research degrees.
Academic distinction: teaching and research missions	<ul style="list-style-type: none"> • Undertake further restructuring of the Academic Office to support Fellows and other academic staff in their primary missions of teaching and research. • Develop a more active research strategy, including increase in non-stipendiary Junior Research Fellows and other externally funded Research Fellows, to provide academic and intellectual subject coherence as well as enriching teaching provision and career development opportunities. • Continue to increase visibility of academic publications and achievements on the website and in other ways.

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Health, Wellbeing and Welfare	<ul style="list-style-type: none"> • Structure additional processes and support to make sure both resident and non-resident students are safe, well, and able to meet their academic potential. • Continue to develop innovative ways to improve the wellbeing and welfare of the LMH community. • Continue to develop, review and invest in the student welfare system, ensuring that students who need support receive help in a timely and appropriate manner. • Continue to run and develop College Welfare weeks. • Positively engage students and staff to get involved in the College gardens through a variety of new initiatives, including the Boot Camp.
A Diverse/Inclusive College	<ul style="list-style-type: none"> • Continue the Foundation Year pilot (years 6 and 7), leading into the University's Foundation Oxford scheme starting from 2023 entry. • Working with the University, continue to improve contextual candidate data for admissions rounds and evaluation and use it to support admissions decisions consistently in real time. • Further engage students in outreach and University participation activities. • Continue the use of social media and use other innovative ways to reach the widest possible pool of capable potential candidates. • Improve accessibility and inclusivity through physical means across the site. • Ensure that the College remains an inclusive environment for everyone in the LMH community.
Strengthening the LMH community	<ul style="list-style-type: none"> • Strengthen LMH's desire to be a first choice Oxford college for academics and staff as well as students. • Continue to improve internal and external communication by organising profile-raising events and developing the College's digital presence. • Increase publicity for academic, cultural, musical, intellectual and sporting endeavour. • Respond proactively to the challenge of increasing diversity, and challenging racism and discrimination. Develop a Black Histories and Futures programme across the year to encourage an academic, artistic and intellectual response. • Develop training for students and staff on issues of race and diversity.

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Alumni engagement	<ul style="list-style-type: none"> • Achieve a target of £3.5m in new funds raised across LMH's £25m Campaign Strategy. • Develop the plan for the public phase of the Campaign. • Develop broader alumni and alumni donor engagement. • Develop the regular giving programme through further structured activity.
Conferences and other Commercial Developments	<ul style="list-style-type: none"> • Continue to build on the return of events, conferences and short academic programmes to deliver turnover of £1.1m and net income of £0.32m. • Further develop the Short Academic Programmes business, widening participation internationally and delivering in-person and on-line programmes in July 2022. • Complete the installation of streaming technology and generate business and income from the provision of hybrid conferences.
Finances, Endowment, Estate, Gardens, IT and Governance	<ul style="list-style-type: none"> • Continue to minimise the College's deficit as a result of the pandemic and implement structural changes and efficiencies to help the College break even in 2022/23. • Meet all loan repayments and continue to restore College free reserves. • Continue the process of updating the College Statutes. • Maintain data protection and compliance under GDPR regulations. • Fund and implement a reduced maintenance programme, covering all short term requirements. • Continue to encourage Near Miss reporting following incidents and minimise risks of and occurrence of any accidents.

STATEMENT OF ACCOUNTING AND REPORTING RESPONSIBILITIES

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

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

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

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

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

Approved by the Governing Body on 1 December 2021 and signed on its behalf by:

Prof. Christine Gerrard
Principal

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Report of the Auditor to the Members of the Governing Body of Lady Margaret Hall

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE GOVERNING BODY OF LADY MARGARET HALL

Opinion

We have audited the financial statements of Lady Margaret Hall (the "Charity") for the year ended 31 July 2021 which comprise the Statement of Accounting Policies, the Consolidated Statement of Financial Activities, the Consolidated and College Balance Sheets, the Consolidated Cash Flow Statement and the related notes numbered 1 to 34. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the Charity's affairs as at 31 July 2021 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the Members of the Governing Body 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 auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

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Report of the Auditor to the Members of the Governing Body of Lady Margaret Hall

Matters on which we are required to report by exception

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

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

Responsibilities of the Governing Body

As explained more fully in the Governing Body responsibilities statement set out on page 20, the Governing Body is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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Report of the Auditor to the Members of the Governing Body of Lady Margaret Hall

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

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

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

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

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

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

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

This description forms part of our auditor's report.

Use of our report

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



Critchleys Audit LLP (Statutory Auditor)
23-28 Hythe Bridge
Oxford
OX1 2EP

Date: 1 December 2021

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

1. Scope of the financial statements

The financial statements present the Consolidated Statement of Financial Activities (SOFA), the Consolidated and College Balance Sheets and the Consolidated Statement of Cash Flows for the College and its wholly owned subsidiaries LMH Hospitality Services Limited and Lady Margaret Hall Trading Limited. The subsidiaries have been consolidated from the date of their formation being the date from which the College has exercised control through voting rights in the subsidiaries. No separate SOFA has been presented for the College alone as currently permitted by the Charity Commission on a concessionary basis for the filing of consolidated financial statements. A summary of the results and financial position of the charity and each of its material subsidiaries for the reporting year are in note 12.

2. Basis of accounting

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

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

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

3. Accounting judgements and estimation uncertainty

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

FRS 102 makes the distinction between a group plan and a multi-employer scheme. A group plan consists of a collection of entities under common control typically with a sponsoring employer. A multi-employer scheme is a scheme for entities not under common control and represents an industry-wide scheme such as Universities Superannuation Scheme or one for employers in the same locality such as the University of Oxford Staff Pension Scheme. The accounting for a multi-employer scheme where the employer has entered into an agreement with the scheme that determines how the employer will fund a deficit results in the recognition of a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) and the resulting expense in profit or loss in accordance with section 28 of FRS 102. The trustees are satisfied that Universities Superannuation Scheme and the University of Oxford Staff Pension Scheme both meet the definition of a multi-employer scheme and have therefore recognised the discounted fair value of the contractual contributions under the recovery plans in existence at the date of approving the financial statements.

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

In the view of the Governing Body, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

4. Income recognition

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

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

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

b. Income from donations, grants and legacies

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

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

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

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

c. Investment income

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

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

5. Expenditure

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

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

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

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

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

6. Tangible fixed assets

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

Expenditure on the acquisition or enhancement of land and on the acquisition, construction and enhancement of buildings which is directly attributable to bringing the asset to its working condition for its intended use and amounting to more than £5,000 together with expenditure on equipment costing more than £5,000 is capitalised.

