

**QUEEN'S COLLEGE, LONDON**  
**COUNCIL'S REPORT AND ACCOUNTS**  
**YEAR ENDED 31 AUGUST 2022**

Charity Registration No. 312726

CONTENTS

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Contents	Pages
Legal and administrative information	1
The Council's report	2 – 13
Statement of the Council's responsibilities	14
Auditor's report	15 – 16
Statement of financial activities	17
Balance sheet	18
Statement of Cash flows	19
Notes to the accounts	20 - 31

**QUEEN'S COLLEGE, LONDON**

**LEGAL AND ADMINISTRATIVE INFORMATION**

**YEAR ENDED 31 AUGUST 2022**

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<b>Patron</b>	Her Majesty The Queen throughout the reporting period. (With Her Late Majesty's passing, the identity of the school's new Patron will become known in due course).
<b>Council (current serving members)</b>	Marianne Austin (from 7 December 2021) Jenny Blaiklock Catherine Brahams-Melinek Richard Ford Alexandra Gregory Matthew Hanslip Ward (Vice Co-Chair) David Imrie Dina Mallett Rae Perry (Vice Co-Chair from 7 December 2021) Holly Porter Paul Reeve (until 11 September 2022) Joe Silvester Sue Summers (until 12 October 2021) Sarah-Jane Watson Linda Wei Alison While (Chair) Patricia Wilks
<b>The Principal</b>	Richard Tillett
<b>The Head of the Preparatory School</b>	Laura Hall
<b>Bursar</b>	Crispin Morton
<b>Registered Charity number</b>	312726
<b>Principal address</b>	43-49 Harley Street London W1G 8BT
<b>Auditor</b>	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG
<b>Bankers</b>	National Westminster Bank plc PO Box No 4NU 1 Cavendish Square London W1A 4NU
<b>Solicitors</b>	Stone King LLP Boundary House 91 Charterhouse Street Barbican London EC1M 6HR
<b>Investment Advisors</b>	J M Finn & Co 4 Coleman Street London EC2R 5TA

## QUEEN'S COLLEGE, LONDON

### THE COUNCIL'S REPORT

YEAR ENDED 31 AUGUST 2022

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## THE COUNCIL'S REPORT

The Council of Queen's College, London ("the Council") presents its report, together with the audited financial statements, for the academic and financial year ended 31 August 2022, and confirms that the latter comply with the requirements of the Charities Act 2011 and the Statement of Recommended for Charities (SORP) 2015 (Second Edition, effective 1 January 2019).

### REFERENCE AND ADMINISTRATIVE INFORMATION

Queen's College, London was founded by Deed of Constitution dated 1 September 1852 and Royal Charter dated 2 November 1853, supplemented by Charter dated 29 May 1970, and as amended 26 October 1988. It has charitable status under reference number 312726.

### THE COUNCIL OF QUEEN'S COLLEGE, LONDON

The members of the Council are also the Charity Trustees. Listed below are the present members of the Council and also any members who served during the year, but have now left:

Marianne Austin	(Elected 7 December 2021)
Jenny Blaiklock	
Catherine Brahams-Melinek	
Richard Ford	
Alexandra Gregory	
Matthew Hanslip Ward	
David Imrie	
Dina Mallett	
Rae Perry	
Holly Porter	
Paul Reeve	(Resigned 11 September 2022)
Joe Silvester	
Sue Summers	(Resigned 12 October 2021)
Sarah-Jane Watson	
Linda Wei	
Alison While	
Patricia Wilks	

Alison While is the Chair of the Council. Matthew Hanslip Ward and Rae Perry are Vice Chairs.

### FINANCE COMMITTEE

The members of the Finance Committee were: Richard Ford (Chair), Jenny Blaiklock, Alexandra Gregory and Rae Perry.



## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Governing Document

Queen's College, London is governed by Royal Charter ("the Charter"), the bye-laws of which were last amended on 26 October 1988. Initial application has been made to the Privy Council to amend the bye-laws to reflect modern practice, particularly in employment law; this process was in abeyance during the height of the pandemic. Though the process has been recommenced, the death of Her Late Majesty the Queen and accession of the King will probably also introduce further delay.

### Governing Body

Queen's College, London ("Queen's"; "the school") comprises both Queen's College ("the College", situated in Harley Street) and Queen's College Preparatory School ("QCPS", situated in Portland Place); the Council is thus the governing body of both constituent schools of Queen's. Members of the Council serve and are constituted as detailed by the Charter. Members are elected at a full meeting of the Council, taking into consideration their eligibility, personal competence, specialist skills, and local availability. Members serve for a term of three years and are then eligible for re-election; they may serve on the Council for up to three terms (thus a maximum of nine years). Three members of the Council are related to pupils currently at the College or QCPS.

The Finance Committee, the Education and Pastoral Committee, the Estates Committee, and the Governance and Nominations Committee all report to the full Council following each of their meetings. The Development and Fundraising sub-Committee reports to the Council via the Finance Committee, of which it is a sub-Committee.

### Trustee Training

Each new member of the Council is inducted into the workings of the school. Training is recommended, dependent upon the member's personal skills and experience. The Council is a member of the Association of Governing Bodies of Independent Schools (AGBIS), which conducts training courses for members.

### Organisational Management

Queen's College, London is constituted by the Charter in a body politic and corporate.

The Council is the governing body, and meets at least four times a year to oversee the policy of the school, and to review the processes by which the school is managed and controlled. During the worst periods of the ongoing Covid-19 pandemic in 2020-2021, all Council, Committee and sub-Committee meetings were held via video conferencing in accordance with public health guidance. In person meetings resumed from 1 September 2021, but some meetings continued to be held remotely, depending on the circumstances that prevailed at the time. Industrial action on the railways also meant that some meetings moved to video conferencing.

The financial operation of the school is reviewed by the Finance Committee (FC), which was chaired by Richard Ford during the 2021-2022 financial year. The FC reports to each of the Council meetings, and it has particular responsibility for reviewing financial objectives, performance, budgets, accounts, risk management and personnel matters; the Development and Fundraising sub-Committee of the FC, chaired by Rae Perry, has specific oversight of marketing, development and fundraising. The Education and Pastoral Committee was chaired by Alison While, and is responsible for child protection and safeguarding, alongside reviewing the educational provision. The Estates Committee was chaired by Matthew Hanslip Ward, and the Governance and Nominations Committee was chaired by Linda Wei.

In accordance with the Charter, the Principal and Headmistress are responsible to the Council for the internal organisation, management and operation of the College and QCPS respectively.

The Charter requires the Principal to present an annual report to the College's Visitor, the Right Reverend and Right Honourable Lord Bishop of London. This report is available from the Clerk to the Council.

Salaries for key management personnel are set by the Chair of the Council, in consultation with the Vice Chairs of the Council and the Chair of the FC. They take note of both individual performance and benchmarking comparisons. They are also mindful that, to attract the best key personnel, it might be necessary to factor the cost of accommodation and travel in London into reward packages.

### Risk Management

The Council has assessed all identified major risks to which Queen's is exposed. The principal risks are considered to be:

- a. That ever-increasing costs outside the school's control (such as high rents in central London, extreme volatility in the utilities market, and rising inflation) might force fee increases that are higher than can be sustained by a significant number of our current and/or prospective parents, thereby reducing accessibility to the education provided by the school and putting pressure on pupil numbers and fee revenue;
- b. That the economic situation (the "cost of living crisis") might lead to a significant number of existing parents being forced to withdraw their daughters from the school, thus threatening budgets and long-term financial sustainability;
- c. That ineffectual leadership might lead to declining academic results, damage to reputation, reducing quality of applicants and/or loss of current pupils, thus threatening financial stability; and
- d. That political reform and/or the need to generate funds for the public purse might increase operational costs beyond economic sustainability, for instance, by removing charitable status (and thus removing business rate relief, which is currently 80%), by imposing VAT on school fees, or both.

