



SIDNEY SUSSEX COLLEGE
Sidney Street, Cambridge CB2 3HU

**ANNUAL REPORT
AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2020**

Charity Registration Number: 1137586

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REFERENCE AND ADMINISTRATIVE DETAILS

Charity Trustees (Members of the Council)

Ex-Officio Members:

Professor R Penty
Dr M Ramage
Ms S Bonnett
Mr M Beber

Fellows Elected by and from Members of the Governing Body:

Professor A Al-Tabbaa (from 1 Sep 2019)
Professor K Armstrong
Dr C Doran
Dr L Fruk
Dr B Fulda
Professor G Gerstle
Dr T Lambert
Dr C McTernan (from 1 Sep 2019)
Dr C Roberts
Dr J Seymour
Dr R Stasch (from 1 Sep 2019)
Dr C Sumnall
Dr E Wilson-Lee (to 31 Aug 2019)

Four Elected Student Members:

Mr T Bryan (from 1 Mar 2020)
Ms G Gledhill (to 31 Dec 2019)
Mr J Glover (to 31 Mar 2020)
Mr P Hirsch (to 31 Mar 2020)
Mr B Karsberg (from 1 Apr 2020)
Mr A Sharma (from 1 Apr 2020)
Mr M Thornton (to 30 Jun 2019)
Ms C Watkins (from 1 Oct 2020)

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Governing Body

The names of the members of the Governing Body for the year ended 30 June 2020 were as follows:

Master: Professor R Penty
Vice Master: Dr M Ramage
Bursar: Ms S Bonnett
Senior Tutor: Mr M Beber

Professor A Al-Tabbaa
Professor K Armstrong
Dr T Aubry (from 1 Sep 2019)
Professor E Biagini
Dr S Bill
Dr F Bordin
Dr L Cheke
Dr T Demetriou
Dr C Doran
Prof A Dowling (to 31 Aug 2019)
Dr R Duschinsky
Dr M Eilstrup Sangiovanni
Dr E Eiser
Dr O Elder (from 1 Sep 2019)
Professor A Flewitt
Dr P Flynn
Dr L Fruk
Dr B Fulda
Dr Y Galanakis
Dr R Garcia-Mayoral
Professor G Gerstle
Dr B Gray
Professor A Greer
Dr B Groisman
Professor M Gurnell
Dr F Hall
Dr A Jackson
Dr R Jackson-Ravenscroft
Dr R Jones (to 31 Aug 2019)
Prof R Kilner (to 31 Aug 2019)
Professor M Lamb
Dr T Lambert
Dr S Lee (to 31 Aug 2019)
Dr H Leggett
Dr J Longley
Mr H Mares (to 31 Aug 2019)
Professor P McHugh
Dr C McTernan
Dr A Meghji (to 31 Aug 2019)
Dr N Morrison
Dr F Muschitiello (from 1 Sep 2019)
Professor A Neely
Dr M Noriega-Sanchez
Dr Özge Öner
Prof C Page (to 31 Aug 2019)
Professor M Pollitt
Ms E Rampton
Professor C Reynolds
Dr C Roberts

Dr C Roddie
Ms H Saunders (from 1 Sep 2019)
Professor R Sepulchre
Dr J Seymour
Dr M Shirk
Dr D Skinner
Dr P Sliwa
Dr R Stasch
Dr S Strelchuk
Dr C Sumnall
Dr H Thompson (from 1 Sep 2019)
Dr O Weller
Dr E Wilson-Lee
Professor M Zernicka-Goetz

**Elected student members of Council are
also members of the Governing Body**

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Senior officers

Master:	Professor R V Penty
Vice Master:	Dr M Ramage
Senior Tutor:	Mr M Beber
Bursar:	Ms S Bonnett

Principal advisers

Auditors:	Peters Elworthy & Moore Salisbury House Station Road Cambridge CB1 2LA
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Bankers:	Barclays Bank plc Barclays Corporate PO Box 885 Mortlock House Histon Cambridge CB24 9DE
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Buildings Consultants:	Pleasance, Hookham & Nix 1 Northampton Street Cambridge CB3 0AD
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Property Managers:	Cheffins Commercial Clifton House 1-2 Clifton Road Cambridge CB1 7EA
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Investment Managers:	BlackRock Investment Management (UK) Limited 12 Throgmorton Avenue London EC2N 2DL
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Legal Advisers:	Mills & Reeve Botanic House 100 Hills Road Cambridge CB2 1PH
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OPERATING AND FINANCIAL REVIEW

1. About Sidney Sussex

Sidney Sussex College was founded in 1596 under the will of Lady Frances Sidney, Countess of Sussex and is one of the ancient colleges of the University of Cambridge. Its purposes are the admission and education of students matriculated in the University of Cambridge and the promotion of academic research by its Fellows. It is an independent, self-governing, corporate body whose affairs are regulated by statutes approved by the Queen in Council. The College was formally registered with the Charity Commission on 25 August 2010. The College provides accommodation and catering for its junior members through most of the year, and for academic and other conferences during vacations.

Aims and objectives of the College

The College is a place of education, religion, learning and research, and it aims to promote academic excellence and freedom of thought and belief.

Education

The College provides, in conjunction with the University of Cambridge, an education for almost 650 undergraduate and postgraduate students, which is recognised internationally as being of the highest standard. This education is both academic and personal in the sense that it enhances the students' potential to become leaders and effective communicators, so preparing them to play full and effective roles in society. It is a central aim of the College to promote academic excellence, just as it is to guard freedom of thought and belief, for all its members and for the public good.

In pursuit of these benefits, the College:

- provides extensive teaching facilities, especially including individual or small-group supervision, as well as pastoral, administrative and academic support through its tutorial and graduate mentoring systems.
- provides social, cultural, musical, recreational and sporting facilities enabling all students to realise their academic and personal potential to the full while studying at the College.
- is committed to the freedom of thought and expression.
- maintains an extensive library, so providing a valuable resource for students and Fellows of the College.

The College is committed to:

- admitting undergraduate and postgraduate students who have the highest potential for benefitting from the education provided by the College and the University
- operating an outreach programme to raise educational aspiration, and to attract outstanding applicants who might not otherwise have considered entering Higher Education at all, so that they may be encouraged to apply to a University, to Cambridge in general and to Sidney Sussex College in particular. This programme involves an extensive round of visits to schools, school visits to the College, open days, taster days devoted to individual academic disciplines and admissions conferences for teachers, as well as extensive guidance and information available on the College website
- setting out an admissions policy that ensures students are selected without regard to their gender, sexuality, social background, geographic location, religious commitment, ethnic origin or financial position. No student is excluded on the grounds, or as a result, of these factors
- charging the following fees:
 - Home and EU undergraduates are charged a combined University and College fee of £9,250 (£9,250 in 2018-19), of which the College's share is £4,625 (£4,625 in 2018-19)
 - Overseas undergraduates are charged a College fee of £8,925 (£8,500 in 2018-19)
 - postgraduates are charged a combined University and College fee, which varies according to the course. The total fee income is then allocated across Colleges at an equal average rate per student which for 2019-20 is £3,911 per postgraduate (£3,700 in 2018-19)
 - accommodation and meals are charged at reasonable rates

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- assisting undergraduates with limited financial means by providing bursary support through the Cambridge Bursary Scheme, which is operated jointly by Colleges and the University. For the academic year 2019-20, the number of awards made was 66 (2018-19: 58) out of a Home/EU undergraduate population of 327 (2018-19: 316); 43 (2019: 37) of the awards were at the maximum value of £3,500 (2018-19: £3,500); and the average value of the awards was £2,885 (2018-19: £2,817)
- supporting the costs of postgraduate students by providing substantial financial support. This includes studentships to fund fees and living costs and 'top-up' funding to fill funding shortfalls in students' funding packages
- supporting all students through a grants scheme, assisting with the purchase of books and equipment, attendance at conferences, study and research grants and travel grants
- operating a hardship scheme for all students in financial need.

Public benefit

The Council has complied with its duty regarding public benefit, showing regard to the Charity Commission's guidance. The College follows a rigorous and objective process for selecting members in partnership with the University of Cambridge.

As a not-for-profit organisation, the College sets its charges for members only as high as is necessary to cover costs. Bursaries and other financial support are offered to individuals wherever possible, in an effort to ensure that no one is dissuaded from applying, taking up a place or completing their studies because of financial hardship.

Religion

In pursuing its objective as a place of religion, the College carries forward the tradition, continuous since its foundation, of reflection upon the benefits, and moral and ethical commitments, entailed by religious belief, and upon the implications of that belief for the individual and society. It is, further, a central aim of the College to promote freedom of thought and belief among all its members, of any faith and none.

As part of this, the College:

- maintains, in accordance with its Statutes and the law of the land, its historic connection with the work of the Church of England, particularly through its Anglican services in College
- maintains and supports the Chapel as a place of religious worship and holds a variety of religious services on weekdays and at weekends during term, which are open to the general public and to visitors
- supports the emotional, spiritual and mental wellbeing of all members of the College community through its chaplaincy, and through the stimulus that the chapel can provide to all, regardless of whether they have a particular faith commitment or not, to reflect upon the ethical and wider dimensions of human existence and the accompanying social responsibilities
- enriches its services in Chapel through its outstanding choral tradition carried forward by the College's Choir.

The College's religious services (in all senses of the word 'services') are available to every member of the College, and benefit the wider public through the openness of all rites (twice weekly Evensong), alongside a variety of other services, to all members of the public, through charitable collections undertaken by members of the College, and through the promotion and dissemination into society at large of values and practices that foster moral, spiritual and ethical well-being.

Learning and research

Learning and research are capable of increasing knowledge and adding to the store of human well-being. It is a central aim of the College to promote academic excellence, just as it is to guard freedom of expression, thought and belief, for all its members and for the public good.

In carrying out its objective of advancing research, the College:

- usually offers two Research Fellowships per year tenable for a period of 3 years

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- provides College Teaching Officer posts, the duties of which require that a substantial proportion (at least 50%) of time be devoted to developing the Fellow's research. In 2019-20 there were 6.5 College Teaching Officer posts
- supports research work pursued by its other Fellows through promoting interaction across disciplines, providing facilities and providing grants for national and international conferences, research trips and research materials
- encourages visits from other academics, from home and abroad, through its Visiting Fellowships and other similar programmes
- maintains a library and College Archive, including important special collections of great value for which the College has a duty of perpetual and inalienable care, so providing a valuable resource of learning and scholarship.