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

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

7. Depreciation

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

Freehold properties, including major extensions	40 years
Building improvements	10 - 40 years
Equipment	3 - 10 years

Freehold land is not depreciated. The costs of maintenance are charged in the SOFA in the period in which it is incurred.

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

8. Investments

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

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

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

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

9. Other financial instruments

a. Cash and cash equivalents

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

b. Debtors and creditors

Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price. Debtors and creditors that are receivable or payable in more than one year and not

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Statement of Accounting Policies
Year ended 31 July 2021

subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.

10. Stocks

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

11. Foreign currencies

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

Transactions denominated in foreign currencies during the year are translated into pounds sterling using the spot exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated into pounds sterling at the rates applying at the reporting date. Foreign exchange gains and losses resulting from the settlement of transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the exchange rates at the reporting date are recognised in the income and expenditure section of the SOFA.

12. Total Return investment accounting

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

13. Fund accounting

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

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

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

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

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

14. Pension costs

The College participates in Universities Superannuation Scheme and the University of Oxford Staff Pension Scheme. These schemes are hybrid pension schemes, providing defined benefits (for members), as well as defined contribution benefits. The assets of the schemes are each held in a separate trustee-

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Statement of Accounting Policies
Year ended 31 July 2021

administered fund. Because of the mutual nature of the schemes, the assets are not attributed to individual colleges and scheme-wide contribution rates are set. The College is therefore exposed to actuarial risks associated with other Universities' and colleges' 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 schemes as if they were wholly defined contribution schemes. As a result, the amount charged to the profit and loss account represents the contributions payable to each scheme. Since the College has entered into agreements (the Recovery Plans) that determine how each employer within the schemes will fund the overall deficit, the College recognises a liability for the contributions payable that arise from the agreements (to the extent that they relate to the deficit) and therefore an expense is recognised.

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

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

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Endowed Funds £'000	2021 Total £'000	2020 Total £'000
INCOME AND ENDOWMENTS FROM:						
Charitable activities:						
Teaching, research and residential	1	5,765	-	-	5,765	6,821
Other Trading Income	3	112	-	-	112	502
Donations and legacies	2	1,764	1,286	644	3,694	3,126
Investments						
Investment income	4	124	-	604	728	939
Total return allocated to income	13	1,360	-	(1,360)	-	-
Other income	33	512	-	-	512	398
Total income		9,637	1,286	(112)	10,811	11,786
EXPENDITURE ON:						
	5					
Charitable activities:						
Teaching, research and residential		9,226	700	-	9,926	9,974
Generating funds:						
Fundraising		498	-	-	498	524
Trading expenditure		428	-	-	428	589
Investment management costs		33	-	100	133	108
Total Expenditure		10,185	700	100	10,985	11,195
Net Income/(Expenditure) before gains		(548)	586	(212)	(174)	591
Net gains/(losses) on investments	10, 11	1,137	-	5,539	6,676	(2,683)
Net Income/(Expenditure)		589	586	5,327	6,502	(2,092)
Transfers between funds	18	9	23	(32)	-	-
Other recognised gains/losses						
Gains/(losses) on revaluation of fixed assets		-	-	-	-	-
Actuarial gains/(losses) on defined benefit pension schemes		-	-	-	-	-
Net movement in funds for the year		598	609	5,295	6,502	(2,092)
Fund balances brought forward	18	26,021	2,177	36,279	64,477	66,569
Funds carried forward at 31 July		26,619	2,786	41,574	70,979	64,477

LADY MARGARET HALL
Consolidated and College Balance Sheets
As at 31 July 2021

	Notes	2021 Group £'000	2020 Group £'000	2021 College £'000	2020 College £'000
FIXED ASSETS					
Tangible assets	9	29,985	31,375	29,980	31,375
Property investments	10	1,775	2,245	1,775	2,245
Other Investments	11	46,906	40,991	46,910	40,995
Total Fixed Assets		78,666	74,611	78,665	74,615
CURRENT ASSETS					
Stocks		161	164	161	164
Debtors	14	712	636	827	628
Investments		2,291	1,958	2,291	1,958
Cash at bank and in hand		2,150	1,575	1,992	1,515
Total Current Assets		5,314	4,333	5,271	4,265
LIABILITIES					
Creditors: Amounts falling due within one year	15	1,744	2,332	1,697	2,263
NET CURRENT ASSETS/(LIABILITIES)		3,570	2,001	3,574	2,002
TOTAL ASSETS LESS CURRENT LIABILITIES		82,236	76,612	82,239	76,617
CREDITORS: falling due after more than one year	16	9,525	10,125	9,525	10,125
Provisions for liabilities and charges	17	-	-	-	-
NET ASSETS/(LIABILITIES) BEFORE PENSION ASSET OR LIABILITY		72,711	66,487	72,714	66,492
Defined benefit pension scheme liability	22	1,732	2,010	1,732	2,010
TOTAL NET ASSETS/(LIABILITIES)		70,979	64,477	70,982	64,482
FUNDS OF THE COLLEGE					
Endowment funds		41,574	36,279	41,574	36,279
Restricted funds		2,786	2,177	2,786	2,177
Unrestricted funds					
General funds		90	(78)	90	(78)
Designated funds		28,261	28,109	28,264	28,114
Revaluation reserve		-	-	-	-
Pension reserve	22	(1,732)	(2,010)	(1,732)	(2,010)
		70,979	64,477	70,982	64,482

The financial statements were approved and authorised for issue by the Governing Body of Lady Margaret Hall on 1st December 2021

Trustee: Signed by: Professor Christine Gerrard, Principal

Trustee: Signed by: Andrew MacDonald, Treasurer

LADY MARGARET HALL
Consolidated Statement of Cash Flows
For the year ended 31 July 2021

	Notes	2021 £'000	2020 £'000
Net cash provided by (used in) operating activities	25	(1,567)	(574)
Cash flows from investing activities			
Dividends, interest and rents from investments		728	939
Proceeds from the sale of property, plant and equipment		273	-
Purchase of property, plant and equipment		(134)	(282)
Proceeds from sale of investments		4,264	4,263
Purchase of investments		(3,033)	(4,135)
Net cash provided by (used in) investing activities		2,098	785
Cash flows from financing activities			
Repayments of borrowing		(600)	(600)
Cash inflows from new borrowing		-	-
Receipt of endowment		644	220
Net cash provided by (used in) financing activities		44	(380)
Change in cash and cash equivalents in the reporting period		575	(169)
Cash and cash equivalents at the beginning of the reporting period		1,575	1,744
Change in cash and cash equivalents due to exchange rate movements		-	-
Cash and cash equivalents at the end of the reporting period	26	2,150	1,575