These main strategic risks are mitigated by:

- Sound financial controls, including:
  - Appointing specialists to negotiate leasehold arrangements;
  - Smoothing the effects of volatility in the power market via long-term utilities contracts; and
  - Continuing prudent policies with regard to borrowing, cash and reserves.
- Enhanced access to financial support in the form of bursaries; both:
  - Bridging, temporary awards to cover transient, but significant, cash flow challenges; and
  - The school's continuing commitment to remitting 10% of fee revenue in the form of bursaries. The 175<sup>th</sup> Anniversary appeal established the 10% target, and the remissions figure has risen steadily even through the Covid-19 pandemic, from 6% in 2018-2019 to 10% in 2022-2023.
- The Council being rigorous in appointing key personnel; and
- Trusting educational organisations such as ISC, GSA, IAPS, AGBIS and ISBA to counter political scepticism about the strength of independent education and its contribution to society.

The Council is satisfied that control systems are in place to reduce exposure to identified major risks; where possible, exposure to major risk is mitigated by suitable insurance.

### Teachers' Pension Scheme

One of the key risks identified in several previous annual reports was the potential impact of rises in the cost of the Teachers' Pension Scheme (TPS), the unfunded public sector scheme of which the school is currently a member. The next 4-yearly valuation of TPS is already under way, with actuaries advising that future employers' contributions – since 2019, 23.68% of a teacher's salary – are likely to rise further. Employers' contributions to TPS currently account for 8.4% of the school's total expenditure (12.5% of total payroll); since the 2019 valuation increased employers' contributions by 43%, the risk that future valuations might force unsustainable increases in payroll costs led to a Council decision formally to consult our teachers regarding leaving the scheme.

The decision to consult was announced to teaching staff by the Chair of Council in July 2021; the consultation was initially scheduled to last from 24 September to 23 November 2021, but at the request of teachers' representatives early in the process, the consultation was extended to 13 January 2022. On 19 January 2022 the Council made a formal proposal to the teachers to conduct a phased withdrawal from TPS with effect from 31 December 2023. All new joiners from 1 January 2024 will be eligible to join a new defined contribution (DC) scheme. Anyone who is a TPS member at 31 December 2023 may opt to remain in the scheme, provided they meet the cost of any rise in employers' contributions beyond 23.68% from their salary; if they do not wish to meet this cost, they may transfer to the DC scheme. This proposal was accepted by the teachers, and revised contracts to implement it are currently being drafted. The Council would like to place on record their thanks to the teachers who acted as Staff Representatives during the consultation.



## QUEEN'S COLLEGE, LONDON

### THE COUNCIL'S REPORT (Continued)

YEAR ENDED 31 AUGUST 2022

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The proposal:

- Provides our teachers with continued membership of TPS until 31 December 2023;
- Allows individual teachers to make their own choice about leaving the scheme if prevailing circumstances mean that they cannot afford to bear any increased cost if employers' contributions rise beyond 23.68%;
- Provides a generous DC scheme for new teachers and any existing teachers who opt to transfer out of TPS;
- By capping the cost to the school of TPS at the current percentages, protects Queen's from exposure to any future cost rises that might not be sustainable; and
- Provides much greater certainty regarding future payroll costs, thus greatly assisting strategic financial planning.

### OBJECTIVES, AIMS AND PRINCIPAL ACTIVITIES

#### Objectives and Principles of Queen's College, London

The objects for which the school is established and incorporated are "to promote the advancement of education, and in connection therewith to acquire, establish, conduct and carry on residential and non-residential schools for girls and young women, and in particular to continue and conduct the undertaking, business and affairs of the College known as Queen's College, London, at present carried on at Numbers 43, 45, 47 and 49 Harley Street, and at Numbers 59 and 61 Portland Place".

The school operates under the following Principles of Education:

- We value academic excellence for its own sake, rather than the sterile pursuit of marks;
- We measure our success by the development of each individual;
- We value personal integrity and the discernment to deal responsibly with the wider world;
- We value teaching:
  - i. That inspires pupils and stimulates intellectual curiosity;
  - ii. That encourages intellectual rigour and the ability to make informed judgements;
  - iii. That helps pupils to know how to think, rather than what to think.
- We value in pupils:
  - i. Self-reliance and independence of mind;
  - ii. Self-discipline and the determination to outstrip expectations;
  - iii. Imagination and the courage to take risks.

#### Powers of the Council

The Council is empowered by the Royal Charter and Bye-Laws to:

- a. "Establish and maintain or aid in the establishment and maintenance of scholarships, bursaries and grants for the assistance or advancement of pupils at any school carried on by the school or otherwise;
- b. Make grants or allowances or other payments for the education of pupils;
- c. Purchase, take on lease, hire, or otherwise acquire any real or personal property which may be deemed necessary or convenient for the purposes of the school;
- d. Accumulate, sell, improve, manage, develop, exchange, lease, mortgage or otherwise dispose of, or deal with, or turn to account all property or rights of the College; provided that the College shall take or hold any property subject to the jurisdiction of the Charity Commissioners or the Secretary of State for Education. The College shall not mortgage, charge, sell, lease or otherwise dispose of the same without such authority, approval or consent as may be required by law;
- e. Borrow or raise money with or without security for any of the purposes of the College;
- f. Receive or accept donations, endowments and gifts of money, lands, hereditaments, stocks, funds, shares, securities and any other asset whatsoever and whether subject or not subject to any special trusts or conditions;

- g. Invest any moneys of the College not immediately required for any of its objects in such manner as may be authorised;
- h. Enter into such arrangements as may be thought fit for placing the College in connection or relation with any other institution or body established for educational purposes;
- i. Apply for any additional powers which may be deemed expedient for any of the purposes of the College, by means of Supplemental Charter or Act of Parliament;
- j. Grant, continue and pay salaries, pensions, gratuities or other sums in recognition of services;
- k. Do all such acts and things (not being inconsistent with or contravening any provision of the Charter) as may be authorised by the Bye-Laws; and
- l. Do all such other acts and things as are or may be deemed incidental or conducive to the attainment of any of the purposes of the College or the exercise of any of its powers."

### Annual Objective

Queen's College, London's annual objective in accordance with its Royal Charter is to "promote the advancement of education and to conduct schools for girls and young women" at a level in keeping with the School's Principles of Education.

### Principal Activity

The principal activity of the School is to provide for the education of approximately 620 pupils between the ages of 4 and 18 years.

### Continuing Financial & Operational Response to Covid-19

At the Extraordinary meeting of the Council on 8 April 2020, the Council and senior managers of the school agreed that the overall aim for navigating safely through the developing pandemic was to keep our pupils, staff and families safe, and as far as possible for Queen's to emerge from the crisis as recognisably the same school and community as when it entered. Following the periods of lockdown experienced by the whole country, our pupils and staff returned to school in person only in the final weeks of the 2021 Lent term, under a system of regular Lateral Flow testing (for both pupils and staff) that persisted into the 2021-2022 academic and financial year. From the Summer of 2021, Queen's was able increasingly to progress towards relative normality as more of the general population became "double vaccinated". From January 2022, following evolving public health advice, pupils and staff were required to carry out Lateral Flow tests (and to isolate in the event of a positive test) only if they exhibited symptoms of the virus.

The Council's ethos of support for the Queen's community included financial support, where necessary, via a short term Covid-19 Bridging Bursary scheme. This scheme formally closed on 31 August 2021; any Queen's families whose finances continued to be significantly affected after this date were transferred to a 'standard' bursary, being assessed against the school's normal criteria for support, rather than the different, though overlapping, indicators of transient financial need used for a specific Covid-19 award.

The 2021-2022 budget was based on the assumption that operations would revert to normal, but some elements of the Covid-19 response – notably the substantially enhanced cleaning regime introduced in 2020 – persisted into early 2022. The cost of cleaning for the full year 2020-2021 under pandemic measures was £333k, more than double the original budget; the cleaning budget for 2021-2022 was set at £200k, assuming normal operations. In the event, however, Government public health advice regarding enhanced cleaning was only withdrawn in January 2022. The final cost of cleaning for 2021-2022 was £297k, with the budget over-run attributable to additional staff and specialist materials.