With a view to improving access to learning and research:

- the academic staff of the College are recruited for their potential to contribute to the College's aim of promoting academic excellence, regardless of their gender, sexuality, social background, religious commitment, ethnic origin or financial position
- the College supports and encourages the dissemination of research undertaken by members of the College to the public at large through the publication of papers in academic journals or other suitable means, including the mass-media of radio, television, journalism, web and social media
- Research Fellowships, like College Teaching Fellowships, are awarded to outstanding academics at the early stages of their careers. Research Fellowships enable 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. Teaching Fellowships combine a proportion of teaching and administrative duties with a similar opportunity to develop and focus on research.

2. Review of operations

2.1. Responding to COVID-19

The outbreak of the COVID-19 global pandemic in early 2020 has had a significant operational and financial impact on the College. The College had to close at the end of March and request that students should return home if they were able to do so. Only a limited number of students were in residence during the Easter Term (approximately 10% of normal occupation). The students remaining were those who could not return home, nor had an alternative place to live and study. Fellows and other associates teaching for the College had to teach online for Easter Term. Large numbers of staff were put on furlough leave under the Coronavirus Job Retention Scheme. The catering facilities were closed. Remaining staff, including Fellows, worked from home, with the exception of skeleton operational support staff in College including Porters and housekeeping staff.

The College benefited from very significant intercollegiate and University collaboration in working out how to close down services safely and then understand how to complete the much more substantial challenge of planning to reopen the Colleges and University on a 'COVID-secure' basis for the new academic year. Regulations and national guidance changed frequently, each time requiring plans to be revised and updated.

The principal effects and challenges of the pandemic up to the year-end were:

- shutting down residential accommodation and making buildings safe, including management of student belongings which had to be left when students were asked to leave quickly
- ensuring clear communication to the various constituent groups within the College affected by changes in the way that the College was operating
- transferring teaching online, and providing study materials remotely
- contributing to remote examination and assessment
- supporting the well-being of students remotely
- graduation in absentia without the normal opportunity to celebrate and congratulate the cohort
- managing the financial consequences of the pandemic, which included:
 - loss of student accommodation and catering income in Easter Term
 - wholesale cancellation of the conference events for 2020 from Easter onwards
 - impact on rent received from commercial tenants
 - impact on dividends from funds held in equities
- securing adequate supplies for College departments including those required for infection control
- making staff comfortable with the arrangements for working in COVID-secure environments in the College as the restrictions were lifted
- ensuring that essential maintenance, the refurbishment of 5 Park Parade and the College's kitchen refurbishment programme could continue in a COVID-secure manner.

Subsequent to the year-end, the issues have continued to evolve, and include:

- planning accommodation and services generally for the new year including assessing and splitting the College into households
- assessing and preparing rooms for socially-distanced supervisions
- the A-level results issue and effects on October 2020 admissions, and preparation for future admissions interviews
- plans for infection control/detection with the return of students including the provision of symptomatic and asymptomatic testing
- the task for the academic staff of recording lectures for online delivery and being ready for appropriately socially-distanced teaching in person or online.

The College reopened successfully for the start of the Michaelmas Term, which is a testament to the commitment, dedication and collaborative working of the College's management and staff.

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2.2. Student numbers

During the 2019-20 academic year, the College admitted 113 (2018-19: 108) undergraduates and 103 (2018-19: 104) postgraduate students. The breakdown for each is shown in the tables below. The College also welcomed into the postgraduate cohort 12 students on MB/BChir, VetMB and MMath pathways (2018-19: 10) as well as one visiting student.

<u>Undergraduate Admissions</u>	Arts		Sciences		Overall	
	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19
Men	22	28	30	37	52 (46%)	65 (60%)
Women	40	28	21	15	61 (54%)	43 (40%)
Total	62	56	51	52	113	108

Comprising:

Home maintained school	58 (51%)	50 (45%)
Home independent school	24 (21%)	35 (32%)
EU Status	16 (14%)	5 (5%)
Overseas Status	15 (13%)	18 (17%)
Total	113	108

<u>Postgraduate Admissions</u>	Arts		Sciences		Overall	
	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19
Men	34	36	23	27	57 (56%)	63 (61%)
Women	35	30	11	11	46 (44%)	41 (39%)
Total	69	66	34	38	103	104

In total, 384 (2019: 371) undergraduate and 288 (2019: 266) postgraduate students were on the register.

2.3. Student support

In order to assist undergraduates from families with low incomes, the College provides financial support through the Cambridge Bursary Scheme which is operated jointly by Colleges and the University. In addition, the College provides a number of top-up bursaries. Undergraduates in the College received £236,000 (2018-19: £243,000) in bursaries. In addition, the College provided £53,000 (2018-19: £57k) in study awards and hardship grants to students in financial need.

The College provided £141,000 (2018-19: £170,000) in financial support to postgraduate students in order to assist with their costs. This is in the form of a limited number of full studentships, top-ups to external studentships and assistance with research expenses.

To raise educational aspiration and attract outstanding applicants, who might not otherwise have considered applying, the College operates an outreach programme. The programme includes visits to schools, visits by schools, open days and published guidance for prospective applicants. Excluding bursaries the College spent £101,000 (2018-19: £124,000) on access activity in the year.

2.4. Academic achievements

Academic results 2020

First Degrees

	No. of students		Results available to date as % of those who sat classed examinations	
	2020	2019	2020	2019
Undergraduates who sat classed examinations	130	319		
Classed results available	101	318	78%	100%
of which:				
All First including Distinctions (and Part III Maths Merits)	47	94	46.5%	29.6%
II.i and Fourth Year Merits (other than Part III Maths)	50	165	49.5%	51.9%
II undivided	0	19	0%	6.0%
II.ii and Fourth Year Honours Passes	3	35	3%	10.7%
III	0	6	0%	1.9%
Failures to satisfy the Examiners	1	0	1%	0.0%

The results in 2020 are not comparable with 2019 as the collegiate University moved to 'remote teaching only' in Easter term 2020, as a consequence of COVID-19, and no in-person examinations took place; instead students were assessed according to Cambridge University's 'Principles and Policies for Modified Assessment'.

Postgraduate qualifications

College members graduating in 2019-20 achieved 16 PhDs, 13MB/BChir and Vet MBs, and 51 Masters-level degrees (2018-19: 24, 6 and 72 respectively) between them. The number of PG degrees conferred in 2019-20 is lower than in 2018-19 partly because, due to COVID-19, a number of students have elected to wait for an in-person graduation, and others have applied for extra time.

2.5. Capital expenditure and maintenance

The maintenance of the College's operating assets requires a continuing financial commitment from the College.

The major project that the College has been working on during the course of 2019-20 is the ongoing build of a new kitchen and dining hall. This involves building a new basement underneath the Master's garden, relocation of the kitchen into the basement, expanding the current servery and developing an additional new dining space. In 2017-18 the preliminary costs of the project, including archaeology and ground works, were expensed at £1.9 million.

During the 2019-20 financial year, £4.36 million capital expenditure was incurred on the project which, with £2.96 million capital expenditure having been incurred in previous years, brings the total capital expenditure to date to £7.32 million. There is a further £3.9 million capital expenditure expected to be incurred in the 2020-21 financial year, bringing the total capital expenditure to £11.2 million, and the total for the project to £13.1 million.

The project continued throughout the lockdown period in 2019-20, albeit at a much slower pace than originally planned with reduced working capacity onsite and limited access to materials. The expected date for completion of the project has moved from summer 2020 to early 2021.

Following the purchase of a new hostel for postgraduate accommodation in June 2019, the College commenced refurbishment of the property in 2019-20 once planning permission had been obtained.

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The expected total capital expenditure is £0.6 million. Expected completion of this is October 2020, with the project slower to progress than planned due to an eight week site closure as a result of the COVID-19 pandemic and resulting national lockdown.

The College also operates a planned maintenance programme designed to maintain and improve the estate. In 2019-20 the College spent £0.3 million on this programme, primarily focusing on offsite student hostels given the kitchen project work being undertaken onsite. Due to the financial implications of the pandemic on the finances of the College, the decision has been taken to defer planned major projects in the 2020-21 financial year. This work was mainly focussed on offsite student accommodation and will be considered in the 2021-22 financial year programme of works.

2.6. Data handling

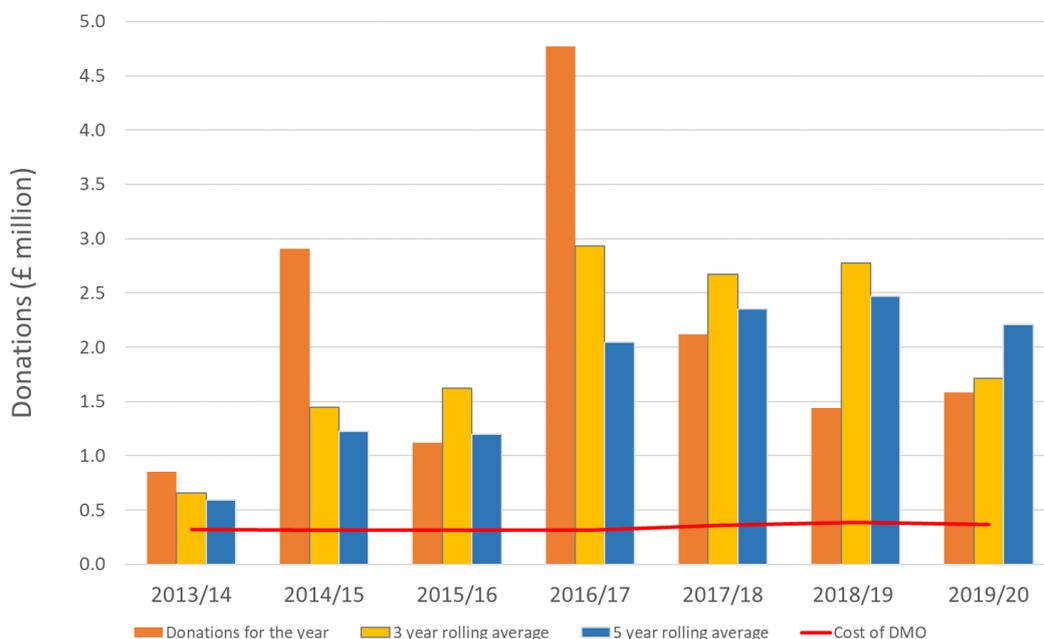
The College continues to monitor its data handling, reporting and Data Protection Statements in light of the General Data Protection Regulation (GDPR).

2.7. Donations and fundraising

The College’s fundraising efforts are primarily directed at raising money from our alumni. Our fundraising approach ensures that we understand and respect individual alumni preferences for contact in relation to approaches seeking support as well as more generally. Key objectives for the College include teaching, research and student support. COVID-19 had a significant impact on fundraising and alumni relations at the College between March and June 2020. All face-to-face meetings with donors, as well as all events, were cancelled, the annual (mail) appeal was converted into a donor report, two members of the six person Development and Membership Office (DMO) team were placed on furlough for a total of three months and the Database and Gifts Administrator (Maternity Cover)’s contract was ended nine months earlier than anticipated.