LADY MARGARET HALL
Notes to the financial statements
For the year ended 31 July 2021

1 INCOME FROM CHARITABLE ACTIVITIES

	2021	2020
	£'000	£'000
Teaching, Research and Residential		
Unrestricted funds		
Tuition fees - UK and EU students	1,927	1,798
Tuition fees - Overseas students	1,123	1,018
Other fees	47	432
Other HEFCE support	261	218
Other academic income	319	296
College residential income	2,088	3,059
	5,765	6,821
Total Teaching, Research and Residential	5,765	6,821
Total income from charitable activities	5,765	6,821

The above analysis includes £3,311k received from Oxford University from publicly accountable funds under the CFF Scheme. (2020: £3,034k)

Under the terms of the undergraduate student support package offered by Oxford University to students from lower income households, the college share of the fees waived amounted to £nil (2019: £1k). These are not included in the fee income reported above.

2 DONATIONS AND LEGACIES

	2021	2020
	£'000	£'000
Donations and Legacies		
Unrestricted funds	1,764	1,571
Restricted funds	1,286	1,335
Endowed funds	644	220
	3,694	3,126

3 INCOME FROM OTHER TRADING ACTIVITIES

	2021	2020
	£'000	£'000
<i>Unrestricted funds</i>		
Subsidiary company trading income	112	502
Other trading income	-	-
	112	502

4 INVESTMENT INCOME

	2021	2020
	£'000	£'000
<i>Unrestricted funds</i>		
Agricultural rent	-	-
Commercial rent	-	-
Other property income	-	13
Equity dividends	-	-
Income from fixed interest stocks	-	-
Interest on fixed term deposits and cash	-	-
Other investment income	124	138
Bank interest	-	-
Other interest	-	-
	124	151
<i>Endowed funds</i>		
Agricultural rent	-	-
Commercial rent	-	-
Other property income	-	-
Equity dividends	604	788
Income from fixed interest stocks	-	-
Interest on fixed term deposits and cash	-	-
Other investment income	-	-
Bank interest	-	-
Other interest	-	-
	604	788
Total Investment income	728	939

LADY MARGARET HALL
Notes to the financial statements
For the year ended 31 July 2021

5 ANALYSIS OF EXPENDITURE

	2021	2020
	£'000	£'000
Charitable expenditure		
Direct staff costs allocated to:		
Teaching, research and residential	5,231	5,513
Public worship	-	-
Heritage	-	-
Other direct costs allocated to:		
Teaching, research and residential	2,844	2,673
Public worship	-	-
Heritage	-	-
Support and governance costs allocated to:		
Teaching, research and residential	1,851	1,788
Public worship	-	-
Heritage	-	-
Total charitable expenditure	9,926	9,974
Expenditure on raising funds		
Direct staff costs allocated to:		
Fundraising	405	413
Trading expenditure	-	-
Investment management costs	-	-
Other direct costs allocated to:		
Fundraising	87	104
Trading expenditure	94	263
Investment management costs	133	108
Support and governance costs allocated to:		
Fundraising	6	7
Trading expenditure	334	326
Investment management costs	-	-
Total expenditure on raising funds	1,059	1,221
Total expenditure	10,985	11,195

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

The teaching and research costs include College Contribution payable of £nil (2020: £nil).

6 ANALYSIS OF SUPPORT AND GOVERNANCE COSTS

	Generating	Teaching	2021
	Funds	and	Total
	£'000	Research	£'000
Financial administration	122	364	486
Domestic administration	42	126	168
Human resources	-	158	158
IT	-	110	110
Depreciation	163	1,105	1,268
Loss/(profit) on fixed assets	-	(17)	(17)
Bank interest payable	5	263	268
Other finance charges	-	(278)	(278)
Governance costs	-	20	20
	332	1,851	2,183

LADY MARGARET HALL
Notes to the financial statements
For the year ended 31 July 2021

	Generating Funds £'000	Teaching and Research £'000	2020 Total £'000
Financial administration	120	357	477
Domestic administration	42	126	168
Human resources	-	191	191
IT	-	117	117
Depreciation	165	1,102	1,267
Loss/(profit) on fixed assets	-	-	-
Bank interest payable	6	277	283
Other finance charges	-	(401)	(401)
Governance costs	-	19	19
	333	1,788	2,121

Financial and domestic administration, IT and human resources costs are attributed according to the estimated staff time spent on each activity. Depreciation costs and profit or loss on disposal of fixed assets are attributed according to the use made of the underlying assets. Interest and other finance charges are attributed according to the purpose of the related financing.

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

	2021 £'000	2020 £'000
Governance costs comprise:		
Auditor's remuneration - audit services	20	19
Auditor's remuneration - assurance services other than audit	-	-
Auditor's remuneration - tax advisory services	-	-
Auditor's remuneration - other services	-	-
Legal and other fees on constitutional matters	-	-
Other governance costs	-	-
	20	19

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

7 GRANTS AND AWARDS

2021
£'000

2020
£'000

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

Unrestricted funds

Grants to individuals:		
Scholarships, prizes and grants	-	-
Bursaries and hardship awards	97	105
Grants to other institutions	-	-
Total unrestricted	97	105

Endowment and Restricted funds

Grants to individuals:		
Scholarships, prizes and grants	272	221
Bursaries and hardship awards	113	71
Grants to other institutions	-	-
Total restricted	385	292
Total grants and awards	482	397

The figure included above represents the cost to the College of the Oxford Bursary scheme. Students of this college received £ 95k (2020: £105k) Some of those students also received fee waivers amounting to £nil (2020: £nil).