### Investment in Facilities

In the financial and academic years most affected by the pandemic (2019-2021), discretionary spending was focused on items that enhanced the school's ability to operate safely during the pandemic, so capital spending on the school's buildings was significantly reduced. The exception to this was our continued investment in IT, which was particularly vital during remote or hybrid operations; last year's investment in updating and 'future proofing' the school's IT infrastructure of servers, switches, routers, internet connections and communications equipment means that IT at Queen's has now moved away from its previous heavy reliance on infrastructure that required continual patching and maintenance. In its place the school's IT estate now runs on Microsoft cloud services, and is robust, secure and capable of evolving to accommodate future teaching and learning plans. Where on-site hardware is still necessary, Queen's has also moved away from ownership to a leasing model, which makes IT expenditure far less unpredictable and mitigates the risk of failures of critical equipment.

In 2021-2022, the Council decided to re-commence investment in the school's buildings, with 4 significant projects during the year. QCPS has never had its own kitchen facility; throughout the 20 years of its life, all food has been cooked in the College kitchens in Harley Street, with QCPS food then being transported to Portland Place by van. This was less than satisfactory for many reasons. This Summer, therefore, we invested over £400k in installing a kitchen and refurbishing the QCPS dining room and adjacent pupil WCs; approximately half of the cost was contributed by Chartwells, our external caterers. This investment allows food to be freshly cooked on site at QCPS each day, and thus represents a very significant enhancement to the care we are able to provide to pupils at the Preparatory School.

At the College, as noted in previous annual reports, the biggest challenge is classroom capacity as the larger year groups that have joined Queen's since 2017 continue to progress through the school. This year we invested £60k in amalgamating two small classrooms into one larger one, restoring the room to its original size following sub-division in the 1920s. In 2021 the Kynaston room, which has been used as a library extension in recent years, was converted into a large classroom; the room amalgamation project outlined above allowed us to proceed to the second phase of this project, namely investing £100k in turning the room into a large, modern science laboratory.

Finally, in preparation for future work to refurbish and bring back into use the disused flat in the basement of No 49 Harley Street, we invested £45k in removing all asbestos; this will enable us to progress work on the basement in Summer 2023.

This Council considered that this total investment of £420k in the fabric of the two schools (not including the Chartwells' contribution) was sufficiently important to the development of Queen's to merit exceeding the original 2021-2022 capital construction budget (£300k), accepting the resultant reduction in target surplus set by the Council for the Principal, Headmistress and Bursar (2% of fee revenue). The school still made a surplus and thus a contribution to cash reserves.

### Environmental, Social & Governance (ESG) activities: "Green Queen's"

Queen's, like other organisations, is continually reviewing how it can minimise its impact on the environment. Both QCPS and the College were awarded Green Flag status by Eco-Schools, in the College's case for the first time. We have continued to look for ways to reduce the impact of waste removal, both by reducing non-recyclable waste in the first place and by minimising the environmental impact of removing the waste that remains; instead of removing all our non-recyclable waste by road, our rubbish is driven only for the short trip to Regent's Canal, and thereafter travels by canal lighter; this substantially reduces carbon footprint and also makes a contribution to easing road congestion. Improving the environmental efficiency of 200-year-old Listed buildings is a challenge, so Queen's is now working with One Carbon World, a not-for-profit organisation that provides support and advice on measuring and reducing greenhouse gas emissions. The first phase of this work is to measure every aspect of the school's operations, from fuel use (including during the commute to and from school by staff and pupils), water, food and other waste. The data collection phase will last until Spring 2023, leading to a report and recommendations which will inform a completely new sustainability policy; this policy will be used to drive concrete action and continual improvement. Our contract catering and cleaning providers are fully engaged in this process.

### ESG activities: Public Benefit

Queen's College, London has always pioneered girls' and women's education. When opened on 1 May 1848, it was the first institution in the UK to provide academic qualifications for women, and the Royal Charter granted to the College in 1854 was the first Charter to be granted by a sovereign for the furtherance of the education of women.

In furtherance of the school's principal activity, the Council also gives careful consideration to the Charity Commission's guidance on public benefit. The provision of women's education continues to be the prime public benefit provided by the school. All educational provision is reviewed at least annually to assess its "added value", with academic endeavour occurring within a supportive environment which ensures the pupils' wellbeing. Queen's prepares its pupils to be active and socially responsible citizens.

### Fee Remissions

Queen's supported 120 pupils (2020-2021: 100, excluding temporary Covid-19 awards) with financial awards through bursaries or scholarships throughout the year. 44 pupils (2019-2020: 29) received financial support that covered 100% of fees, either via a bursary alone or a combination of bursary and scholarship awards. 2021-22 was the second year of the College's relationship with Sarah Bonnell School, a state secondary school in East London which does not provide education beyond GCSEs; a total of 5 pupils received 100% bursary support in the Senior College (6<sup>th</sup> Form) after joining Queen's from Sarah Bonnell. A total of £1,144,372 (2020-2021: £815,993) was awarded for reason of financial hardship or academic scholarship; of this, £1,010,560 (2020-2021: £682,959) was allocated to means-tested bursary provision. Fee remissions equated to 9.3% of fee revenue (2020-2021: 7.3%); the school thus remains on track to achieve its target of increasing fee remissions by approximately 1% per year, aiming for around 10% by the 175<sup>th</sup> Anniversary of Queen's in 2023.

Of those fee remissions via bursaries or scholarships that are unrelated to Covid-19, approximately 15% (2021: 15%) were funded by income from investment activity; the remainder was paid for out of operating funds (though strictly speaking remission of fees is not a cost, but revenue that the school chooses to forgo). The Queen's community continues to provide generous support to the 175<sup>th</sup> Anniversary Bursary Appeal that was launched in 2019. Bursary donations during the year totalled £220,547 (£2021: £203,189), made up of £179,812 (2021: £132,879) from College parents and alumnae, and £40,734 (2021: £67,310) from QCPS parents. These figures do not include pledged donations of £154k plus Gift Aid from a College parent, and £157k from a QCPS parent, both of these gifts to be paid in instalments over the next 7 academic years, starting in 2022-2023.

In total, the 175<sup>th</sup> Anniversary Bursary Appeal has raised over £1m since its launch, and £1m was transferred from our bank account into invested funds in the Summer of 2021. This is a mark of the generosity of the Queen's community, particularly given the impact of the pandemic for all bar the first few months of the appeal and increasing economic uncertainty as the impact of the pandemic tails off. As always, the Council would like to place on record their thanks to parents for their generosity in supporting the school and its associated community.

### Activities in Support of the Community and Other Schools

The Government's restrictions on movement and social interaction, which persisted to varying degrees into the first half of the period covered by this report, inevitably constrained the activities set out in this section; during periods of tighter public health restrictions, Government regulations limited the school's public benefit activities to its own pupils only, and even in those periods of the year when restrictions were ostensibly less tight, the situation was considerably more constrained than normal.

The inner city location of our premises limits the school's facilities for activities in the open air; Queen's owns no sports fields or recreational areas outside. In normal times the school's internal facilities are available for use by external agencies, particularly those involved in the promotion of education, but the pandemic significantly curtailed this use during 2020-2022; happily, in the latter part of the reporting period, things started to open up again.

A dance academy, open to children of all backgrounds, operated from both schools during the Michaelmas and Summer half terms and during the 2022 Summer holidays. However, Pro Corda (an organisation which uses training in chamber music to equip young people with the necessary skills to work together with others, unleashing wider social benefits in terms of participation, access and learning) was unable to operate at all during the early part of the period, when normally it uses the College every weekend during term time; happily, they were able to return from May 2022.



## QUEEN'S COLLEGE, LONDON

### THE COUNCIL'S REPORT (Continued)

#### YEAR ENDED 31 AUGUST 2022

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Queen's continued its membership of the Southwark Schools' Learning Partnership (SSLP), which it joined in 2018. The SSLP brings together 17 independent and maintained schools ("Partners" from Southwark, "Associates" such as Queen's from neighbouring London Boroughs) who share a desire to provide academic and vocational opportunities for both pupils and teachers, where each can learn from, and with, their peers. Events can be athletic or educational, include teachers, pupils or both, and be either competitive or collaborative. The school's contributions to the partnership during the period included leading 'Thinking About Reggaeton' workshops.