Given these difficult circumstances, the College is immensely grateful for the £1,582,000 in donations received over the course of the year (£1,439,000 in 2018-19). The cost of the DMO, a College department, for the year was £368,000 compared with £383,000 in 2018-19. The DMO cost includes fundraising as well as alumni relations activity, such as reunions and other events and publications. Work on the College’s major building project, creating a new kitchen and dining hall, continued throughout 2020, albeit at a necessarily slower pace. To date a total of almost £3.8 million has been donated specifically for this project. As the amount received in donations can vary significantly from year to year, included below is a chart with three and five-year rolling averages of donations received, as well as the annual cost of the DMO.

Annual and rolling average donations and cost of DMO



All fundraising is carried out by the DMO, which reports quarterly results to Council, and all its work is subject to oversight by a dedicated College committee, which meets three times per year. The College is registered with the Fundraising Regulator and was not the subject of any complaints to that body in 2019-20, nor did the College receive complaints about its fundraising activities from any other source. The College does not seek support from the general public and takes active steps to respect the needs of any potential supporter who may be in a vulnerable circumstance or require additional care and support to make an informed decision.

2.8. Equal opportunities

The College is committed to the principle and practice of equal opportunities and strives to be an equal opportunities employer.

3. Review of financial performance

This has been an exceptional year for the College with the impact of the COVID-19 pandemic having a significant impact on its finances. The net assets this year have decreased by £8.4 million from £131.7 million to £123.3 million, income has been reduced in this financial year due to lost student rental and catering income for the Easter term, lower dividend income and reduced contribution from the commercial properties with a large number of tenants having temporary closures. The impact of the pandemic is likely to continue into the 2020-21 financial year and beyond, in particular with increasing downward pressures on dividend income and commercial property rents, along with no conference income from what would have been a very buoyant summer 2020 season. The College has agreed principles for financial recovery to ensure that the focus of the financial management of the College is directed to its core purposes and activities with a continued focus on controlling costs and rebuilding free reserves.

The two largest movements in the balance sheet have been driven by the economic impact of the pandemic: the market value of the shares held by the College and the revaluation of the College's commercial property portfolio.

The market value of the shares has fallen by £4.3 million from June 2019 to June 2020. There had been an increase in the market value in the first six months of the year of £1.8 million, but this was followed by a significant drop of £15.4 million to the end of the third quarter (March 2020) during the initial period of the pandemic. The position did recover significantly in the last quarter, but clearly still represents a material negative impact on the College's net assets.

The College's commercial property portfolio was revalued by the College's property managers, Cheffins Commercial, in June 2020 which resulted in decrease in the valuation from £22.6 million to £17.4 million - a movement of £5.2 million. The valuation was undertaken on the basis of Market Value. However, at the valuation date, Cheffins Commercial considered that they could attach less weight to previous market evidence for comparison purposes to inform opinions of value. The updated valuation is therefore reported on the basis of 'material valuation uncertainty'. Consequently, less certainty, and a higher degree of caution, should be attached to the valuation than would normally be the case. Given the unknown future impact that COVID-19 might have on the real estate market, the valuation of the properties will be kept under frequent review.

During the 2019-20 financial year, the College secured a new long term loan by way of a private placement of £8.5 million from the Pensions Insurance Corporation. The funds were received in March 2020 with a maturity date of 12 December 2063. The College's objective in securing the debt was two-fold: to ease financial liquidity during the kitchen project; and to gear up the College to take advantage of the current low interest rates. The loan has created a short term cash reserve, which has alleviated potential liquidity issues as a result of the COVID-19 pandemic as income has been drastically cut.

The Statement of Comprehensive Income and Expenditure shows an operating deficit (before other gains and losses) of £2.283 million for the year, compared with an operating deficit of £0.038 million in 2018-19. As well as the operational impact of COVID-19, these figures have been significantly impacted by a reversal in the provisions required against the USS pension scheme.

Other gains and losses in the year show a loss on investments of £9.424 million compared with a loss of £0.816 million in 2018-19. This year's loss includes the £5.2 million movement in the commercial property valuation alongside the £4.3 million reduction in value of the equity investments.

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3.1. Income

The College had total income of £10.840 million in the year, a decrease of £0.344 million (3%) from the £11.184 million for 2018-19.

	<u>2019-20</u>		<u>2018-19</u>		<u>Variance</u>
	<u>£m</u>		<u>£m</u>		<u>£m</u>
Student fees	2.706	25%	2.545	23%	0.161
Accommodation and catering charges to members	1.823	17%	2.480	22%	(0.657)
Conference and hospitality	1.201	11%	1.379	12%	(0.178)
Investment income	3.143	29%	3.302	30%	(0.159)
Donations and Endowments	1.582	15%	1.439	13%	0.142
Other	0.385	4%	0.038	0%	0.347
Total	10.840	100%	11.184	100%	(0.344)

Income from academic fees and charges increased by £0.161 million (6%) as a result of higher undergraduate student numbers and a higher fee per postgraduate student.

Income from residences, catering and conferences decreased by a total of £0.835 million (22%) in the year. This is a direct consequence of the pandemic, with virtually no income in the Easter term from student rents and catering, and no conference income from the Easter vacation.

Overall there was a £0.159 million (5%) decrease in investment and endowment income, comprising a decrease in equity and interest income in the fourth quarter of £0.179 million, but an increased income of £0.020 million in commercial rental income, in part due to a number of backdated rent agreements which were concluded during the year. Although the College has recognised all the commercial rental income that was invoiced to the tenants, there is a significant increase in the doubtful debt provision as a number have indicated there may be issues settling the rents which were deferred for the March quarter.

Donations and Endowments have increased by £0.142 million (10%) to £1.582 million. Donations are an essential source of income with potential to provide a significant increase of funds. The College is extremely grateful for the donations and benefactions it receives as they enable the College to continue to provide high quality personalised teaching and do things it could not otherwise do to deliver its charitable purpose.

Other income has increased by £0.347 million from £0.038 million last year to £0.385 million this year. This includes the receipt of the funds from HMRC of £0.333 million for those staff that were furloughed for some of the period from the end of March to the end of June. This has helped to mitigate part of the effect of the loss in income from rent and catering during this period.

Academic fees cover only 61% of the cost of providing education and the College runs a deficit of £1.7 million on education. The College is reliant on income from conferences, endowments and other investments as well as donations to fund the education deficit. As such, the reduction in income from conferences, endowments and commercial rent due to the pandemic means that the College is even more exposed to the deficit on education. The trustees have formed a financial recovery working group to explore ways to reduce the short and medium term impacts on the College finances.

3.2. Expenditure

In 2019-20 expenditure decreased by £2.265 million (9%) to £8.557 million.

The main reason for this large swing relates to changes in the USS provision. The 2018-19 expenditure included a charge of £1.659 million relating to an increase in the provision for the USS deficit, 2019-20 includes a credit of £1.046 million due to the USS provision being reduced back down. This results in a reduction in the expenditure level between the two years of £2.705 million. Underlying costs have therefore increased by £0.440 million of which £0.268 million relates to the increase in investment management expenditure including the increasing doubtful debt provision for commercial rent.

3.3. Investment performance

The value of the investments decreased by £6.743 million to £76.797 million and generated £3,143 million income during the year; a combination of equity returns and rent from commercial properties. This movement in the value of investments includes the additional investment in the last quarter of £2.881 million of funds previously received from the disposal of Darwin Green and directly held shares to be invested for future College income. Of the quoted securities the greater part were held in Index Tracker Funds with BlackRock Investment Management (UK) Ltd. Cash not required for immediate investment or to cover expenditure is placed on short term deposit with a number of banks at various rates of interest.

Gross Performance 1 year	<u>BlackRock Portfolio</u>	<u>Composite Benchmark</u>
30 June 2020	-6.44%	-5.59%
30 June 2019	3.79%	3.75%
30 June 2018	8.60%	8.63%
30 June 2017	20.42%	20.49%
30 June 2016	4.90%	5.52%

The College adheres to Charity Commission guidance on ethical investments. When investments are made in index tracker funds, the Investment Committee considers the Environmental, Social and Governance (ESG) credentials of the company that manages these funds.

The Investment Committee believes that it is more fruitful to engage with companies rather than adopt policies which force divestment according to inflexible criteria. The Investment Committee encourages all index fund managers who are appointed by the College to adopt the highest governance and corporate engagement standards when they invest the College's assets.

3.4 Reserves

At the Council meeting in July 2019 the College's reserves policy and target reserves were approved.

A reserves policy ensures that the College has sufficient financial resources to continue, but also constrains the extent to which reserves are built up from operating surpluses to help maintain intergenerational equity and balance the needs of current and future students.

The College's target for free reserves is set out below:

Reserve	Target Reserve	Rationale
Strategic initiative reserve	£2.5 million	To fund strategic initiatives such as investment in property and facilities for members of College – equivalent to 5% of fixed assets.
Contingency Income and Expenditure	£2.5 million	Contingency to cover extreme/unexpected expenditure or cover shortfall in income – equivalent to 25% of turnover.
Total	£5.0 million	

Available free reserves represent unrestricted general funds of the College. The calculation involves analysis of the composition of the total reserves shown in the Balance Sheet. The College excludes the following categories in its calculation of free reserves: restricted reserves (comprising special trust funds, restricted capital grants and permanent restricted endowment); designated funds; illiquid investments (which includes the College's commercial rental properties since they are integrated with student accommodation blocks), and fixed and heritage assets.

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Set out below is a table showing the historical trend in free reserves:

£ million	June 2016	June 2017	June 2018	June 2019	June 2020
Total reserves	112.1	125.8	133.3	131.7	123.3
Less: Restricted reserves	(36.6)	(43.2)	(33.9)	(34.0)	(31.8)
Less: Designated funds	-	(1.4)	(14.4)	(15.1)	(17.5)
Less: Illiquid investments	(25.4)	(25.2)	(25.7)	(25.1)	(19.5)
Less: Fixed/heritage assets	(46.1)	(46.1)	(49.6)	(53.0)	(57.0)
Free reserves available	4.1	10.0	9.7	4.5	(2.5)

As at 30 June 2020, the College's free reserves were negative £2.5 million compared with target reserves of £5.0 million. The large decrease from June 2019 to June 2020 reflects the use of free reserves on the kitchen project, as well the cash previously received from the sale of Darwin Green being transferred into the Sidney Sussex Permanent Fund which is a designated fund.

The College is focusing on maximising income and donations, reducing costs, effective use of restricted income from Special Trust Funds and Designated Funds, and investing in the Endowment in order to recover from the impact of the kitchen project and COVID-19, and rebuild its free reserves. This is one of the key principles for financial recovery as approved by Council.