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

LADY MARGARET HALL
Notes to the financial statements
For the year ended 31 July 2021

8 STAFF COSTS

	2021	2020
	£'000	£'000
The aggregate staff costs for the year were as follows.		
Salaries and wages	4,848	4,995
Social security costs	359	381
Pension costs:		
Defined benefit schemes	691	682
Defined contribution schemes	162	155
Other benefits	-	-
	6,060	6,213

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

	2021	2020
Tuition and research	26	27
College residential	85	81
Public worship	1	1
Heritage	-	-
Fundraising	6	6
Support	34	32
Total	152	147

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

University Lecturers	22	22
CUF Lecturers	9	10
Other teaching and research	2	2
Other	8	10
Total	41	44

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

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

£60,001-£70,000	1	2
£70,001-£80,001	-	1

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

In defined benefits schemes	1	2
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LADY MARGARET HALL
Notes to the financial statements
For the year ended 31 July 2021

9 TANGIBLE FIXED ASSETS

Group and College	Freehold land and buildings £'000	Plant and machinery £'000	Fixtures, fittings and equipment £'000	Total £'000
Cost				
At start of year	38,384	663	3,947	42,994
Additions	1	-	133	134
Disposals	(273)	-	-	(273)
At end of year	38,112	663	4,080	42,855
Depreciation and impairment				
At start of year	9,537	544	1,538	11,619
Depreciation charge for the year	1,003	114	151	1,268
Depreciation on disposals	(17)	-	-	(17)
Impairment	-	-	-	-
Transfers	-	-	-	-
At end of year	10,523	658	1,689	12,870
Net book value				
At end of year	27,589	5	2,391	29,985
At start of year	28,847	119	2,409	31,375

No fixed assets are held under finance leases (2019: nil)

The College has substantial long-held historic assets all of which are used in the course of the College's teaching and research activities. These comprise listed buildings on the College site, together with their contents comprising works of art, ancient books and manuscripts and other treasured artefacts. Because of their age and, in many cases, unique nature, reliable historical cost information is not available for these assets and could not be obtained except at disproportionate expense. However, in the opinion of the Trustees the depreciated historical cost of these assets is now immaterial.

10 PROPERTY INVESTMENTS
(See note 34 b) for comparatives)

Group & College	Agricultural £'000	Commercial £'000	Other £'000	2021 Total £'000	2020 Total £'000
Valuation at start of year	-	-	2,245	2,245	1,775
Additions and improvements at cost	-	-	-	-	470
Disposals	-	-	(470)	(470)	-
Revaluation gains/(losses) in the year	-	-	-	-	-
Valuation at end of year	-	-	1,775	1,775	2,245

The College holds two property investments. A formal valuation of the first property was carried out in July 2019 by an independent third party, where the property was valued at £1,775,000. In the opinion of the Trustees the property value has not materially changed. A second property was gifted to the College in the previous year and was valued by an independent 3rd party in June 2020. This second property was sold at the valuation in this year.

11 OTHER INVESTMENTS

All investments are held at fair value.

	2021 £'000	2020 £'000
Group investments		
Valuation at start of year	40,991	44,273
New money invested	-	220
Amounts withdrawn	(1,356)	(1,650)
Reinvested income	728	939
Investment management fees	(133)	(108)
(Decrease) / increase in value of investments	6,676	(2,683)
Group investments at end of year	46,906	40,991
Investment in subsidiaries	4	4
College investments at end of year	46,910	40,995

LADY MARGARET HALL
Notes to the financial statements
For the year ended 31 July 2021

Group investments comprise:	2021	2021	2021	2020	2020	2020
	Held outside the UK £'000	Held in the UK £'000	Total £'000	Held outside the UK £'000	Held in the UK £'000	Total £'000
Equity investments	14,900	10,128	25,028	11,674	8,146	19,820
Global multi-asset funds	2,577	-	2,577	-	2,619	2,619
Property funds	-	4,819	4,819	-	5,701	5,701
Fixed interest stocks	-	-	-	-	2,977	2,977
Alternative and other investments	5,870	4,241	10,111	2,368	5,871	8,239
Fixed term deposits and cash	-	4,371	4,371	-	1,635	1,635
Total group investments	23,347	23,559	46,906	14,042	26,949	40,991

12 PARENT AND SUBSIDIARY UNDERTAKINGS

(See note 34 c) for comparatives)

The College holds 100% of the issued share capital in LMH Hospitality Services Limited, a company providing conference and other event services on the College premises, and 100% of the issued share capital in Lady Margaret Hall Trading Limited, a company providing design and build construction services to the College.

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

	LMH Hospitality Services Ltd £'000	LMH Trading Ltd £'000
Income	112	-
Expenditure	(61)	(3)
Donation to College under gift aid	(51)	-
Result for the year	-	(3)
Total assets	196	29
Total liabilities	(192)	(37)
Net funds at the end of year	4	(8)

Associate undertaking

The College holds 25% of the share capital in North Oxford Colleges Shared Services Limited (2020: 33.33%), a company providing IT and administrative services to its affiliated entities. The turnover for this company was £555k (2020: £429k) with £nil profit (2020: £nil).

13 STATEMENT OF INVESTMENT TOTAL RETURN

(See note 34 d) for comparatives)

The Trustees have adopted a duly authorised policy of total return accounting for the College investment returns with effect from 1st August 2005. The investment return to be applied as income is calculated according to the sustainable spending rule, as follows:

(a) Income on funds held for general purposes

This currently permits the transfer in each year of up to: (70% of the previous financial year's transfer + 3%) + (30% of 4% of the value of the endowments as at close of business on 31 July in the previous year).

(b) Income on funds held for specific purposes

This currently permits the transfer in each year of up to: (70% of the previous financial year's transfer + 3%) + (30% of 4% of the value of the endowments as at close of business on 31 July in the previous year), only to the extent expended for that purpose in the period.

The preserved (frozen) value of the invested endowment capital represents its open market value in July 2003 together with all subsequent endowments valued at date of gift.

LADY MARGARET HALL
Notes to the financial statements
For the year ended 31 July 2021

	Trust for Investment £'000	Permanent Endowment Unapplied Total Return £'000	Total £'000	Expendable Endowment £'000	Total Endowments £'000
At the beginning of the year:					
Gift component of the permanent endowment	9,767	-	9,767	-	9,767
Unapplied total return	-	6,272	6,272	-	6,272
Expendable endowment	-	-	-	20,240	20,240
Total Endowments	9,767	6,272	16,039	20,240	36,279
Movements in the reporting period:					
Gift of endowment funds	-	-	-	644	644
Recoupment of trust for investment	-	-	-	-	-
Allocation from trust for investment	-	-	-	-	-
Investment return: total investment income	-	280	280	324	604
Investment return: realised and unrealised gains and losses	-	2,568	2,568	2,971	5,539
Less: Investment management costs	-	(42)	(42)	(58)	(100)
Other transfers	-	(20)	(20)	(13)	(33)
Total	-	2,786	2,786	3,868	6,654
Unapplied total return allocated to income in the period	-	(537)	(537)	(733)	(1,270)
Expendable endowments transferred to income	-	-	-	(90)	(90)
	-	(537)	(537)	(823)	(1,360)
Net movements in reporting period	-	2,249	2,249	3,045	5,294
At end of the reporting period:					
Gift component of the permanent endowment	9,767	-	9,767	-	9,767
Unapplied total return	-	8,521	8,521	-	8,521
Expendable endowment	-	-	-	23,285	23,285
Total Endowments	9,767	8,521	18,288	23,285	41,573