The well-established and strong relationship with St Vincent's Catholic Primary School continued to flourish, even with the constraints of the pandemic. A member of the College senior leadership team is a Governor, and Queen's provided St Vincent's pupils in Year 3 with a number of Art workshops taught by Queen's staff, both on their premises and using the College's Art studio. Queen's staff led INSET training sessions at St. Vincent's on History and Geography teaching skills.

Other members of staff are Governors at Highgate Wood School and Sarah Bonnell School.

Other schools were invited to attend lectures and workshops held at or hosted by Queen's; notable examples during the year include:

- A History of Art conference attended by 83 delegates from across the sector;
- Mentor training with the Longford Trust; and
- Languages research presentation and training at the Bolder Academy.

Sadly, the pandemic once again forced the cancellation of the annual local community Marylebone Christmas Festival, at which choirs from Queen's perform in normal times. In its place, Queen's streamed an informal concert on 2 December to two London care homes, the Queen Elizabeth II Infirmary and the Kensington Care Home.

Pupils at the school remained active charity fundraisers despite the pandemic, raising a total of £16,184 (2021: £1,037), including £5,425 for the Cardinal Hume Centre, £5,308 for War Child UK, £1,421 for Macmillan Cancer Support, £927 for Make A Smile, and £714 for the Children's Medical Research Institute via "Jeans for Genes Day".

Both schools continue actively to support the development of teachers and teaching assistants. In the College, one member of staff has just completed her ISQAM (Independent Schools Qualification in Academic Management) Level 1, while two other colleagues are undertaking the National Professional Qualification for Senior Leadership. Two Newly Qualified Teachers were successfully inducted into the profession in the summer of 2022, while a further two completed the first year of what is now a two-year Early Careers Teacher programme. Another SCITT (School Centred Initial Teacher Training) trainee had a successful placement in the Modern Languages Department, and now works part-time on the teaching staff. In September 2022 the College has welcomed another three Early Careers Teachers, and is hosting two Science PGCE students, with a third, in English, to follow in the second half of the academic year.

The College ensures the conservation and preservation of a number of important Listed properties for the benefit of the community at large.

Full details of the public benefit activities of the College and QCPS can be found in each school's Public Benefit report, available from the Bursar.

#### ESG activities: Governance

The Council keeps the governance of Queen's College, London under continual review, including succession planning to find governors with expertise relevant to the needs of the charity, induction and continuation training for governors provided by AGBIS, ISBA and HMC, and periodic external review of governance standards, including benchmarking against the Charity Code of Governance.

## ACHIEVEMENTS AND PERFORMANCE

### Inspection

Queen's was inspected by the Independent Schools Inspectorate (ISI) in the week beginning 7 February 2022. The ISI inspection regime is to alternate between inspections of Regulatory Compliance (RCI), where they check that the school's policies and practices are compliant with the regulations set by the Department of Education, and of Educational Quality with Focused Compliance (EQI), which looks at the quality of education provided by the school. The school's most recent RCI was in 2017, so in normal times we would have anticipated an EQI in 2020, but the inspection schedule was interrupted by Covid-19.

The ISI Inspection report judged the quality of pupils' academic and other achievements to be Good, and the quality of pupils' personal development to be Outstanding. The inspectors also confirmed that the two Queen's schools remained fully compliant with the requirements expected of independent schools. A copy of the full inspection report can be found via the school's website.

### Operational Performance

During the year 86 pre-preparatory girls (2021: 64), 124 preparatory girls (2021: 137) and 401 secondary girls (2021: 376) were educated in keeping with the College's educational policies.

A Levels. There was a 100% pass rate and 85.3% of entries were graded A\*, A or B.

GCSEs. At GCSE and IGCSE the proportion of 7-9 or A\*-A grades was 81.6%.

11+. The Preparatory School 11+ examination pupils achieved excellent results, allowing girls to attend senior schools of their parents' choice.

Full details of educational results and activities, and other matters regarding the activities of the College, are contained in the Principal's Annual Report (as presented to the Visitor – available from the Bursar), or appear on the websites of the College ([www.qcl.org.uk](http://www.qcl.org.uk)) and Preparatory School ([www.qcps.org.uk](http://www.qcps.org.uk)) as applicable.

### Extra-Curricular Activities and Sport

Academic attainment is achieved alongside participation in a host of extra-curricular activities, including drama, dance, music and those associated with a wide variety of clubs. In addition, the College, despite having no sports facilities of its own, has a structured and busy PE timetable for all pupils. Pupils compete against maintained and independent schools in a number of sports, with considerable success, in local leagues. The curriculum is also enriched through educational visits which maximise the benefits of the school's location in central London, with easy access to transport links.



## FINANCIAL REVIEW

The school's net movement in funds, an decrease of £21,422 (2021: increase of £19,774), should be viewed in the context of another year which saw the operational and financial challenges resulting from the pandemic persist for several months longer than anticipated. As outlined above, the Council took a conscious decision to accept a lower than planned surplus in order to fund investment in the school's facilities that contributes to the quality and capacity of the school's educational and pastoral provision.

Full details of financial activities are contained in the attached accounts.

### Investment Policy

Investment powers are governed by the Royal Charter. The investment portfolio is managed by the School's investment advisors (J.M. Finn & Co), and their performance is regularly reviewed by the Finance Committee. The investment advisors also present an annual review of performance to the Finance Committee.

The Council adopts a conservative investment strategy, with the aim of optimising the school's total investment return consistent with mitigating risk, and while preserving the real value of endowed investments. Action was taken during the year to consolidate 4 investment funds into 2, broadly configured 50% for revenue –primarily to support bursaries –and 50% for growth, thus spreading risk. This balance of investment policies was the same with the 4 funds, inherited as an accident of history, so this consolidation does not represent a change in investment policy. Managing more funds than necessary simply incurs unnecessary management costs. In addition to the fund consolidation, £1M generated from the 175 Anniversary Appeal was transferred from the school's bank account to investments, thus strengthening the school's bursary funding and reducing the need to fund bursaries from operational revenue.

### Investment Performance

During the year £81,329 (2021: £82,528) investment income was received into the business account. Market performance led to a net investment loss of £214,773 (2021: £390,257 gain) in the value of the funds.

### Reserves Policy

Total funds of the school at 31 August 2022 were £8,194,839 (2021: £8,216,261), comprising restricted funds of £2,920,030 (2021: £1,709,459), designated funds of £4,915,702 (2021: £5,271,659), and general funds (or free reserves) of £359,107 (2021: £1,235,143).

The school's primary objective remains to maintain or increase reserve resources built up in recent years, after a number of years of capital expenditure followed by the Covid-19 pandemic; over the 5 terms when the pandemic had its greatest impact, the school spent over £1.5M on increased short term bursary support, investment in IT to support remote education, and the additional costs of keeping the Queen's community operating in a safe environment. The rapid increase in inflation during 2022, political uncertainty and the dramatic rise in energy costs mean that it remains prudent to preserve and enhance cash reserves, providing the financial headroom to cope with further possible financial shocks. For example, Queen's – like most schools – seeks to mitigate fluctuations in energy costs by entering supply contracts over a long term (typically 2 years). For the period August 2020 to 2022, combined electricity costs for the school were c.£74k per year; the deal covering the period to August 2024 will cost c.£260k per year (a rise of 350%), and the market has continued to rise sharply since the deal was signed. As it has been for several years, the school's objective is to conserve resources at least to the point where it has at reserves to cover one complete term with zero income, in addition to the funds required to sustain normal operations. For context, the lowest cash position at the bank during 2021-2022 was £2.23M (2021 £2.49M), even in a year when £1M was transferred from the bank to investments; the position has continued to improve steadily since the £3.6M capital expenditure on the 6th Form Centre in 2017, albeit at a rate slowed by the financial impact of the pandemic since March 2020.

Our reserves policy is kept under continual review by the Council and Finance Committee to ensure that the policy remains appropriate for the prevailing economic situation; this is especially the case during times of volatility and uncertainty, as at present.