3.5 Pension funds

The College participates in two pension schemes, the Sidney Sussex 1975 Pension Scheme and the Universities Superannuation Scheme (USS). The College Pension Scheme has been closed to new members since 2004 and at the year-end has only eleven active members accruing benefits. All other College members on the payroll are auto-enrolled in the USS Scheme (subject to meeting the eligibility criteria) unless they choose to opt out.

The Sidney Sussex 1975 Pension Scheme deficit increased during the year from £3.322 million to £4.321 million following changes in assumptions underlying the present value of plan liabilities.

The USS deficit funding provision decreased from £2.410 million to £1.364 million.

Both pension funds are due a triennial valuation in 2020. A valuation establishes whether, at a certain date, the scheme trustees believe the pension scheme will have enough money to be able to pay the pensions that the scheme's members are expecting, now and long into the future.

The 2020 valuation for the Sidney Sussex 1975 Pension Scheme will be based on a 'snapshot' of the scheme on 30 June 2020, however the process will run into 2021 as the process can take up to 15 months to complete. The 'snapshot' date for USS 2020 valuation is 31 March 2020. Given the timing of the global COVID-19 pandemic, both valuations, particularly USS, will be impacted by the financial uncertainty in the markets at the valuation date.

4. Principal risks and uncertainties

The principal risks the College must address are the long-term ability to maintain and develop its educational and research activities, to attract the best staff and students, and to maintain and renew its physical facilities, with a current focus on the ongoing kitchen project.

There are, as always, uncertainties regarding the future external environment within which the College will operate, most notably regarding higher education policy and funding. All of the College's principal risks have been heightened by the emergence and impact of COVID-19 from March 2020.

Members of the Council as trustees have ultimate responsibility for ensuring risk is managed satisfactorily within College. The Council reviewed the arrangements for managing risk in 2018-19 and revised the process, with implementation in 2019-20.

The principal risks and uncertainties that the College faces, and the measures taken to manage them, have been identified by the Council as follows:

- **Financial Performance:** Risks to income, expenditure or investment performance as a result of external factors - e.g. failure of academic fees to keep up with the rise in academic costs; inevitable uncertainties with a significant change to the funding of universities in England; risk to income from commercial properties as a result of decline in high street retail market; Brexit having a significant effect on the financial markets in which the College invests and the possibility that capital values will be highly volatile and investment income may be adversely affected; the terms of any Brexit deal having a negative impact on the cost of recruitment and retention of both academic and support staff; the immediate and potential longer term impact of COVID-19 which could heighten all aspects of the risks identified above.
The College has implemented a robust process of budgeting and forecasting to keep costs associated with the College's core activities under constant review in the light of any changes in funding or other income sources. With specific regard to mitigating the COVID-19 impact, the College has done the following: implemented the Furlough scheme and cut out overtime; reduced spend on food and drink; deferred stipendiary research fellowships and implemented a recruitment freeze; not given a cost of living allowance across all College positions; cancelled Audit Dinner and other smaller College Events for Fellows; cancelled the Choir tours; cut Fellows allowances; slimmed down the College Annual and moved to online; stopped purchase of newspapers/journals for use in the SCR; deferred some major works expenditure; reviewed the use of restricted funds; and restructured the housekeeping department to improve efficiency in provision of an enhanced cleaning service.
- **Academic Staff:** Failure to attract and retain high quality academic staff to deliver the College's teaching needs.
The College has an ethos of supportive inter-personal relationships within the Fellowship, service from support staff and pastoral support arrangements allowing directors of study/supervisors to retain focus on intellectual engagement. The College has reviewed its University Teaching Officer (UTO) stipend structure to ensure a competitive offering and transparency, and is continually monitoring terms, benefits and contribution. The new structure was implemented in 2019-20. There is a regular review of teaching needs and engagement in UTO Scheme.
- **Student admissions:** Adverse admissions outcomes in terms of potential, commitment, width of participation and/or compliance failures.
The College has a transparent process with academic criteria uniformly applied across all fields and University trained interviewers. The College runs an outreach programme including school visits and hosted residential events. Interactions with school children are monitored through the Universities Higher Education Access Tracker (HEAT). A project to re-design the College's website, including Admissions web pages, has concluded and was launched in May 2020. The COVID-19 pandemic meant that the vast majority of offer holders did not take formal examinations and because of the revised assessment arrangements, the College has an expanded cohort of 116 undergraduates in Michaelmas 2020.

- **Communications:** College communications strategy leads to damaging publicity, or the provision of inadequate or inaccurate information which impacts the College's reputation.
A Communications Officer has been appointed to manage the College's day-to-day communications requirements, and a College Registrar has been employed with a remit to overview the function and to be responsible for Freedom of Information and Subject Access Requests. In addition a Communications Steering Group has been formed which reports to Council. Controls are in place in respect of contact with the media, with all responses to media requests reviewed by the Principal Officers, and the College working closely with the University's Office of External Affairs and Communications (OEAC). In 2020, the College has seen increased scrutiny from the press, mainly student press, in relation to admissions, COVID-19 management, and alleged racism. This has been mostly outside of the College's control and has been addressed by the controls in place and the College's response.
- **Assistant staff:** Failure to attract and retain appropriately skilled and capable staff needed to meet the on-going requirements of the College and failure to execute the contractual obligations as an employer. Failure to follow best HR practice or provide a safe and fair working environment.
There is ongoing review of HR policies and processes via the HR Committee which reports to Council via the Finance and Needs Committee. In addition, there is ongoing liaison with outside sources such as the wider University, professional legal advisers, Office of Intercollegiate Services (OIS), and the inter-collegiate HR Forum. COVID-19 has increased the challenge of managing assistant staff in 2020, with 88 staff members being furloughed for a period of time between 1 March and 30 June and the majority of the remainder having been working remotely from home. In addition, the College's HR Manager left in May 2020; this was a part-time (50%) post. The College, recognising the increasing need for professional management in this area, is currently recruiting for a full time replacement. Measures which have been implemented to help mitigate the COVID-19 situation include regular online team catch-ups and creation of an online portal with information regarding specific COVID-19 policies and communications.
- **Health & Safety:** Failure in maintaining a safe environment for college members, staff and visitors, exacerbated in light of COVID-19 on return to work by most staff for the start of Michaelmas Term 2020
In addition to the standard and existing Health and Safety controls, a COVID task force has been put in place, along with appropriate policies, risk assessments and method statements. This has included ensuring that the College and all building contractors have a COVID related Risk Assessment Method Statements (RAMS) in place. A number of controls have been implemented in the College, including the implementation of new cleaning practices with services provided over a longer time period, and an increasing focus on communal areas.

In addition to the six principal risks described above, the College has identified three further risks which in 2019-20 were also given a red rated 'raw' risk rating, but which have been ranked lower in terms of 'residual' risk, largely due to the anticipated and cumulative effects of the mitigation being applied. These three risks are:

- **Kitchen Project:** Failure to deliver the project outcomes on time and budget and/or significant damage to existing estate, including delay in progress over the summer due to Covid-19
- **Student Academic and Personal Development:** Failure to enable students to flourish academically and personally; risk increased by COVID-19 and where remote learning required
- **Information Technology:** Loss or corruption of data, or loss of access to IT services; risk increased by staff needing to work remotely.

5. Plans for future periods:

The College is a permanent institution and an important constituent of the collegiate University of Cambridge. The charitable purpose is that the College is a place of education, religion, learning and research, and it aims to promote academic excellence and freedom of thought and belief.

College plans for the short and medium term include:

- ensuring that the College is, and remains, a COVID-19 secure environment for staff and students, through regular review of the College Risk Assessments and ongoing implementation and monitoring of agreed mitigating action
- completion of the project to build a new basement kitchen and create a new servery and dining hall – originally due in summer 2020 but due primarily to COVID-19 related delays/issues, now aiming for a finish date of early 2021
- implementation of a financial plan with an aim to recover from COVID-19 losses within three years – that is to return to break-even on surplus/deficit before major works and donations by 2023-24, and take appropriate measures to rebuild free reserves to meet the target level of £5 million
- ongoing review and implementation of the structure and remuneration of teaching provision within the College
- review of the College's admissions strategy in the light of the University's Access and Participation Plan (APP) and the wider Admissions Review which has been initiated by the University. Within this the College will evaluate whether the College will volunteer to be involved in the proposed University-wide foundation year programme.
- develop proposals for improvements in pastoral care, including working together with the University's Head of Student Wellbeing with anticipated donor support
- development of a strategic framework for the College which will be based on a review of the challenges and achievements of the College, and consultation with key stakeholders
- within the processes set out in the statutes, succession planning for the Mastership for when the current Master's term ends
- review the College's Investment Policy and seek to maximise impact in progressing the broader ethical investment agenda in conjunction with maximising return to support College activities
- continuous improvements to governance arrangements, including an ongoing review of College policies

Approved at the meeting of the Council on [11 November 2020]



Professor R Penty
Master

CORPORATE GOVERNANCE

In February 2018 a revised set of Statutes for the College were approved by the Privy Council. The College is governed, under these Statutes, by two principal bodies:

- **The Governing Body:** comprises the Master, all Fellows in Class 1 (teaching), Class 2 (research) or Class 3 (administrative), and four elected students representing the junior members of the College. The Governing Body meets 6 to 8 times a year. It elects the College Council and supervises its work. In addition, it has the authority to make or amend the statutes and ordinances of the College and to resolve issues concerning their interpretation; to authorise any substantial alterations or additions to the College buildings or grounds; to hold the annual Audit Meeting; to elect and decide on the remuneration of the Master (subject to the Remuneration and Benefits Committee); and to elect the Vice-Master.
- **The College Council:** comprises the Master, three Fellows ex officio (the Vice-Master, Bursar and Senior Tutor), nine to twelve Fellows elected for three-year terms by the Annual Meeting of the Governing Body, and four junior members, three of whom are elected ex officio and one directly. The Council usually meets 9 times a year, and deals with all matters of College administration not reserved to the Governing Body. The members of the College Council are the charity trustees of the College.

The Governing Body and the College Council are served by sub-committees of which the principal ones as set out in the Statutes and Ordinances are: Audit Committee, Education and Pastoral Care Committee, Finance and Needs Committee, Investment Committee, Remuneration and Benefits Committee and Statutes and Ordinances Committee. The Audit, Investment and Remuneration and Benefits Committees contain members who are external to the College.

The **Finance and Needs Committee** is a standing committee of the Council, appointed annually, normally at the Annual Council Meeting. The Committee has the responsibility for the financial affairs of the College, including in the long-term, and for all aspects of financial policy, which includes: priorities and resources for teaching needs identified by the Education and Pastoral Care Committee, financial strategy and policy, financial planning and resource management, including human resources, College accounts and suitable procedures for financial and other control. The Committee shall act as a remuneration and benefits committee for assistant staff, setting annual policy and pay bands.