14 DEBTORS

	2021 Group £'000	2020 Group £'000	2021 College £'000	2020 College £'000
Amounts falling due within one year:				
Trade debtors	243	108	177	100
Amounts owed by College members	31	70	31	70
Amounts owed by Group undertakings	-	53	183	53
Loans repayable within one year	-	-	-	-
Prepayments and accrued income	400	364	400	364
Other debtors	38	41	36	41
Amounts falling due after more than one year:				
Loans	-	-	-	-
	712	636	827	628

15 CREDITORS: falling due within one year

	2021 Group £'000	2020 Group £'000	2021 College £'000	2020 College £'000
Bank overdrafts	-	-	-	-
Bank loans	600	600	600	600
Obligations under finance leases	-	-	-	-
Trade creditors	345	860	345	860
Amounts owed to College Members	241	208	241	208
Amounts owed to Group undertakings	-	53	-	-
Taxation and social security	105	83	102	83
College contribution	-	-	-	-
Accruals and deferred income	252	309	208	293
Other creditors	201	219	201	219
	1,744	2,332	1,697	2,263

LADY MARGARET HALL
Notes to the financial statements
For the year ended 31 July 2021

16 CREDITORS: falling due after more than one year

	2021	2020	2021	2020
	Group	Group	College	College
	£'000	£'000	£'000	£'000
Bank loans	9,525	10,125	9,525	10,125
Obligations under finance leases	-	-	-	-
Other creditors	-	-	-	-
	9,525	10,125	9,525	10,125

Bank loans

- (a) An unsecured new buildings bank loan originally for £6m is repayable at £300,000 per annum over 20 years from February 2010. The balance outstanding at the year-end is £2.625m of which £946m incurs interest at a fixed-rate of 3.7% per annum for the remainder of the loan term and £1.679m incurs interest at a fixed rate of 2.58% per annum above bank base rate.
- (b) A further unsecured new buildings bank loan facility of £6m was agreed in June 2014 which was fully drawn down in the year ended at 31 July 2016. This is a term loan for a maximum of 10 years. £3m is repayable by final maturity, the balance being repayable in 40 quarterly instalments with a balance outstanding at the year end of £4.5m. The interest has been fixed at 1.66% above base rate.
- (c) A third unsecured loan of £3m was drawn down by July 2016. £1m of the loan was to repay the £1m bullet loan due for repayment in June 2016. The additional £2m covers the cost of the kitchen refurbishment project. This is a bullet loan where the entire capital balance was originally due in June 2021. This loan was refinanced in December 2019 and the capital balance now falls due in December 2024. The interest is fixed at 1.915%.

17 PROVISIONS FOR LIABILITIES AND CHARGES

At 31 July 2021 there were no provisions for liabilities and charges.

18 ANALYSIS OF MOVEMENTS ON FUNDS
(See note 34 e) for comparatives)

	At 1 August 2020 £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	Gains/ (losses) £'000	At 31 July 2021 £'000
Endowment Funds - Permanent						
General purpose funds	6,182	149	(16)	(256)	991	7,050
Tutorial and research fellowship funds	7,153	126	(19)	(274)	1,143	8,129
Student support funds	2,393	42	(6)	(53)	384	2,760
Other purpose funds	311	5	(1)	(12)	50	353
Endowment Funds - Expendable						
General purpose funds	6,592	87	(22)	(217)	800	7,240
Tutorial and research fellowship funds	6,460	122	(17)	(350)	1,034	7,249
Student support funds	6,480	428	(17)	(210)	1,040	7,721
Other purpose funds	708	289	(2)	(20)	97	1,072
Total Endowment Funds - College	36,279	1,248	(100)	(1,392)	5,539	41,574
Endowment funds held by subsidiaries	-	-	-	-	-	-
Total Endowment Funds - Group	36,279	1,248	(100)	(1,392)	5,539	41,574
Restricted Funds						
Buildings funds	-	7	-	(7)	-	-
Tutorial and research fellowship funds	978	251	(389)	32	-	872
Student support funds	1,014	306	(176)	(2)	-	1,142
Other restricted funds	185	722	(135)	-	-	772
Transfers from specific purpose endowments:						
<i>Applied total return</i>	-	-	-	-	-	-
<i>Other transfers</i>	-	-	-	-	-	-
Total Restricted Funds - College	2,177	1,286	(700)	23	-	2,786
Restricted funds held by subsidiaries	-	-	-	-	-	-
Total Restricted Funds - Group	2,177	1,286	(700)	23	-	2,786
Unrestricted Funds						
General funds	(78)	8,153	(10,430)	2,445	-	90
Fixed Asset Designated funds	20,546	-	-	(790)	-	19,756
Designated capital funds	7,563	124	(33)	(286)	1,137	8,505
Designated other funds	-	-	-	-	-	-
Revaluation reserve	-	-	-	-	-	-
Pension reserve	(2,010)	-	278	-	-	(1,732)
Total Unrestricted Funds - College	26,021	8,277	(10,185)	1,369	1,137	26,619
Unrestricted funds held by subsidiaries	-	-	-	-	-	-
Total Unrestricted Funds - Group	26,021	8,277	(10,185)	1,369	1,137	26,619
Total Funds	64,477	10,811	(10,985)	-	6,676	70,979

LADY MARGARET HALL
Notes to the financial statements
For the year ended 31 July 2021

19 FUNDS OF THE COLLEGE DETAILS

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

Endowment Funds - Permanent:

General purpose funds	A consolidation of gifts and donations where income, but not capital, can be used for the general purposes of the charity
Tutorial and research fellowship funds, student support funds and other purpose funds	Capital balance of past donations where related income, but not the original capital, can be used for named specific purposes of the charity

Endowment Funds - Expendable:

General purpose funds	A consolidation of gifts and donations where either income, or income and capital, can be used for the general purposes of the charity
Tutorial and research fellowship funds, student support funds and other purpose funds	Capital balance of past donations where related income, or income and capital, can be used for named specific purposes of the charity

Restricted Funds:

Tutorial and research fellowship funds, student support funds and other purpose funds	A consolidation of gifts and donations where both income and capital can be used for named restricted purposes
---	--