## PLANS FOR THE FUTURE

### Development

The school will continue to consolidate its position in order to concentrate on bringing the remainder of its infrastructure to a standard equivalent to the modern 6<sup>th</sup> Form Centre opened in 2017.

Following on from the QCPS kitchen and College classroom investments outlined above, plans for the premises in 2022-2023 will see continued investment in the facilities of the school – notably redeveloping the redundant Caretaker's flat in the basement of No. 49 Harley Street, which has been empty for several years, to provide much-needed space for study, pupil wellbeing and staff workspaces.

Investment in IT infrastructure since 2020 has markedly improved resilience, redundancy and equipment standardisation; the current technical focus is on providing infrastructure to support the move to a One Person, One Device system, where every pupil and every member of staff has their own school laptop. It is planned to conduct a pilot of two year groups in the Lent term 2023, with full roll-out by the Michaelmas term 2023.

The school's longer-term aim remains to increase capacity for teaching and learning by adding a second Preparatory School to the Queen's family, acquiring an additional building, or both. However, the rapid pace of political and economic events during 2022 appears unlikely to abate quickly, so any decision whether to invest the Charity's resources in acquisitions will be dictated as much by the state of the UK economy as by the immediate aspirations of the school. Queen's was able to survive and thrive during the Covid crisis because it had no debt and sufficient reserves; should the current severe economic uncertainty persist or even worsen, it may be that for now the prudent course is to conserve those cash reserves to allow the Charity to cope with further financial shocks and, as with the pandemic, provide support to our pupils.

Even if events turn out to dictate a relatively conservative approach to capital expenditure for a while, we will always continue to redecorate, refurbish and enhance the buildings wherever possible, using our in-house premises team; for example, they were able to redecorate two entire floors of classrooms at the College and re-organise every form room at QCPS even at the height of the Covid-19 emergency.

### The Preparatory School

Following a drop in pupil numbers in 2022-2021, the QCPS pupil roll increased by 5% in 2021-2022, thanks particularly to a full intake into Reception; pupil numbers remained broadly static through the academic year. Recruitment into Reception for the Michaelmas term 2022 was in line with pre-pandemic numbers, but disappointing compared to the intake of 35 pupils in Michaelmas 2021. This drop was due to significant changes in the admission process which resulted in a higher academic bar for applicants; this has been addressed to ensure optimal intake numbers in 2023. Uptake for occasional places for Michaelmas 2022 saw a 200% increase on previous years, ensuring continued stabilisation of overall pupil numbers for 2022-2023. Staff and pupil morale is high, and educational attainment remains outstanding at 11+.

The new Headmistress' strategic development plan for the school continued to be received favourably by staff and parents and the Council is subsequently looking forward to further raising the academic reputation of the school in the coming years. The Council continues to be focused upon assuring the delivery of a first class education and welfare for its pupils, including further investment in facilities as the impact of the pandemic eases.

### The College

The College continues to grow steadily, with another full Class 3 [Year 7] in September 2022 and a Senior College [Years 12 and 13] of over 100 pupils for the first time in recent memory. The Council aims to continue the upward trajectory of academic results whilst continuing to offer a broad and balanced extra-curricular offering and continuing to focus on the provision of unparalleled pastoral care. Closer collaboration with state schools such as Sarah Bonnell School in Stratford and members of the Southwark Schools Learning Partnership continue to lead to a greater socio-economic diversity among the pupil body, funded by the continuing 175th Anniversary Bursary Appeal, while the increasingly close relationships between staff at the College and QCPS should allow for increasing selectivity at the 11+ entry point.

**QUEEN'S COLLEGE, LONDON**

**THE COUNCIL'S REPORT (Continued)**

**YEAR ENDED 31 AUGUST 2022**

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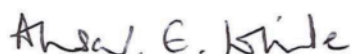
**Disclosure of information to auditors**

Each of the members of Council has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditors are unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

**Auditor**

A resolution to re-appoint Haysmacintyre LLP as the College's auditors was passed at the Annual General Meeting on 6 December 2022.

Signed on behalf of the Council



**Alison While (Chairman)**

Date: 6 December 2022

**QUEEN'S COLLEGE, LONDON**

**STATEMENT OF THE COUNCIL'S RESPONSIBILITIES**

**YEAR ENDED 31 AUGUST 2022**

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The Council is responsible for preparing the Council's Report and accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Council to prepare accounts for each financial year which give a true and fair view of the state of affairs of the College, and of the incoming resources and application of resources of the College in that year.

In preparing these accounts, the Council are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- Prepare the accounts on the going concern basis, unless it is inappropriate to presume that the College will continue in operation.

The Council is responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the College, and enable it to ensure that the accounts comply with the Charities Act 2011, the College (Accounts and Reports) Regulations 2008 and the provisions of the Royal Charter. It is also responsible for safeguarding the assets of the College and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Signed on behalf of the Council



**Alison While (Chairman)**

Date: 6 December 2022



### Opinion

We have audited the financial statements of Queen's College, London for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the school's affairs as at 31 August 2022 and of the school's net movement in funds for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

### Basis for opinion

We 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. 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 College 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 Council'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 College's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

### Other information

The Council are responsible for the other information. The other information comprises the information included in the Report of the Council. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

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

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

### Responsibilities of Council for the financial statements

As explained more fully in the Council's responsibilities statement set out on page 14, the Council 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 the Council 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 Council is responsible for assessing the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council either intend to liquidate the College or to cease operations, or have no realistic alternative but to do so.

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an 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:

Based on our understanding of the College and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the independent school regulations, safeguarding regulations, health and safety requirements, GDPR, employment law and charity law, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011 and other factors such as payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the improper recognition of revenue and management bias in accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulations. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

### **Use of our report**

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

Haysmacintyre LLP

Haysmacintyre LLP  
Statutory Auditors

10 Queen Street Place  
London  
EC4R 1AG

Date: 6 December 2022

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

QUEEN'S COLLEGE, LONDON

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 AUGUST 2022

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
<b>INCOME FROM:</b>					
Donations and grants receivable	2	17,798	306,000	323,798	217,287
Investments	3	38,028	52,474	90,502	82,528
		<u>55,826</u>	<u>358,474</u>	<u>414,300</u>	<u>299,815</u>
Charitable activity					
Education	4	11,465,605	-	11,465,605	10,436,782
		<u>11,521,431</u>	<u>358,474</u>	<u>11,879,905</u>	<u>10,736,597</u>
<b>Total income</b>					
<b>EXPENDITURE ON:</b>					
Raising funds		77,405	-	77,405	69,505
Charitable activity					
Education		11,609,149	-	11,609,149	11,037,575
		<u>11,686,554</u>	<u>-</u>	<u>11,686,554</u>	<u>11,107,080</u>
<b>Total expenditure</b>	5				
Net income/(expenditure) before net gains/(losses) on investments		(165,123)	358,474	193,351	(370,483)
Net gains/(losses) on investments		(99,570)	(115,203)	(214,773)	390,257
		<u>(264,693)</u>	<u>243,271</u>	<u>(21,422)</u>	<u>19,774</u>
<b>Net income/(expenditure)</b>					
Transfers between funds	13/14	(967,300)	967,300	-	-
		<u>(1,231,993)</u>	<u>1,210,571</u>	<u>(21,422)</u>	<u>19,774</u>
<b>Net movement in funds</b>					
Fund balances at 1 September 2021		6,506,802	1,709,459	8,216,261	8,196,487
		<u>5,274,809</u>	<u>2,920,030</u>	<u>8,194,839</u>	<u>8,216,261</u>
<b>Fund balances at 31 August 2022</b>					

All income and gains for the period are recognised above. All of the College's activities are classified as continuing.

Details of comparative figures by fund are shown in note 19.