The **Audit Committee** is a standing committee of the Governing Body, appointed annually, normally at the Annual Meeting. The Committee has the authority to seek out concerning information and investigate any matter within its remit. Any member of the Committee, and any authorised agent of the Committee, may inspect the financial records of the College. The Committee will scrutinise accounting policy and practice, alongside the internal systems of financial and other control set by the Finance and Needs Committee. It will also set policy and oversee procedures for risk assessment and risk management. It is its duty to manage the annual external audit of the College accounts and it has general oversight of the effectiveness of College governance, with authority to raise any matter of concern with the Governing Body.

The **Investment Committee** is a standing committee of the Council, also appointed annually. Within the terms of policies set by the Council and subject to any specific directions from the Council, the Committee manages cash, including the investment or realisation of operational cash, stocks and shares and other financial instruments, investment funds and land or any interests in land held for investment purposes.

The **Remuneration and Benefits Committee** is a standing committee of the Governing Body. The Committee acts as an independent advisory body with power to set limits on the level of remuneration and other direct and indirect benefits (including the receipt of any salary, stipend, allowance, fund or facility, or any other benefit of a measurable value) of the Master, Fellows and Officers of the College, including the Trustees.

The **Education and Pastoral Care Committee** is a standing committee of the Council. The Committee has general superintendence of educational policy and provision in the College, keeping all aspects under review. In particular it monitors relevant University policies and general public policies on educational matters, considers proposals and makes recommendations on undergraduate and graduate admissions policy and practice, makes annual assessments of teaching needs and resources and identifies any appropriate changes to teaching provision or admissions practice, including the addition or loss of teaching staff. The Committee

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takes steps to maintain the quality of College teaching and its cost-effectiveness, and for that purpose take due account of feedback from students, both through formal general consultation and in dialogue with students' representatives. It reports annually to the Council on the academic performance of undergraduate and postgraduate students and proposes measures which may help sustain and improve that performance including, through the appropriate channels (in particular the Graduate Tutors' Committee and Education Sub-Committee of the Senior Tutors' Committee) any aspects of the collegiate University's educational provision for postgraduates which gives rise to concern.

The **Statutes and Ordinances Committee** is a standing committee of the Governing Body. The Committee provides advice on legal matters which arise, whether within the College or from advice or consultations initiated by bodies in the collegiate University or beyond. It keeps the Statutes and Ordinances of the College under review in the light of University policy and practice, the law of the land and best practice, and makes recommendations for changes to the instruments of governance, providing appropriate draft instruments to give effect to such recommendations.

STATEMENT OF INTERNAL CONTROL

The Council is responsible for maintaining a sound system of internal control that supports the achievement of policy, aims and objectives while safeguarding the public and other funds and assets for which the Council is responsible, in accordance with the College's Statutes.

The system of internal control is risk based, so is designed to manage and mitigate, rather than eliminate, the risk of failure to achieve policies, aims and objectives.

The system of internal control is designed to identify the principal risks to the achievement of the College's policies, aims and objectives, to evaluate the nature and extent of those risks and to manage them efficiently, effectively and economically. The Council has responsibility for agreeing the risk assessment. Risk management is delegated to individual Committees and is overseen by the Audit Committee. The Audit Committee's and Council's review of the effectiveness of the system of internal control is informed by the work of the various Committees, the Bursar, and College officers, who have responsibility for the development and maintenance of the internal control framework, and by comments made by the external auditors in their management letter and other reports.

The Audit Committee meets without officers being present and can carry out independent investigations of complaints and is a point of independent contact for the Auditors.

RESPONSIBILITIES OF THE COUNCIL

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

The College's Statutes, and the Statutes and Ordinances of the University of Cambridge, require the Governing Body to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the College and of the surplus or deficit of the College for that period. In preparing these financial statements, the Council is required to:

- select suitable accounting policies and then apply them consistently
- 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 financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the College will continue in operation.

The Council is responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the College and enable it to ensure that the financial statements comply with the Statutes of the University of Cambridge. 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.

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

INDEPENDENT AUDITORS' REPORT TO THE COUNCIL

Opinion

We have audited the financial statements of Sidney Sussex College (the 'College') for the year ended 30 June 2020 which comprise the Statement of Comprehensive Income and Expenditure, the Statement of Changes in Reserves, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the College's affairs as at 30 June 2020 and of its incoming resources and application of resources for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Charities Act 2011 and the Statutes of the University of Cambridge
- the contribution due from the College to the University has been correctly computed as advised in the provisional assessment by the University of Cambridge and in accordance with the provisions of Statute G,II, of the University of Cambridge.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in the 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.

Emphasis of matter – material uncertainty over investment property valuations

We draw your attention to the Critical Accounting Estimates and Judgements accounting policy within the financial statements, which describes the material uncertainty that the professional valuers have placed over their valuation of the investment property of the College. Our opinion is not modified in respect of this matter.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the College's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Council 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.

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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:

- the information given in the financial statements is inconsistent in any material respect with the Annual Report
- sufficient accounting records have not been kept
- the financial statements are not in agreement with the accounting records
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Council

As explained more fully in the responsibilities of the Council statement set out on page 12, the Council are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the 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 are responsible for assessing the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the College or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

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

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 Council as a body, in accordance with College's statutes, the Statutes of the University of Cambridge and the Charities Act 2011. Our work has been undertaken so that we might state to the Council 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 the College's Council as a body, for our audit work, for this report, or for the opinions we have formed.

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Peters Elworthy & Moore

PETERS ELWORTHY & MOORE
Chartered Accountants and Statutory Auditors

Salisbury House
Station Road
Cambridge
CB1 2LA

Date: 26 November 2020

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

STATEMENT OF PRINCIPAL ACCOUNTING POLICIES

Basis of preparation

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

The Statement of Comprehensive Income and Expenditure includes activity analysis in order to demonstrate that all fee income is spent for educational purposes. The analysis required by the SORP is set out in note 6.

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

Basis of accounting

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

Going Concern

In light of the global COVID-19 pandemic occurring in the early months of 2020, the Trustees have specifically considered the impact of the pandemic, including the extent to which the College has and will continue to experience disruption in its activities. Virtually all College activities ceased as the majority of students returned home in March 2020. It is anticipated that students will return in October 2020 and that the College will continue to generate sufficient income from tuition fees, accommodation and catering and investment activities to meet its ongoing expenditure obligations. However, it is unlikely that any conference or Summer school activities will be able to resume in the immediate future.

The College has undertaken additional budgeting, forecasting and cash flow planning which is reviewed and monitored by specifically formed financial implications working group, the Finance and Needs Committee and Council. Forecasts have been prepared for the period to 2023 which have been stress tested based on a number of scenarios and have considered the impact upon the College and its cash resources and unrestricted reserves. The College has reviewed its cost base in order to combat the reduction in revenues and to extend financial headroom. The College has made use of the Government Job Retention Scheme. The College also has significant investments which could be realised if required.

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

Consolidation of subsidiaries

Sidney Sussex College has two wholly owned subsidiaries, Sidney Sussex Limited and Sidney Sussex Hospitality Company. Sidney Sussex Limited is a dormant company and Sidney Sussex Hospitality Company Ltd has not been consolidated on the basis of materiality but has produced accounts that are available at Companies House.

Recognition of income

Academic fees

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

Grant income

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

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

Donations and endowments

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

Donations and endowments with restrictions are classified as restricted reserves with additional disclosure provided within the notes to the accounts. Restricted capital grants are released to general reserves upon completion of the capital project to which they relate.

Special Trust Funds are restricted funds that the College holds in trust. The College is not free to change the regulations for these funds, though, as a result of the new Statutes approved in February 2018, it does have relatively broad powers to use surplus income.

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

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

Designated Funds are funds that have been given without restriction, which the Council has decided to designate for a specific purpose. Often this reflects the preferences of the donor. The Council is free to make and amend the regulations for these funds.

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

Investment income and change in value of investment assets

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

All investment income is credited to the Statement of Comprehensive Income and Expenditure in the period in which it is earned. It is then transferred to an Accumulated Income Account, from which the Council declares an annual dividend. This dividend forms the income for the Trust Funds for the year. The scheme is designed to smooth out fluctuations in Trust Fund income.

Other income

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

Cambridge Bursary Scheme

In 2019-20, the College paid Cambridge Bursaries to eligible students was made directly by the Student Loans Company (SLC). As a consequence the College reimbursed the SLC for the full amount paid to their eligible students and the College subsequently received a contribution from the University of Cambridge towards this payment. The College has shown the gross payment made to eligible students and a contribution from the University as Income under "Academic Fees and Charges".

The net payment of £95,000 is shown within the Statement of Comprehensive Income and Expenditure as follows:

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Income (see note 1)	£104,000
Expenditure	£199,000

Foreign currency translation

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

Fixed assets

Land and buildings

Fixed assets are stated at deemed cost less accumulated depreciation and accumulated impairment losses.

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

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

Fixed assets

Freehold land is not depreciated as it is considered to have an indefinite useful life. Freehold buildings and Long Leasehold Buildings are depreciated on a 1% reducing balance basis.

Short Leasehold Buildings are depreciated over the life of the lease up to a maximum of 50 years.

Assets under construction are valued at cost, based on the value of architects' certificates and other direct costs incurred and are recognised on a cash basis. They are not depreciated until they are brought into use.

Land held specifically for development, investment and subsequent sale is included in current assets at the lower of cost and net realisable value.

The cost of additions to operational property shown in the balance sheet includes the cost of land. Furniture, fittings and equipment costing less than £5,000 per individual item is written off in the year of acquisition unless the aggregate value of related items exceeds £50,000. All other assets are capitalised and depreciated over their expected useful life as follows:

Furniture and fittings	2-25% reducing balance/straight line
Motor vehicles	20% straight line
Plant and equipment	15-25% reducing balance/straight line

Leased assets

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

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

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

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Heritage assets

The College holds and conserves a number of collections, exhibits, artefacts and other assets of historical, artistic or scientific importance. Heritage assets acquired before 1 July 2000 have not been capitalised since reliable estimates of cost or value are not available on a cost-benefit basis. Acquisitions since 1 July 2000 have been capitalised at cost or, in the case of donated assets, at expert valuation on receipt. Heritage assets are not depreciated since their long economic life and high residual value mean that any depreciation would not be material.

Investments

Securities are included in the balance sheet at fair value on 30 June each year, except for investments in subsidiary undertakings which are stated in the College's balance sheet at cost.

Investment properties are included at fair valuation and the aggregate surplus or deficit is transferred to Unrestricted Reserves. A formal valuation of the commercial property holdings was carried out by Cheffins, Chartered Surveyors, as at 30 June 2020.