Designated Funds

Fixed asset designated	Unrestricted Funds which are represented by the fixed assets of the College and therefore not available for expenditure on the College's general purposes
Designated capital funds	Unrestricted Funds allocated by the Trustees for the purpose of preserving the capital and maintaining a long-term income stream in support of the College's activities
Other designated funds	Unrestricted Funds allocated by the Trustees for other purposes

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

20 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	2021 Total £'000
Tangible fixed assets	29,980	-	-	29,980
Property investments	-	-	1,775	1,775
Other investments	7,111	-	39,799	46,910
Net current assets	785	2,786	-	3,571
Pension deficit liability	(1,732)	-	-	(1,732)
Long term liabilities	(9,525)	-	-	(9,525)
	26,619	2,786	41,574	70,979
	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	2020 Total £'000
Tangible fixed assets	31,375	-	-	31,375
Property investments	-	-	2,245	2,245
Other investments	6,961	-	34,034	40,995
Net current assets	(180)	2,177	-	1,997
Pension deficit liability	(2,010)	-	-	(2,010)
Long term liabilities	(10,125)	-	-	(10,125)
	26,021	2,177	36,279	64,477

21 TRUSTEES' REMUNERATION

The trustees of the college comprise the governing body, primarily fellows who are teaching and research employees of the college and who sit on governing body by virtue of their employment.

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

The College has a Remuneration Committee. The role of the Committee is to act as an independent body to review and make recommendations to Governing Body on proposed changes to the level of remuneration and direct and indirect benefits for the Principal and Fellows of the College. The Committee consists of three individuals, only one of whom can be a Professorial Fellow, Supernumerary Fellow or other Fellow who does not receive pecuniary emolument from the College and at least two external members of the College whom the College's Governing Body believes would be suitable members of the Committee and who receive no remuneration of any kind from the College.

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Trustees of the college fall into the following categories:

Principal
Official Fellows
Professorial Fellows
Supernumary Fellows
Domus Fellows

There are four trustees (Principal, Treasurer, Development Director and Senior Tutor) who work full time on management and fundraising.

Some trustees are eligible for college housing schemes. Eight trustees lived in college accommodation in the year. Others may be eligible for a housing allowance which is disclosed within the salary figures below. Details of trustees who live in houses owned jointly with the college are provided in note 30.

Some trustees receive additional allowances for additional work carried out as part time college officers (for example, Vice-Principal, Dean). These amounts are included within the remuneration figures below.

The total remuneration and benefits shown below is £1,594k (2020: £1,605k). The total of pension contributions is £278k (2019: £275k).

Remuneration paid to trustees

Range	Number of Trustees/Fellows	2021 Gross remuneration, taxable benefits and pension contributions	Number of Trustees/Fellows	2020 Gross remuneration, taxable benefits and pension contributions
		£		£
£0 - £999	11	2,712	10	3,216
£1,000 - £1,999	0	0	2	2,713
£2,000 - £2,999	1	2,520	1	2,034
£3,000 - £3,999	1	3,943	1	3,618
£4,000 - £4,999	0	0	0	0
£5,000 - £5,999	0	0	1	5,384
£6,000 - £6,999	2	12,796	1	6,296
£7,000 - £7,999	0	0	1	7,569
£8,000 - £8,999	0	0	1	8,330
£9,000 - £9,999	0	0	1	9,714
£10,000 - £10,999	1	10,883	0	0
£11,000 - £11,999	1	11,716	0	0
£12,000 - £12,999	6	75,658	4	50,156
£13,000 - £13,999	1	13,284	2	27,257
£14,000 - £14,999	0	0	2	28,999
£15,000 - £15,999	0	0	1	15,365
£16,000 - £16,999	1	16,300	0	0
£17,000 - £17,999	1	17,349	1	17,275
£18,000 - £18,999	1	18,780	0	0
£21,000 - £21,999	0	0	1	21,666
£23,000 - £23,999	7	165,801	7	165,440
£25,000 - £25,999	1	25,509	0	0
£26,000 - £26,999	0	0	1	26,650
£28,000 - £28,999	1	28,539	0	0
£34,000 - £34,999	1	34,612	1	34,656
£47,000 - £47,999	2	94,509	1	47,042
£48,000 - £48,999	0	0	1	48,614
£50,000 - £50,999	0	0	1	50,274
£54,000 - £54,999	0	0	1	54,469
£55,000 - £55,999	0	0	1	55,781
£57,000 - £57,999	1	57,767	1	57,368
£58,000 - £58,999	3	175,123	2	116,149
£60,000 - £60,999	2	120,691	1	60,160
£61,000 - £61,999	0	0	1	61,742
£65,000 - £65,999	1	65,439	0	0
£67,000 - £67,999	0	0	1	67,671
£68,000 - £68,999	1	68,216	1	68,662
£89,000 - £89,999	1	89,336	1	89,937
£90,000 - £99,999	1	90,126	0	0
£91,000 - £91,999	0	0	1	91,821
£92,000 - £92,999	1	92,024	0	0
£97,000 - £97,999	1	97,930	1	97,535
£100,000 - £100,999	1	100,340	1	100,114
£101,000 - £101,999	1	101,603	1	101,603
Total	53	1,593,506	56	1,605,281

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Other transactions with trustees

Fellows also receive reimbursement of personal expenses necessarily incurred in connection with their services to the College as Trustees. During the year a total of £nil (2020: £nil) was reimbursed to zero (2020: zero) of the Trustees.

See also note 30 Related Party Transactions

Key management remuneration

The total remuneration, including pension contributions, paid to key management was £662k (2020: £646k)

Key management are considered to be the College Officers:

Principal
Vice Principal
Treasurer
Development Director
Senior Tutor
Tutor for Graduates
Domestic Bursar
Head of Communications

22 PENSION SCHEMES

The College participates in two principal pension schemes for its staff - the Universities Superannuation Scheme (USS) and the University of Oxford Staff Pension Scheme (OSPS). The assets of the schemes are each held in separate trustee-administered funds. USS and OSPS schemes are contributory mixed benefit schemes (i.e. they provide benefits on a defined benefit basis - based on length of service and pensionable salary and on a defined contribution basis - based on contributions into the scheme). Both are multi-employer schemes and the company is unable to identify its share of the underlying assets and liabilities relating to defined benefits of each scheme on a consistent and reasonable basis. Therefore, in accordance with the accounting standard FRS 102 paragraph 28.11, the college accounts for the schemes as if they were defined contribution schemes. As a result, the amount charged to the Income and Expenditure Account represents the contributions payable to the schemes in respect of the accounting period.