QUEEN'S COLLEGE, LONDON

BALANCE SHEET

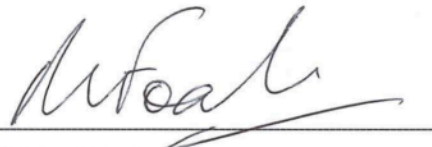
31 AUGUST 2022

	Notes	£	2022 £	£	2021 £
<b>FIXED ASSETS</b>					
Tangible assets	8		4,715,702		4,609,480
Investments	9		3,497,363		2,681,102
			<u>8,213,065</u>		<u>7,290,582</u>
<b>CURRENT ASSETS</b>					
Debtors	10	3,529,198		3,335,796	
Cash at bank and in hand		<u>2,598,787</u>		<u>3,443,406</u>	
		6,127,985		6,779,202	
Creditors: amounts falling due within one year	11	<u>(6,146,211)</u>		<u>(5,853,523)</u>	
Net current (liabilities)/assets			(18,226)		925,679
Total assets less current liabilities			<u>8,194,839</u>		<u>8,216,261</u>
<b>Income funds</b>					
Restricted funds	13		2,920,030		1,709,459
Unrestricted funds:					
Designated funds	14		4,915,702		5,271,659
General funds			<u>359,107</u>		<u>1,235,143</u>
			5,274,809		6,506,802
			<u>8,194,839</u>		<u>8,216,261</u>

The accounts were approved by the Council on 8<sup>th</sup> December 2022.



Alison White  
Chairman



Richard Ford  
Chair of Finance



QUEEN'S COLLEGE, LONDON

STATEMENT OF CASH FLOWS

YEAR ENDED 31 AUGUST 2022

	2022 £	2021 £	
<b>Cash flows from operating activities:</b>			
<i>Net cash provided by operating activities</i>	632,132	240,993	
<b>Cash flows from investing activities:</b>			
Investment income	90,502	82,528	
Payments to acquire tangible fixed assets	(536,219)	(229,793)	
Payments to acquire investments	(613,410)	(339,697)	
Proceeds from disposal of investments	613,443	269,432	
Other receipts and movements from investment portfolio	(1,031,067)	46,343	
<i>Net cash used in investing activities</i>	(1,476,751)	(171,187)	
Change in cash and cash equivalents in the reporting period	(844,619)	69,806	
Cash and cash equivalents at the beginning of the reporting period	3,443,406	3,373,600	
Cash and cash equivalents at the end of the reporting period	2,598,787	3,443,406	
<b>Reconciliation of net income to net cash flow from operating activities</b>			
	2022 £	2021 £	
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	(21,422)	19,774	
<b>Adjustments for:</b>			
Net loss/(gain) on investments	214,773	(390,257)	
Depreciation charges	429,997	491,091	
Investment income	(90,502)	(82,528)	
Increase in debtors	(193,402)	(347,217)	
Increase in creditors	292,688	550,130	
<b>Net cash provided by operating activities</b>	632,132	240,993	
<b>Analysis of cash and cash equivalents</b>			
	2022 £	2021 £	
Cash in hand	2,598,787	3,443,406	
<b>Total cash and cash equivalents</b>	2,598,787	3,443,406	
<b>Net Debt analysis of cash and cash equivalents</b>	2021 £	Cash flows £	2022 £
Cash in hand	3,443,406	(844,619)	2,598,787
<b>Total net debt</b>	3,443,406	(844,619)	2,598,787

**1. ACCOUNTING POLICIES**

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – second edition effective 1 January 2019.

The functional currency of the College is considered to be GBP because that is the currency of the primary economic environment in which the College operates.

The College is governed by Royal Charter and is a Public Benefit Entity registered as a charity in England and Wales (Charity Registration No. 312726).

**1.1 Going Concern:**

Having reviewed the funding facilities available to the College together with the expected ongoing demand for places and the College's future projected cash flows, Members of the Council have an expectation that the College has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the College's financial viability. Accordingly, they also continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Accounting and Reporting Responsibilities on page 14.

**1.2 Critical accounting judgements and key sources of estimation uncertainty:**

In the application of the accounting policies, Members of the Council are required to make judgement, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affected current and future periods.

Judgements made by Members of the Council, in the application of these accounting policies that have significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are deemed to be in relation to the depreciation rates of tangible fixed assets and are discussed below.

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

**1.3 Fees and similar income:**

Fees receivable for education are accounted for in the period in which the service is provided. Fees received for education to be provided in future years are carried forward as deferred income.

Donations are accounted for when they are receivable. Donations for purposes restricted by the wishes of the donor are taken to "restricted reserves" where these wishes are legally binding on the Council.

Grant income is derived from the amounts receivable under the Coronavirus Job Retention Scheme.

Investment income is accounted for when it is received.

**1. ACCOUNTING POLICIES (continued)**

**1.4 Expenditure:**

Expenditure is accounted for on an accruals basis, with the irrecoverable element of VAT included with the item of expense to which it relates.

Expenditure is summarised under functional headings on a direct cost basis.

Governance costs are those incurred in connection with the administration of the College and compliance with constitutional and statutory requirements.

The cost of furniture and equipment is written off in the year of acquisition.

**1.5 Tangible fixed assets and depreciation:**

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Leasehold Property	Over 25 years, other than Somerville Hall which has been fully depreciated and improvements to the dining hall and boiler room which are being depreciated over 10 years.
Plant & Machinery	Straight line over 10 years
Furniture & Fittings	Straight line over 4 years
IT	Straight line over 3 years

Items costing less than £1,000 are written off on acquisition.

**1.6 Leasing and hire purchase commitments:**

Rentals payable under operating leases are charged against income on a straight line basis over the period of the lease.

**1.7 Investment:**

Fixed asset investments are stated at market value.

Realised and unrealised gains and losses are dealt with in the Statement of Financial Activities.

**1.8 Pensions:**

The Teachers' Pension Scheme - This scheme is a multi-employer pension scheme. It is not possible to identify the College's share of the underlying assets and liabilities of the Teachers' Pension Scheme on a consistent and reasonable basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. The College's contributions, which are in accordance with the recommendations of the Government Actuary, are charged in the period in which the salaries to which they relate are payable.

The College also contributes to personal pension schemes for non-teaching staff.

**1.9 Accumulated funds:**

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in note 13 to the accounts.

Designated funds comprise funds which have been set aside at the discretion of the Council for specific purposes. The purposes and uses of the designated funds are set out in note 14 to the accounts.

Unrestricted funds are funds which can be used in the accordance with the charitable objects at the discretion of the Council.

**1.10 Taxation:**

No provision for taxation is included in the accounts as the College is entitled to the exemption for tax afforded by Part 10 of the Income Tax Act 2007 and Section 256 of the Chargeable Gains Act 1992.

**1. ACCOUNTING POLICIES (continued)**

**1.11 Financial instruments:**

Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost with the exception of investments which are held at fair value. Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors. A specific provision is made for debts for which recoverability is in doubt. Cash at bank and in hand is defined as all cash held in instant access bank accounts and used as working capital. Financial liabilities held at amortised cost comprise all creditors except social security and other taxes and provisions.

**1.12 Debtors:**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**1.13 Cash at bank and in hand:**

Cash at bank and cash in hand includes cash and short term highly liquid investments.

**1.14 Creditors and provisions:**

Creditors and provisions are recognised where the College has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**2. Donations and grants receivable**

	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Donations	17,798	306,000	323,798	208,048
Grants receivable	-	-	-	9,239
	<u>17,798</u>	<u>306,000</u>	<u>323,798</u>	<u>217,287</u>
	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Donations	4,859	203,189	208,048	165,612
Grants receivable	9,239	-	9,239	75,486
	<u>14,098</u>	<u>203,189</u>	<u>217,287</u>	<u>241,098</u>



QUEEN'S COLLEGE, LONDON

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 AUGUST 2022

3. Investment income

	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Income from listed investments	36,301	52,474	88,775	82,197
Interest receivable	1,727	-	1,727	331
	<u>38,028</u>	<u>52,474</u>	<u>90,502</u>	<u>82,528</u>
	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Income from listed investments	36,889	45,308	82,197	91,648
Interest receivable	331	-	331	6,671
	<u>37,220</u>	<u>45,308</u>	<u>82,528</u>	<u>98,319</u>