Stocks

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

Provisions

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

Contingent liabilities and assets

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

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

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

Financial instruments

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

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

Financial assets

Basic financial assets include trade and other receivables, cash and cash equivalents and investments in commercial paper (i.e. deposits and bonds). These assets are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Such assets are subsequently carried at amortised

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cost using the effective interest rate method. Financial assets are assessed for indicators of impairment at each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in the Statement of Comprehensive Income.

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

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

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

Financial liabilities

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

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

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

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

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

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

Taxation

The College is a registered charity (number 1137586) and also a charity within the meaning of Section 467 of the Corporation Tax Act 2010. Accordingly, the College is exempt from taxation in respect of income or capital gains received within the categories covered by Sections 478 to 488 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that such income or gains are applied to exclusively charitable purposes.

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

Contribution under Statute G, II

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

Pension costs

Retirement benefits for employees, who started after 2 January 2004, and for the majority of Fellows are provided by the Universities Superannuation Scheme (USS). Benefits for participating employees who started before 1 January 2004 are provided by the College's own scheme, Sidney Sussex 1975 Pension Scheme, but this is now closed to new entrants.

Universities Superannuation Scheme

The College participates in Universities Superannuation Scheme. The assets of the scheme are held in a separate trustee-administered fund. Because of the mutual nature of the scheme, the assets are not attributed to individual institutions and a scheme-wide contribution rate is set. The College is therefore exposed to actuarial risks associated with other institutions' employees and is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. As required by Section 28 of FRS 102 "Employee benefits", the institution therefore accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the profit and loss account represents the contributions payable to the scheme. Since the institution has entered into an agreement (the Recovery Plan) that determines how each employer within the scheme will fund the overall deficit, the institution recognises a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) with related expenses being recognised through the profit and loss account.

Sidney Sussex College 1975 Pension Scheme

This is a defined benefit scheme which is externally funded and contracted out of the State Second Pension Scheme up to 31 March 2016. The funds are valued every three years by a professionally qualified independent actuary using the projected unit method, the rates of contribution payable being determined by the trustees on the advice of the actuary. In the intervening years, the actuary reviews the progress of the scheme. Pension costs are assessed in accordance with the advice of the actuary, based on the latest actuarial valuation of the scheme and is accounted for on the basis of charging the cost of providing pensions over the period during which the College benefits from the employees' and Fellows' services.

Employment benefits

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

Reserves

Reserves are allocated between restricted and unrestricted reserves. Endowment reserves include balances which, in respect of endowment to the College, are held as permanent funds, which the College must hold to perpetuity.

Restricted reserves include balances in respect of which the donor has designated a specific purpose and therefore the College is restricted in the use of these funds.

Critical accounting estimates and judgements

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

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the circumstances. The resulting accounting estimates will, by definition, seldom equal the related actual results.

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

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

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

Recoverability of debtors – The provision for doubtful debts is based on the College’s estimate of the expected recoverability of those debts. Assumptions are made based on the level of debtors which have defaulted historically, coupled with current economic knowledge. The provision is based on the current situation of the customer, the age profile of the debt and the nature of the amount due.

Investment property – Properties were revalued to their fair value at the reporting date by Cheffins Commercial. The valuation is based on the assumptions and judgements which are impacted by a variety of factors including market and other economic conditions. The revised valuation at 30 June 2020 was reduced from £22.6 million to £17.4 million. As at the valuation date, Cheffins Commercial considered that they could attach less weight to previous market evidence for comparison purposes to inform opinions of value. The updated valuation is therefore reported on the basis of ‘material valuation uncertainty’ as per VPS3 and VPGA 10 of the Royal Institution of Chartered Surveyors Red Book Global. Consequently, less certainty, and a higher degree of caution, should be attached to the valuation than would normally be the case. Given the unknown future impact that COVID-19 might have on the real estate market, the valuation of the properties will be kept under frequent review.

Investments in Charities Property Fund – the College holds an investment in the Charities Property Fund Income Units which at the year-end was valued at £1.3 million. The underlying valuation of investment properties includes a material value uncertainty clause by the Valuer given the unknown future impact that COVID-19 might have on the real estate market.

Retirement benefit obligations – The cost of defined benefit pension plans [and other post-employment benefits] are determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, future salary increases, mortality rates and future pension increases. Due to the complexity of the valuation, the underlying assumptions and the long term nature of these plans, such estimates are subject to significant uncertainty.

Management are satisfied that Universities Superannuation Scheme meets the definition of a multi-employer scheme and has therefore recognised the discounted fair value of the contractual contributions under the recovery plan in existence at the date of approving these financial statements. Further details are given in note 28.

As the College is contractually bound to make deficit recovery payments to USS, this is recognised as a liability on the balance sheet. The provision is currently based on the USS deficit recovery plan agreed after the 2018 actuarial valuation, which defines the deficit payment required as a percentage of future salaries until 2036. These contributions will be reassessed within each triennial valuation of the scheme. The provision is based on management’s estimate of expected future salary inflation, changes in staff numbers and the prevailing rate of discount. Further details are set out in note 28.

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STATEMENT OF COMPREHENSIVE INCOME AND EXPENDITURE

	Note	Unrestricted £000	Restricted £000	Endowment £000	2020 Total £000	Unrestricted £000	Restricted £000	Endowment £000	2019 Total £000
Income									
Academic fees and charges	1	2,706			2,706	2,545			2,545
Accommodation, catering and conferences	2	3,024			3,024	3,859			3,859
Investment income	3a	2,129	48	966	3,143	2,191	62	1,049	3,302
Endowment return transferred		334	632	(966)	0	360	689	(1,049)	0
Other income		385			385	38			38
Total income before donations and endowments		8,578	680	0	9,258	8,993	751	0	9,744
Donations	3b	1,359	13		1,372	1,145	25		1,170
New endowments	3b			0	0				0
Other capital grants for assets	3b		210		210		270		270
Total income from donations and endowments		1,359	223	0	1,582	1,145	295	0	1,439
Total income		9,937	903	0	10,840	10,138	1,046	0	11,184
Expenditure									
Education	4	(3,978)	(438)		(4,416)	(3,899)	(458)		(4,357)
Accommodation, catering and conferences	5	(4,392)	0		(4,392)	(4,661)	0		(4,661)
Other expenditure		320	(45)		275	(2,108)	(67)		(2,175)
Contribution under Statute G,II		(24)			(24)	(29)			(29)
Total expenditure	6	(8,074)	(483)		(8,557)	(10,697)	(525)	0	(11,222)
Surplus/(deficit) before other gains and losses		1,863	420	0	2,283	(559)	521	0	(38)
Gain/(loss) on disposal of fixed assets	8				0				0
Gain/(loss) on investments	9 & 11	(6,958)	(68)	(2,398)	(9,424)	(945)	29	100	(816)
Surplus/(deficit) for the year		(5,095)	352	(2,398)	(7,141)	(1,504)	550	100	(854)
Other comprehensive income									
Actuarial (loss) in respect of pension schemes	15	(1,224)			(1,224)	(770)			(770)
Total comprehensive income for the year		(6,319)	352	(2,398)	(8,365)	(2,274)	550	100	(1,624)

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STATEMENT OF CHANGES IN RESERVES

	Income and expenditure reserve			Revaluation reserve £000	Total £000
	Unrestricted £000	Restricted £000	Endowment £000		
Balance at 1 July 2019	55,204	5,953	27,960	42,548	131,665
Surplus/(Deficit) from income and expenditure statement	(5,095)	352	(2,398)		(7,141)
Other comprehensive income	(1,224)				(1,224)
Release of restricted capital funds spent in the year	10	(10)			0
Transfers to / from Reserves	6,337	(264)	102	(6,175)	0
Balance at 30 June 2020	55,233	6,031	25,664	36,372	123,300

	Income and expenditure reserve			Revaluation reserve £000	Total £000
	Unrestricted £000	Restricted £000	Endowment £000		
Balance at 1 July 2018	56,645	5,915	27,948	42,781	3,288
Prior Year Adjustment	21	(108)	(88)	175	0
Surplus/(Deficit) from income and expenditure statement	(1,504)	550	100	0	(854)
Other comprehensive income	(770)				(770)
Release of restricted capital funds spent in the year	260	(260)			0
Transfers to / from Reserves	551	(143)	0	(408)	0
Balance at 30 June 2019	55,204	5,953	27,960	42,548	131,665

The notes on pages 38 to 53 form part of these accounts

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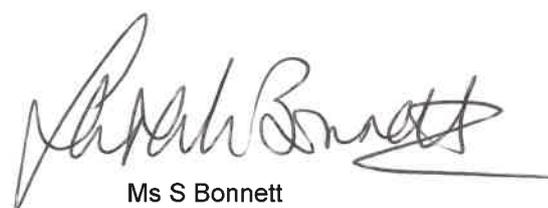
BALANCE SHEET

	Note	2020 £000	2019 £000
Non-current Assets			
Fixed assets	8	56,760	52,767
Heritage assets	8	234	234
Investments	9	76,797	83,540
Total non-current assets		133,791	136,541
Current assets			
Stocks	10	163	223
Trade and other receivables	11	2,450	3,558
Cash and cash equivalents	12	8,925	5,197
Total current assets		11,538	8,978
Creditors: amounts falling due within one year	13	(1,444)	(1,721)
Net current assets		10,094	7,255
Total Assets less current liabilities		143,885	143,797
Creditors: amounts falling due after more than one year	14	(14,900)	(6,400)
Provisions			
Pension provisions	15	(5,685)	(5,732)
Total net assets		123,300	131,665
Represented by:			
Restricted reserves			
Income and expenditure reserve – endowment reserve	16	25,664	27,960
Income and expenditure reserve – restricted reserve	17	6,031	5,953
		31,695	33,913
Unrestricted Reserves			
Income and expenditure reserve – unrestricted		55,233	55,204
Revaluation reserve		36,372	42,548
		91,605	97,752
Total Reserves		123,300	131,665

The financial statements were approved by the Master and Fellows on 11 November 2020 and signed on its behalf by:



Professor R Penty
Master



Ms S Bonnett
Bursar

The notes on pages 39 to 53 form part of these accounts

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CASH FLOW STATEMENT

	Note	2020 £000	2019 £000
Net cash inflow from operating activities	18	(2,828)	(3,052)
Cash flows from investing activities	19	(1,453)	5,227
Cash flows from financing activities	20	8,143	(282)
Increase/(decrease) in cash and cash equivalents in the year		<u>3,862</u>	<u>1,892</u>
Cash and cash equivalents at beginning of the year		<u>10,369</u>	<u>8,477</u>
Cash and cash equivalents at end of the year	9 &12	<u>14,231</u>	<u>10,369</u>