In the event of the withdrawal of any of the participating employers in USS or OSPS, the amount of any pension funding shortfall (which cannot be otherwise recovered) in respect of that employer will be spread across the remaining participating employers and reflected in the next actuarial valuation of the scheme.

The College has made available the National Employment Savings Trust for non-employees who are eligible under automatic enrolment regulations to pension benefits but not eligible for either USS or OSPS.

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

Actuarial valuations

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

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

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

Years 1-10: CPI + 0.14% reducing linearly to CPI – 0.73%

Years 11-20: CPI + 2.52% reducing linearly to CPI + 1.55% by year 21

Years 21 +: CPI + 1.55%

b. The discount rate for the OSPS valuation was:

Pre-retirement: Equal to the UK nominal gilt curve at the valuation date plus 2.25% p.a. at each term.

Post-retirement: Equal to the UK nominal gilt curve at the valuation date plus 0.5% p.a. at each term.

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

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

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

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

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

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

Sensitivity of actuarial valuation assumptions

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

USS

<u>Assumption</u>	<u>Change in assumption</u>	<u>Impact on USS liabilities</u>
Initial discount rate	increase by 0.1%	decrease by £1.2bn
Asset Values	reduce by 10%	increase by £6.4bn
RPI inflation	increase by 0.1%	decrease by £0.7bn
Rate of mortality	more prudent assumption (mortality rated down by a further year)	increase by £1.6bn

OSPS

<u>Assumption</u>	<u>Change in assumption</u>	<u>Impact on OSPS technical provisions</u>
Valuation rate of interest	decrease by 0.25%	increase by £45m
Rate of pension increases	increase by 1.0%	increase by £40m

Deficit Recovery Plans

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

	2020 / 21		2019 / 20	
	<u>OSPS</u>	<u>USS</u>	<u>OSPS</u>	<u>USS</u>
Finish Date for Deficit Recovery Plan	30/01/2028	31/03/2028	30/01/2028	31/03/2028
Average staff number increase	0%	0%	0%	0%
Average staff salary increase	2.00%	2.00%	2.00%	2.00%
Average discount rate over period	0.74%	0.63%	0.74%	0.63%
Effect of 0.5% change in discount rate	£21k	£25k	£21k	£25k
Effect of 1% change in staff growth	£45k	£53k	£45k	£53k

A provision of £1,732k has been made at 31 July 2021 (2020: £2,010k) for the present value of the estimated future deficit funding element of the contributions payable under these agreements, using the assumptions shown. The provision reduces as the deficit is paid off according to the pension recovery scheme

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Pension charge for the year

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

Scheme	2021 £000's	2020 £000's
Universities Superannuation Scheme	495	481
University of Oxford Staff Pension Scheme	335	331
Other schemes – contributions	22	25
Total	852	837

These amounts include £173k (2020: £155k) contributions payable to defined contribution schemes at rates specified in the rules of those plans. Included in other creditors and accruals are pension contributions payable of £98k (2020: £102k).

23 TAXATION

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

24 FINANCIAL INSTRUMENTS

There are no items held at fair value within the financial statements.

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

	2021 Group £'000	2020 Group £'000
Net income/(expenditure)	6,502	(2,092)
Elimination of non-operating cash flows:		
Investment income	(728)	(939)
(Gains)/losses in investments	(6,676)	2,683
Endowment donations	(644)	(220)
Depreciation	1,268	1,267
(Surplus)/loss on sale of fixed assets	(17)	-
Decrease/(Increase) in current asset investments	(333)	(939)
Decrease/(Increase) in stock	3	18
Decrease/(Increase) in debtors	(76)	978
(Decrease)/Increase in creditors	(588)	(928)
(Decrease)/Increase in provisions	-	-
(Decrease)/Increase in pension scheme liability	(278)	(402)
Net cash provided by (used in) operating activities	(1,567)	(574)

26 ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021 £'000	2020 £'000
Cash at bank and in hand	2,150	1,575
Notice deposits (less than 3 months)	-	-
Bank overdrafts	-	-
Total cash and cash equivalents	2,150	1,575

27 ANALYSIS OF CHANGES IN NET DEBT

	At 1 August 2020	Cash flows	At 31 July 2021
Cash	1,575	570	2,145
Cash Equivalents	1,958	333	2,291
Loans Falling due within one year	(600)	-	(600)
Loans falling due after more than one year	(10,125)	606	(9,519)
Total	(7,192)	1,509	(5,683)

28 FINANCIAL COMMITMENTS

At 31 July 2021 the College had no annual commitments under non-cancellable operating leases (2020: nil).

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Notes to the financial statements
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29 CAPITAL COMMITMENTS

The College had no capital commitments at 31 July 2021.

30 RELATED PARTY TRANSACTIONS

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

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

The College has properties with the followings net book values owned jointly with trustees under joint equity ownership agreements between the trustee and the College.

		2021	2020
		£'000	£'000
Trustee			
Dr A Aboobaker *	sold by College *	-	259
Prof J Goicoechea		117	121
Prof N Hankins		94	97
Prof BT Huffman		101	104
Prof R Harding		272	280
Prof H Scott		186	191
Total net book value of properties owned jointly with trustees		770	1,052

All joint equity properties are subject to sale on the departure of the trustee from the College.

31 CONTINGENT LIABILITIES

There are no contingent liabilities which require disclosure.

32 POST BALANCE SHEET EVENTS

Since the year end, following the completion of the 2020 actuarial valuation, a new dual rate schedule of contributions has been agreed with an effective date of 1 October 2021. Recalculating the USS provision on the basis of these contributions would result in a increased obligation to fund the deficit of £2,828k, an increase of £1,846k.

A further change to deficit recovery contributions will become applicable under the 2020 valuation if the Joint Negotiating Committee recommended deed on benefit changes has not been executed by 28 February 2022. In this scenario, higher deficit recovery contributions will commence from 1 October 2022 at 3% and then increase every 6 months until they reach 20% at 1 October 2025.