4. Income from Charitable Activities – Education

	2022 £	2021 £
Gross fees receivable	12,231,677	11,112,594
Less bursaries, scholarships and awards	(1,148,436)	(1,091,702)
Net fees receivable	<u>11,083,241</u>	<u>10,020,892</u>
Other educational income	382,364	415,890
Total education income	<u>11,465,605</u>	<u>10,436,782</u>

QUEEN'S COLLEGE, LONDON

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 AUGUST 2022

5. Total expenditure - 2022	Staff Costs £	Depreciation £	Other Costs £	Total 2022 £	Total 2021 £
<b>Costs of raising funds</b>					
Investment management costs	-	-	12,520	12,520	11,555
Fundraising	-	-	64,885	64,885	57,950
<b>Total costs of raising funds</b>	<u>-</u>	<u>-</u>	<u>77,405</u>	<u>77,405</u>	<u>69,505</u>
<b>Charitable activities</b>					
Teaching	5,579,516	-	237,722	5,817,238	5,609,570
Housekeeping, cleaning and catering	-	-	1,067,977	1,067,977	936,188
Premises costs	125,966	429,997	1,456,166	2,012,129	2,076,201
Support costs	1,639,312	-	1,072,493	2,711,805	2,415,616
<b>Total charitable activities</b>	<u>7,344,794</u>	<u>429,997</u>	<u>3,834,358</u>	<u>11,609,149</u>	<u>11,037,575</u>
<b>Total expenditure</b>	<u>7,344,794</u>	<u>429,997</u>	<u>3,911,763</u>	<u>11,686,554</u>	<u>11,107,080</u>

Included within support costs above are governance costs of £14,500 (2021: £13,600) in respect of payments made to the auditors for audit services.

Included within premises costs is £1,069,412 (2021: £1,024,649) in relation to operating lease payments.

Total expenditure - 2021	Staff Costs £	Depreciation £	Other Costs £	Total 2021 £	Total 2020 £
<b>Costs of raising funds</b>					
Investment management costs	-	-	11,555	11,555	10,985
Fundraising	-	-	57,950	57,950	27,564
<b>Total costs of raising funds</b>	<u>-</u>	<u>-</u>	<u>69,505</u>	<u>69,505</u>	<u>38,549</u>
<b>Charitable activities</b>					
Teaching	5,487,055	-	122,515	5,609,570	5,441,902
Housekeeping, cleaning and catering	-	-	936,188	936,188	728,752
Premises costs	117,945	491,091	1,467,164	2,076,201	2,008,013
Support costs	1,468,256	-	947,360	2,415,616	2,184,172
<b>Total charitable activities</b>	<u>7,073,257</u>	<u>491,091</u>	<u>3,473,226</u>	<u>11,037,575</u>	<u>10,362,839</u>
<b>Total expenditure</b>	<u>7,073,257</u>	<u>491,091</u>	<u>3,542,732</u>	<u>11,107,080</u>	<u>10,401,388</u>

Included within support costs above are governance costs of £13,600 (2020: £13,100) in respect of payments made to the auditors for audit services; and other services of £nil (2020: £nil).

Included within premises costs is £1,024,649 (2020: £1,006,000) in relation to operating lease payments.

QUEEN'S COLLEGE, LONDON

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 AUGUST 2022

5. Expenditure (continued)

Other Support costs can be analysed as follows:

	2022 £	2021 £
Insurance	134,724	138,180
Printing, Postage and Stationery	96,779	148,270
Telephone and IT	302,145	221,760
Advertising	12,845	19,593
Catering, hospitality	59,218	13,211
Open days, certs, presentations, church services, founders day, flowers	21,914	15,310
PE court hire, transport	160,755	77,167
Recruitment, retention, training, welfare	114,372	97,272
Other	169,741	216,597
	<u>1,072,493</u>	<u>947,360</u>

6. Council

None of the Council (or any persons connected with them) received any remuneration or benefits from the College during the year (2021: none).

7. Employees

Number of employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
Teaching staff	90	82
Non-teaching staff	46	46
	<u>136</u>	<u>128</u>

Employment costs

	2022 £	2021 £
Wages and salaries	5,633,973	5,257,373
Social security costs	641,976	568,282
Pension contributions	1,068,445	991,715
Termination and redundancy payments	-	10,420
	<u>7,344,794</u>	<u>6,827,789</u>

	2022 Number	2021 Number
The number of employees whose remuneration was £60,000 or more were:		
£60,000 - £70,000	8	7
£70,000 - £80,000	3	4
£80,000 - £90,000	1	-
£90,000 - £100,000	1	3
£100,000 - £110,000	2	1
£160,000 - £170,000	1	1
	<u>1</u>	<u>1</u>

The total remuneration of key management personnel in the year was £1,216,536 (2021: £1,076,371).

QUEEN'S COLLEGE, LONDON

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 AUGUST 2022

<b>8. Tangible fixed assets</b>					
					<b>Leasehold Improvements £</b>
<b>Cost</b>					
At 1 September 2021					8,779,747
Additions					536,219
<b>At 31 August 2022</b>					<u>9,315,966</u>
<b>Depreciation</b>					
At 1 September 2021					4,170,267
Charge for the year					429,997
<b>At 31 August 2022</b>					<u>4,600,264</u>
<b>Net book value</b>					
<b>At 31 August 2022</b>					<u>4,715,702</u>
<b>At 31 August 2021</b>					<u>4,609,480</u>
<b>9. Fixed asset investments</b>					
	<b>General Funds £</b>	<b>Designated Funds £</b>	<b>Restricted Funds £</b>	<b>Total 2022 £</b>	<b>Total 2021 £</b>
Market value at 1 September 2021	874,195	462,180	1,344,727	2,681,102	2,266,923
Acquisitions at cost	46,150	29,778	537,482	613,410	339,697
Disposals at opening book value	(47,487)	(250,069)	(315,887)	(613,443)	(269,432)
Change in value in the year (including investment cash movements)	375,206	(241,889)	682,977	816,294	343,914
<b>Market value at 31 August 2022</b>	<u>1,248,064</u>	<u>-</u>	<u>2,249,299</u>	<u>3,497,363</u>	<u>2,681,102</u>
<b>10. Debtors</b>					
				<b>Total 2022 £</b>	<b>Total 2021 £</b>
Fee debtors				3,155,092	2,967,534
Other debtors				41,293	27,212
Prepayments and accrued income				332,813	341,050
				<u>3,529,198</u>	<u>3,335,796</u>



11. Creditors: amounts falling due within one year	Total 2022 £	Total 2021 £
Trade creditors	254,470	544,782
Taxes and social security costs	162,639	145,621
Fees receivable in advance & pupil deposits	5,339,066	4,861,733
Other creditors	158,014	270,772
Accruals	232,022	30,615
	<u>6,146,211</u>	<u>5,853,523</u>

Fees in advance represents fees invoiced due for the Michaelmas 2022 term.

Deposits are due on the pupil leaving the College after giving one term's notice.

## 12. Pension Costs

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £935,333 (2021: £874,356) and at the year-end £111,790 (2021: £119,871) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019, confirmed that the employer contribution rate for the TPS would increase from 16.4% to 23.6% from 1 September 2019. Employers are also required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 23.68%.

The 31 March 2016 Valuation Report was prepared in accordance with the benefits set out in the scheme regulations and under the approach specified in the Directions, as they applied at 5 March 2019. However, the assumptions were considered and set by the Department for Education prior to the ruling in the 'McCloud/Sargeant case'. This case has required the courts to consider cases regarding the implementation of the 2015 reforms to Public Service Pensions including the Teachers' Pensions.

On 27 June 2019 the Supreme Court denied the government permission to appeal the Court of Appeal's judgment that transitional provisions introduced to the reformed pension schemes in 2015 gave rise to unlawful age discrimination. The government is respecting the Court's decision and has said it will engage fully with the Employment Tribunal as well as employer and member representatives to agree how the discriminations will be remedied. The government announced on 4 February 2021 that it intends to proceed with a deferred choice underpin under which members will be able to choose either legacy or reformed scheme benefits in respect of their service during the period between 1 April 2015 and 31 March 2022 at the point they become payable.