The notes on pages 38 to 53 form part of these accounts

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NOTES TO THE ACCOUNTS

1	Academic fees and charges	2020	2019
		£000	£000
	Colleges fees:		
	Fee income received at the Regulated Undergraduate rate	1,474	1,388
	Fee income received at the Unregulated Undergraduate rate	456	430
	Fee income received at the Graduate rate	673	639
	Other income	0	0
	Cambridge Bursaries Income	103	88
	Total	<u>2,706</u>	<u>2,545</u>
2	Income from accommodation, catering and conferences	2020	2019
		£000	£000
	Accommodation		
	College members	1,514	2,033
	Conferences	802	879
	Catering		
	College members	309	447
	Conferences	399	500
	Total	<u>3,024</u>	<u>3,859</u>
3	Endowment and investment income	2020	2019
		£000	£000
3a	Investments		
	Income from:		
	Land and buildings	1,381	1,361
	Quoted securities	1,672	1,841
	Other interest receivable	90	100
	Total	<u>3,143</u>	<u>3,302</u>
	Represented by:	2020	2019
		£000	£000
	Unrestricted Income	2,129	2,191
	Restricted Income	48	62
	Endowment income - Unrestricted Permanent	334	360
	Endowment income - Restricted Permanent	632	689
	Total	<u>3,143</u>	<u>3,302</u>
3b	Donations and Endowments	2020	2019
		£000	£000
	Unrestricted General Donations	440	310
	Unrestricted Designated Donations	919	835
	Restricted Donations	13	25
	New Endowments	0	0
	Other capital grants for assets	210	270
	Total	<u>1,582</u>	<u>1,439</u>

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4 Education expenditure	2020 £000	2019 £000
Teaching	1,893	1,856
Tutorial	664	641
Admissions	457	435
Research	405	460
Scholarships and awards	487	479
Other educational facilities	510	486
Total	4,416	4,357

5 Accommodation, catering and conferences expenditure	2020 £000	2019 £000
Accommodation	2,390	2,449
College members		
Conferences	682	722
Catering	782	911
College members		
Conferences	538	579
Total	4,392	4,661

6a Analysis of 2019-20 expenditure by activity

	Staff costs (note 7) £000	Other operating expenses £000	Depreciation £000	Total £000
Education	2,395	1,887	134	4,416
Accommodation, catering and conferences	2,395	1,677	320	4,392
Investment management costs	0	373	0	373
Other	191	215	16	422
USS Provision Adjustment	(1,046)	0	0	(1,046)
Totals	3,935	4,152	470	8,557

Expenditure includes fundraising costs of £236k.

6b Analysis of 2018-19 expenditure by activity

	Staff costs (note 7) £000	Other operating expenses £000	Depreciation £000	Total £000
Education	2,331	1,886	140	4,357
Accommodation, catering and conferences	2,417	1,910	334	4,661
Investment management costs		107		107
Other	188	234	16	438
USS Provision Adjustment	1,659	0	0	1,659
Totals	6,595	4,137	491	11,222

Expenditure includes fundraising costs of £199k.

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6c Auditors' remuneration	2020	2019
	£000	£000
Other operating expenses include:		
Audit fees payable to the College's external auditors	22	21
Other fees payable to the College's external auditors	2	8
Total	<u>24</u>	<u>29</u>

7 Staff costs	College	Other	Non-	2020	2019
Consolidated	Fellows	academic	academic	Total	Total
Staff costs:	£000	£000	£000	£000	£000
Salaries	1,069	44	2,678	3,791	3,828
National Insurance	103	1	221	325	319
Pension costs	230	3	632	865	789
Sub-total	<u>1,402</u>	<u>48</u>	<u>3,531</u>	<u>4,981</u>	<u>4,936</u>
USS Provision Adjustment	<u>(294)</u>	<u>(10)</u>	<u>(742)</u>	<u>(1,046)</u>	<u>1,659</u>
Total	<u>1,108</u>	<u>38</u>	<u>2,789</u>	<u>3,935</u>	<u>6,595</u>

Average staff numbers	Average staff numbers		Average staff numbers	
	2020		2019	
	Number of	Full-time	Number of	Full-time
	Fellows	equivalents	Fellows	equivalents
Academic	65	-	62	-
Non-academic	9	100	7	102
Total	<u>74</u>	<u>100</u>	<u>69</u>	<u>102</u>

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

	2020	2019
	Total	Total
	£000	£000
£100,001 - £110,000	<u>0</u>	<u>1</u>
£110,001 - £120,000	<u>1</u>	<u>0</u>

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

Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the College. This includes aggregated emoluments paid to key management personnel. Key management personnel for the College include the Master, Vice Master, Bursar, Senior Tutor and Development Director. Aggregated emoluments consist of salary and taxable benefits but exclude any employer's pension contribution.

	2020	2019
	Total	Total
	£000	£000
Key management personnel	<u>346</u>	<u>323</u>

The Trustees received no emoluments in their capacity as Trustees of the Charity.

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8 Fixed assets

	Freehold Land and buildings	Leasehold Land and buildings	Vehicle, Equipment and Furniture	Assets in construction	2020 Total	2019 Total
	£000	£000	£000	£000	£000	£000
Cost or valuation						
At beginning of year	49,793	1,201	1,341	2,965	55,300	51,612
Additions	2			4,460	4,462	3,853
Transfers						0
Disposals						(165)
Transfer to SOCIE						0
At end of year	<u>49,795</u>	<u>1,201</u>	<u>1,341</u>	<u>7,425</u>	<u>59,762</u>	<u>55,300</u>
Depreciation						
At beginning of year	(1,919)	(159)	(456)		(2,534)	(2,208)
Charge for the year	(373)	(27)	(68)		(468)	(491)
Eliminated on disposals						165
At end of year	<u>(2,292)</u>	<u>(186)</u>	<u>(524)</u>		<u>(3,002)</u>	<u>(2,534)</u>
Net book value						
At end of year	<u>47,503</u>	<u>1,015</u>	<u>817</u>	<u>7,425</u>	<u>56,760</u>	<u>52,767</u>
At beginning of year	47,874	1,042	885	2,965	52,767	49,404

The insured value of land and buildings as at 30 June 2020 was £140m (2019: £135m).

Heritage assets

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

As stated in the statement of principal accounting policies, heritage assets acquired since 1 July 2000 have been capitalised. However, the majority of assets held in the College's collections were acquired prior to this date. As reliable estimates of cost or valuation are not available for these on a cost-benefit basis, they have not been capitalised. As a result the total included in the balance sheet is partial.

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

	2020 £000	2019 £000	2018 £000	2017 £000	2016 £000
Acquisitions purchased with specific donations					
Acquisitions purchased with College funds					
Total cost of acquisitions purchased					
Value of acquisitions by donation					80
Total acquisitions capitalised	<u>234</u>	<u>234</u>	<u>234</u>	<u>236</u>	<u>80</u>

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9 Investments	2020 £000	2019 £000
Balance at beginning of year	83,540	83,913
Additions	6,219	0
Disposals	(3,621)	(3,409)
Depreciation	0	0
Transfers out	44	4
Gain/(loss)	(9,517)	(170)
Increase/(decrease) in cash balances held at fund managers	132	3,202
Balance at end of year	<u>76,797</u>	<u>83,540</u>
Represented by:		
Property	17,400	22,631
Property Held for Sale		
Quoted securities – equities	51,611	53,158
Fixed interest securities	1,934	2,071
Unquoted securities – equities	443	447
Cash on Short Term Deposit	5,306	5,163
Cash in hand and at investment managers	0	11
Other investments	103	59
	<u>76,797</u>	<u>83,540</u>
<p>The College has two wholly owned subsidiaries. Sidney Sussex Limited, a dormant company and Sidney Sussex Hospitality Company, a conference business. All profits generated through Sidney Sussex Hospitality Company are covenanted back to the college.</p>		
10 Stocks and work in progress	2020 £000	2019 £000
Goods for resale	134	184
Other stocks	29	39
Total	<u>163</u>	<u>223</u>
11 Trade and other receivables	2020 £000	2019 £000
Members of the College	83	179
Other receivables	359	220
Prepayments and accrued income	351	458
Provision for bad debts etc	(231)	(19)
Assets Held for Sale (Due less than 1 year)	381	931
Assets Held for Sale (Due greater than 1 year)	1,507	1,789
Total	<u>2,450</u>	<u>3,558</u>
12 Cash and cash equivalents	2020 £000	2019 £000
Short-term money market investments	7,695	4,588
Current accounts	1,230	609
Total	<u>8,925</u>	<u>5,197</u>

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13 Creditors: amounts falling due within one year

	2020	2019
	£000	£000
Payments on account	109	308
Trade creditors	316	431
Taxation and Social Security	87	90
University fees	66	39
Contribution to Colleges Fund	24	29
Other creditors	310	294
Accruals and deferred income	532	530
Total	1,444	1,721

14 Creditors: amounts falling due after more than one year

	2020	2019
	£000	£000
College Bond (30 year) 4.40% interest rate- maturing October 2043	2,900	2,900
College Bond (30 year) 4.45% interest rate- maturing January 2044	1,200	1,200
College Bond (40 year) 4.40% interest rate- maturing October 2053	2,300	2,300
Pensions Insurance Corporation Private Placement 2.26% interest rate- maturing December 2063	8,500	
Total	14,900	6,400

During 2013-14, the college borrowed from institutional investors, collectively with other Colleges, the College's share being £6.4 million. The loans are unsecured and repayable during the period 2043-2053, and are at fixed interest rates of approximately 4.4%. The College has agreed a financial covenant of the ratio of Borrowings to net Assets, and has been in compliance with the covenant at all times since incurring the debt. In March 2020, the college secured a new long term loan for £8.5 million with the Pensions Insurance Corporation (PIC) with a maturity date of 12 December 2063 at a fixed interest rate of 2.26%.