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

33 OTHER INCOME

£495k of other income relates to the government Coronavirus Job Retention Scheme grant. (£368k: 2020)

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Notes to the financial statements
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34 ADDITIONAL PRIOR YEAR COMPARATIVES

a) Consolidated Statement of Financial Activities

For the year ended 31 July 2020 (See SOFA for current year)

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Endowed Funds £'000	2020 Total £'000
INCOME AND ENDOWMENTS FROM:					
Charitable activities:					
Teaching, research and residential	1	6,821	-	-	6,821
Public worship		-	-	-	-
Heritage		-	-	-	-
Other Trading Income	3	502	-	-	502
Donations and legacies	2	1,571	1,335	220	3,126
Investments					
Investment income	4	151	-	788	939
Total return allocated to income	13	1,376	-	(1,376)	-
Other income		398	-	-	398
Total income		10,819	1,335	(368)	11,786
EXPENDITURE ON:					
Charitable activities:					
Teaching, research and residential		9,288	686	-	9,974
Public worship		-	-	-	-
Heritage		-	-	-	-
Generating funds:					
Fundraising		524	-	-	524
Trading expenditure		589	-	-	589
Investment management costs		17	-	91	108
Total Expenditure		10,418	686	91	11,195
Net Income/(Expenditure) before gains		401	649	(459)	591
Net gains/(losses) on investments	10, 11	(438)	-	(2,245)	(2,683)
Net Income/(Expenditure)		(37)	649	(2,704)	(2,092)
Transfers between funds	18	356	(323)	(33)	-
Other recognised gains/losses					
Gains/(losses) on revaluation of fixed assets		-	-	-	-
Actuarial gains/(losses) on defined benefit pension schemes		-	-	-	-
Net movement in funds for the year		319	326	(2,737)	(2,092)
Fund balances brought forward	18	25,702	1,851	39,016	66,569
Funds carried forward at 31 July		26,021	2,177	36,279	64,477

b) Property Investments

For the year ended 31 July 2020 (See note 10 for current year)

Group & College

	Agricultural £'000	Commercial £'000	Other £'000	2020 Total £'000
Valuation at start of year	-	-	1,775	1,775
Additions and improvements at cost	-	-	470	470
Disposals	-	-	-	-
Revaluation gains/(losses) in the year	-	-	-	-
Valuation at end of year	-	-	2,245	2,245

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c) Parent and Subsidiary Undertakings

For the year ended 31 July 2020 (See note 12 for current year)

The results and their assets and liabilities of the parent and subsidiaries at the year ended 31 July 2020 were as follows.

	LMH Hospitality Services Ltd £'000	LMH Trading Ltd £'000
Income	502	-
Expenditure	(214)	(3)
Donation to College under gift aid	(288)	-
Result for the year	-	(3)
Total assets	309	30
Total liabilities	(305)	(37)
Net funds at the end of year	4	(7)

d) Statement of Investment Total Return

For the year ended 31 July 2020 (See note 13 for current year)

	Trust for Investment £'000	Permanent Endowment Unapplied Total Return £'000	Total £'000	Expendable Endowment £'000	Total Endowments £'000
At the beginning of the year:					
Gift component of the permanent endowment	9,767	-	9,767	-	9,767
Unapplied total return	-	7,606	7,606	-	7,606
Expendable endowment	-	-	-	21,643	21,643
Total Endowments	9,767	7,606	17,373	21,643	39,016
Movements in the reporting period:					
Gift of endowment funds	-	-	-	220	220
Recoupment of trust for investment	-	-	-	-	-
Allocation from trust for investment	-	-	-	-	-
Investment return: total investment income	-	361	361	427	788
Investment return: realised and unrealised gains and losses	-	(1,044)	(1,044)	(1,201)	(2,245)
Less: Investment management costs	-	(42)	(42)	(49)	(91)
Other transfers	-	(20)	(20)	(13)	(33)
Total	-	(745)	(745)	(616)	(1,361)
Unapplied total return allocated to income in the reporting period	-	(589)	(589)	(681)	(1,270)
Expendable endowments transferred to income	-	-	-	(106)	(106)
	-	(589)	(589)	(787)	(1,376)
Net movements in reporting period	-	(1,334)	(1,334)	(1,403)	(2,737)
At end of the reporting period:					
Gift component of the permanent endowment	9,767	-	9,767	-	9,767
Unapplied total return	-	6,272	6,272	-	6,272
Expendable endowment	-	-	-	20,240	20,240
Total Endowments	9,767	6,272	16,039	20,240	36,279

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e) Analysis of Movements on Funds

For the year ended 31 July 2020 (See note 18 for current year)

	At 1 August 2019 £'000	Incoming resources £'000	Resources expended £'000	Transfers £'000	Gains/ (losses) £'000	At 31 July 2020 £'000
Endowment Funds - Permanent						
General purpose funds	6,724	140	(16)	(261)	(405)	6,182
Tutorial and research fellowship funds	7,748	161	(19)	(272)	(465)	7,153
Student support funds	2,564	53	(6)	(64)	(154)	2,393
Other purpose funds	337	7	(1)	(12)	(20)	311
Endowment Funds - Expendable						
General purpose funds	7,019	125	(14)	(211)	(327)	6,592
Tutorial and research fellowship funds	7,131	156	(17)	(381)	(429)	6,460
Student support funds	6,739	352	(16)	(189)	(406)	6,480
Other purpose funds	754	14	(2)	(19)	(39)	708
Total Endowment Funds - College	39,016	1,008	(91)	(1,409)	(2,245)	36,279
Endowment funds held by subsidiaries	-	-	-	-	-	-
Total Endowment Funds - Group	39,016	1,008	(91)	(1,409)	(2,245)	36,279
Restricted Funds						
Buildings funds	-	356	-	(356)	-	-
Tutorial and research fellowship funds	694	584	(333)	33	-	978
Student support funds	1,013	134	(133)	-	-	1,014
Other restricted funds	144	261	(220)	-	-	185
Transfers from specific purpose endowments for spending:						
<i>Applied total return</i>	-	-	-	-	-	-
<i>Other transfers</i>	-	-	-	-	-	-
Total Restricted Funds - College	1,851	1,335	(686)	(323)	-	2,177
Restricted funds held by subsidiaries	-	-	-	-	-	-
Total Restricted Funds - Group	1,851	1,335	(686)	(323)	-	2,177
Unrestricted Funds						
General funds	(86)	9,292	(9,537)	253	-	(78)
Fixed Asset Designated funds	20,929	-	(1,266)	883	-	20,546
Designated capital funds	7,271	151	(17)	596	(438)	7,563
Designated other funds	-	-	-	-	-	-
Revaluation reserve	-	-	-	-	-	-
Pension reserve	(2,412)	-	402	-	-	(2,010)
Total Unrestricted Funds - College	25,702	9,443	(10,418)	1,732	(438)	26,021
Unrestricted funds held by subsidiaries	-	-	-	-	-	-
Total Unrestricted Funds - Group	25,702	9,443	(10,418)	1,732	(438)	26,021
Total Funds	66,569	11,786	(11,195)	-	(2,683)	64,477