The TPS is subject to a cost cap mechanism which was put in place to protect taxpayers against unforeseen changes in scheme costs. The Chief Secretary to the Treasury, having in 2018 announced that there would be a review of this cost cap mechanism, in January 2019 announced a pause to the cost cap mechanism following the Court of Appeal's ruling in the McCloud/Sargeant case and until there is certainty about the value of pensions to employees from April 2015 onwards. The pause was lifted in July 2020, and a consultation was launched on 24 June on proposed changes to the cost control mechanism following a review by the Government Actuary. Following a public consultation, the Government have accepted three key proposals recommended by the Government Actuary, and are aiming to implement these changes in time for the 2020 valuations.

The 2016 cost control valuations have since been completed in January 2022, and the results indicated that there would be no changes to benefits or member contributions required. The results of the cost cap valuation are not used to set the employer contribution rate, and HM Treasury has confirmed that any changes to the employer contribution rate resulting from the 2020 valuations will take effect in April 2024.

Until the 2020 valuation is completed it is not possible to conclude on any financial impact or future changes to the contribution rates of the TPS. Accordingly, no provision for any additional past benefit pension costs is included in these financial statements.

### 13. Restricted Funds

The income funds of the College include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in Funds				
	Balance at 1 September 2021 £	Income £	Expenditure £	Net investment gains and transfers £	Balance at 31 August 2022 £
Dedicated Scholarship Fund	581,974	24,739	-	(563,531)	43,182
Old Queens Bursary Trust Fund	762,754	27,735	-	1,415,628	2,206,117
Bursary donations	364,731	306,000	-	-	670,731
	<u>1,709,459</u>	<u>358,474</u>	<u>-</u>	<u>852,097</u>	<u>2,920,030</u>

Included within the net investment gains and transfers column are bursaries paid in the year of £991,394 and scholarships paid of £132,577. As part of the 175th Anniversary Bursary Appeal, during the year we transferred £1M from the bank into the Old Queen's Bursary Trust Fund (OQBTF); this money is the result of donations received over the past 2 years. At the same time, we rationalised our investment funds from four (two restricted, two unrestricted) into two, in order to save on administration costs. The Dedicated Scholarship Fund was thus closed and its funds transferred into the OQBTF.

	Movement in Funds				
	Balance at 1 September 2020 £	Income £	Expenditure £	Net investment gains and transfers £	Balance at 31 August 2021 £
Dedicated Scholarship Fund	503,725	21,976	-	56,273	581,974
Old Queens Bursary Trust Fund	621,641	23,332	-	117,781	762,754
Bursary donations	161,542	203,189	-	-	364,731
	<u>1,286,908</u>	<u>248,497</u>	<u>-</u>	<u>174,054</u>	<u>1,709,459</u>

Included within the net investment gains and transfers column are bursaries paid in the year of £682,959 and scholarships paid of £133,033.

The Dedicated Scholarship Fund represents income received from third parties with specific conditions as to who can qualify for the scholarships.

The Old Queen's Bursary Trust Fund represents funds set up by Alumnae of the College which allows Pupils to apply for Bursaries to assist them to further their Education.

The Bursary donations fund represents money donated by parents to contribute to bursaries.

14. Designated funds

The income funds of the College include the following designated funds which have been set aside out of unrestricted funds by the Council of Queen's College for specific purposes:

	Balance at 1 September 2021	Income	Expenditure	Net investment gains and transfers	Balance at 31 August 2022
	£	£	£	£	£
General Scholarship Fund	462,179	-	-	(462,179)	-
Repairs and Maintenance Fund	200,000	-	(46,796)	46,796	200,000
Fixed Asset Fund	4,609,480	-	(429,997)	536,219	4,715,702
	<u>5,271,659</u>	<u>-</u>	<u>(476,793)</u>	<u>120,836</u>	<u>4,915,702</u>
	Balance at 1 September 2020	Income	Expenditure	Net investment gains and transfers	Balance at 31 August 2021
	£	£	£	£	£
General Scholarship Fund	409,723	-	-	52,456	462,179
Repairs and Maintenance Fund	200,000	-	(69,764)	69,764	200,000
Fixed Asset Fund	4,870,778	-	(491,091)	229,793	4,609,480
	<u>5,480,501</u>	<u>-</u>	<u>(560,855)</u>	<u>352,013</u>	<u>5,271,659</u>

The General Scholarship Fund represents income received from investments and is to provide scholarships to pupils on a discretionary basis.

The Repairs and Maintenance Fund represents monies set aside for the future upkeep and maintenance of the College site.

The Fixed Asset Fund represents the net book value of tangible fixed assets which are held for the long term operation of the School and are therefore separate from the School's free reserves.

15. Analysis of net assets between funds

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total £
Fund balances at 31 August 2022 are				
Represented by:				
Tangible fixed assets	-	4,715,702	-	4,715,702
Investments	1,248,064	-	2,249,299	3,497,363
Current assets	5,257,254	200,000	670,731	6,127,985
Creditors: amounts falling due within one year	(6,146,211)	-	-	(6,146,211)
	<u>359,107</u>	<u>4,915,702</u>	<u>2,920,030</u>	<u>8,194,839</u>

QUEEN'S COLLEGE, LONDON

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 AUGUST 2022

15. Analysis of net assets between funds (continued)

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total £
Fund balances at 31 August 2021 are				
Represented by:				
Tangible fixed assets	-	4,609,480	-	4,609,480
Investments	874,195	462,179	1,344,728	2,681,102
Current assets	6,214,471	200,000	364,731	6,779,202
Creditors: amounts falling due within one year	(5,853,523)	-	-	(5,853,523)
	<u>1,235,143</u>	<u>5,271,659</u>	<u>1,709,459</u>	<u>8,216,261</u>

16. Commitments under operating leases

	Land and buildings	
	2022	2021
	£	£
Amounts due in:		
Less than one year	1,067,750	1,014,000
Between two and five years	4,332,000	4,162,750
More than five years	49,546,000	46,159,500
	<u>54,945,750</u>	<u>51,336,250</u>

The lease for the two prep school properties runs for approximately another 20 years, and the lease on the Main School property expires in 2125.

17. Related parties

There were no related party transactions to note in the current or prior year.

18. Control

The College is controlled by the Council of Queen's College, London.



QUEEN'S COLLEGE, LONDON

NOTES TO THE ACCOUNTS (continued)

YEAR ENDED 31 AUGUST 2022

19. Comparative Statement of Financial Activities

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2021 £
<b>INCOME FROM:</b>				
Donations and grants receivable	2	14,098	203,189	217,287
Investments	3	37,220	45,308	82,528
		<u>51,318</u>	<u>248,497</u>	<u>299,815</u>
Charitable activity				
Education	4	10,436,782	-	10,436,782
		<u>10,436,782</u>	<u>-</u>	<u>10,436,782</u>
<b>Total income</b>		<u>10,488,100</u>	<u>248,497</u>	<u>10,736,597</u>
<b>EXPENDITURE ON:</b>				
Raising funds		69,505	-	69,505
Charitable activity				
Education		11,037,575	-	11,037,575
		<u>11,037,575</u>	<u>-</u>	<u>11,037,575</u>
<b>Total expenditure</b>	5	<u>11,107,080</u>	<u>-</u>	<u>11,107,080</u>
<b>Net income before net losses on investments</b>		<u>(618,980)</u>	<u>248,497</u>	<u>(370,483)</u>
Net gains/(losses) on investments		187,212	203,044	390,257
		<u>(431,767)</u>	<u>451,541</u>	<u>19,774</u>
<b>Net income</b>		<u>(431,767)</u>	<u>451,541</u>	<u>19,774</u>
Transfers between funds	13/14	28,990	(28,990)	-
		<u>(402,777)</u>	<u>422,551</u>	<u>19,774</u>
<b>Net movement in funds</b>		<u>(402,777)</u>	<u>422,551</u>	<u>19,774</u>
Fund balances at 1 September 2020		6,909,579	1,286,908	8,196,487
		<u>6,909,579</u>	<u>1,286,908</u>	<u>8,196,487</u>
<b>Fund balances at 31 August 2021</b>		<u>6,506,802</u>	<u>1,709,459</u>	<u>8,216,261</u>