15 Pension provisions

	Sidney Sussex College 1975 Pension Scheme	USS	2020	2019
	£000	£000	Total £000	Total £000
Balance at beginning of year	3,322	2,410	5,732	3,546
Movement in year:				
Current service cost including life assurance	152	(479)	(327)	2,312
Contributions	(482)	(605)	(1,087)	(1,022)
Other finance (income)/cost	105	38	143	126
Actuarial loss/(gain) recognised in Statement of Comprehensive Income and Expenditure	1,224	0	1,224	770
Balance at end of year	4321	1,364	5,685	5,732

See note 26 for further analysis

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16 Endowment funds

Restricted net assets relating to endowments are as follows:

	Restricted permanent endowments £000	Unrestricted permanent endowments £000	2020 Total £000	2019 Total £000
Balance at beginning of year				
Capital	17,043	10,917	20,960	27,948
Prior Year Adjustment: Change of Fund Classification				(88)
New donations and endowments				
Increase/(decrease) in market value of investments	(1,467)	(931)	(2,398)	100
Transfers to / from Reserves	102	0	102	0
Balance at end of year	15,678	9,986	25,664	27,960

Analysis by type of purpose

Fellowship Funds	8,077		8,077	8,820
Scholarship Funds	2,881		2,881	3,159
Prize Funds	157		157	171
Hardship Funds	232		232	254
Bursary Funds	202		202	222
Travel Grant Funds	199		199	217
Other Funds	3,930		3,930	4,200
General endowments	0	9,986	9,986	10,917
Total	15,678	9,986	25,664	27,960

Analysis by asset

Property			0	0
Investments	15,678	9,986	25,664	27,960
Cash			0	0
Total	15,678	9,986	25,664	27,960

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17 Restricted Reserves

Reserves with restrictions are as follows:

	Capital grants unspent £000	Permanent unspent and other restricted income £000	Restricted expendable endowment £000	2020 Total £000	2019 Total £000
Balance at beginning of year					
Capital			890	890	4,752
Accumulated income	3,907	1,005	151	5,063	1,163
	3,907	1,005	1,041	5,953	5,915
Prior Year Adjustment:					
Change of Fund Classification					(108)
New grants	210			210	270
New donations			13	13	25
Other investment income	29	633	19	681	751
Increase/(decrease) in market value of investments			(68)	(68)	29
Expenditure	(9)	(406)	(69)	(484)	(524)
Capital grants utilised	(10)			(10)	(260)
Transfers to / from Reserves	(1)	(240)	(23)	(264)	(144)
Balance at end of year	4,126	991	914	6,031	5,953
Comprising of:					
Capital			773	773	890
Accumulated income	4,126	991	141	5,258	5,063
	4,126	991	914	6,031	5,953
Analysis of other restricted funds/donations by type of purpose					
Fellowship Funds		396		396	389
Scholarship Funds		295		295	280
Prize Funds		6		6	5
Hardship Funds		40	7	47	58
Bursary Funds		47	624	671	744
Travel Grant Funds		30	82	112	111
Other Funds	4,126	177	200	4,504	4,366
Total	4,126	991	914	6,031	5,953
Analysis by asset					
Property					
Investments			725	725	780
Cash	4,126	991	189	5,306	5,173
Total	4,126	991	914	6,031	5,953

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18	Reconciliation of surplus for the year to net cash inflow from operating activities		
		2020	2019
		£000	£000
	Surplus (deficit) for the year	(7,141)	(854)
	Adjustment for non-cash items		
	Depreciation	468	491
	Loss/(gain) on disposal of fixed assets		
	Loss/(gain) on investments	9,424	816
	Decrease/(increase) in stocks	60	(20)
	Decrease/(increase) in trade and other receivables	276	56
	Increase/(decrease) in creditors	(276)	(497)
	Pension costs less contributions payable	(1,271)	1,416
	Adjustment for investing or financing activities		
	Investment income	(3,143)	(3,302)
	Interest payable	357	282
	Donations and Legacies	(1,372)	(1,170)
	Donations for Capital Grants	(210)	(270)
	Net cash inflow/(outflow) from operating activities	(2,828)	(3,052)
19	Cash flows from investing activities		
		2020	2019
		£000	£000
	Current investment disposal	926	934
	Non-current investment disposal	(44)	(4)
	Investment income	3,143	3,302
	Withdrawal of deposit	3,621	3,408
	Payments made to acquire non-current fixed assets	(4,462)	(3,853)
	Payments made to acquire non-current investment assets	(6,219)	0
	Donations and Legacies	1,372	1,170
	Donations for Capital Grants	210	270
	Total cash flows from investing activities	(1,453)	5,227
20	Cash flows from financing activities		
		2020	2019
		£000	£000
	Interest paid	(357)	(282)
	New secured loans	8,500	
	Repayments of amounts borrowed		
	Total cash flows from financing activities	8,143	1,893
21	Analysis of cash and cash equivalents		
		At beginning of year £000	Cash flows £000
			At end of year £000
	Cash at bank and in hand	10,369	3,862
	Cash held at Fund Managers		14,231
	Net Funds	10,369	3,862
			14,231

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22 Capital commitments

	2020	2019
	£000	£000
Capital commitments at 30 June 2020 are as follows:		
Authorised and contracted	3,859	6,480

23 Lease obligations

At 30 June 2020 the College had commitments under non-cancellable operating leases as follows:

	2020	2019
	£000	£000
Land and buildings:		
Expiring within one year	0	0
Expiring in over 5 years	1	1

24 Reconciliation and analysis of net debt

	At 1 July 2019	Cash Flows	At 30 June 2020
	£000	£000	£000
Cash and cash equivalents	10,369	3,863	14,232
Borrowings:			
Amounts falling due within one year			
Secured loans			
Unsecured loans			
Bank overdraft			
<i>subtotal</i>	0	0	0
Borrowings:			
Amounts falling after more than one year			
Secured loans			
Unsecured loans	6,400	8,500	14,900
<i>subtotal</i>	6,400	8,500	14,900
Total	3,969	(4,637)	(668)

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25 Financial Instruments

	2020	2019
	£000	£000
Financial assets		
<i>Financial assets at fair value through Statement of Comprehensive income</i>		
Listed equity investments	53,545	55,229
Other equity investments	443	447
<i>Financial assets that are debt instruments measured at amortised cost</i>		
Cash and cash equivalents	14,232	10,369
Other debtors	2,099	3,100
Financial liabilities		
<i>Financial liabilities measured at amortised cost</i>		
Bank overdraft		
Loans	14,900	6,400
Trade creditors	316	431
Other creditors	596	759

26 Pension schemes

The College participates in two defined benefit schemes:

Universities Superannuation Scheme

The total movement credited to the profit and loss account is £441,424 (2018-19: £2,172,132). This includes £56,443 (2018-19: £50,231) outstanding contributions at the balance sheet date.

At the financial year end the latest available complete actuarial valuation of the Retirement Income Builder section of the Scheme was at 31 March 2018 (the valuation date). This was carried out using the projected unit method. A valuation as at 31 March 2020 is underway but not yet complete.

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

The 2018 valuation was the fifth valuation for the scheme under the scheme-specific funding regime introduced by the Pensions Act 2004, which requires schemes to adopt a statutory funding objective, which is to have sufficient and appropriate assets to cover their technical provisions. At the valuation date, the value of the assets of the scheme was £60.0 billion and the value of the scheme's technical provisions was £63.7 billion indicating a shortfall of £3.6 billion and a funding ratio of 95%.

The key financial assumptions used in the 2018 valuation are described below. More detail is set out in the Statement of Funding Principles.

Pension increases (CPI)	Term dependent rates in line with the difference between the Fixed Interest and Index Linked yield curves, less 1.3% p.a.
Discount rate (forward rates)	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%

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Universities Superannuation Scheme (Continued)

The main demographic assumption used relates to the mortality assumptions. These assumptions are based on analysis of the scheme's experience carried out as part of the 2018 actuarial valuation. The mortality assumptions used in these figures are as follows:

	2018 Valuation
Mortality base table	<p>Pre-retirement: 71% of AMC00 (duration 0) for males and 112% of AFC00 (duration 0) for females</p> <p>Post retirement: 97.6% of SAPS S1NMA "light" for males and 102.7% of RFV00 for females</p>
Future improvements to mortality	CMI_2016 with a smoothing parameter of 8.5 and a long term improvement rate of 1.8% pa for males and 1.6% pa for females.

The current life expectancies on retirement at age 65 are:

	2018 Valuation	2017 Valuation
Males currently aged 65 (years)	24.4	24.6
Females currently aged 65 (years)	25.9	26.1
Males currently aged 45 (years)	26.3	26.6
Females currently aged 45 (years)	27.7	27.9

A new deficit recovery plan was put in place as part of the 2018 valuation, which requires payment of 2% of salaries over the period 1 October 2019 to 30 September 2021 at which point the rate will increase to 6%. The 2020 deficit recovery liability provision reflects this plan. The liability figures have been produced using the following assumptions:

	2020	2019
Discount Rate	0.73%	1.58%
Pensionable salary growth	1.00%	2.11%

Sidney Sussex College 1975 Pension Scheme

The College operates a defined benefits plan, the Sidney Sussex College 1975 Pension Scheme.

The liabilities of the plan have been estimated for the purposes of FRS102 based on the results of the actuarial valuation as at 1 July 2017, adjusted for the different assumptions required under FRS102 and taking into consideration subsequent cash flows. A valuation as at 1 July 2020 is underway but not yet complete.

The principal actuarial assumptions at the balance sheet date were as follows:

	2020 % pa	2019 % pa
Discount rate	1.45	2.25
Increase in salaries	4.05	4.45
RPI assumption	3.05	3.45
CPI assumption	2.25	2.25
Increases to deferred pensions in excess of the GMP	2.25	2.25
Increases to pensions in payment for service pre 6/4/97 in excess of GMP	2.80	3.30
Increases to pensions in payment for service from 6/4/97	3.00	3.05

Members are assumed to retire at the plan normal retirement age.

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Sidney Sussex College 1975 Pension Scheme (Continued)

The underlying mortality assumption is based upon 110% of the rates in the standard table known as PNXA on a year of birth usage with CMI_2013 future improvement factors and a long-term rate of future improvement of 1% p.a. (2016: same).

The amounts recognised in the Balance Sheet as at 30 June 2020 (with comparative figures as at 30 June 2019) are as follows:

	2020	2019
	£	£
Present value of defined benefit obligation	8,734,400	7,770,500
Fair value of plan assets	(4,413,800)	(4,448,400)
Net defined benefit liability	<u>4,320,600</u>	<u>3,322,100</u>

The amounts to be recognised in Profit and Loss for the year ending 30 June 2020 (with comparative figures for the year ending 30 June 2019) are as follows:

	2020	2019
	£	£
Current service cost	184,900	157,200
Interest on the net defined benefit liability	71,400	70,200
Loss on plan changes	-	38,700
Losses (or gains) on settlements or curtailments	-	-
Total	<u>256,300</u>	<u>266,100</u>

Changes in the present value of the plan liabilities for the year ending 30 June 2020 (with comparative figures for the year ending 30 June 2019) are as follows:

	2020	2019
	£	£
Present value of plan liabilities at beginning of period	7,770,500	6,593,400
Current service cost	184,900	157,200
Employee contributions	17,900	18,000
Benefits paid and DIS premiums	(62,300)	(17,800)
Interest on plan liabilities	176,400	180,100
Actuarial (gains)/losses	647,000	800,900
(Gain)/loss on plan changes	-	38,700
Curtailment (gain)/loss	-	-
Settlement	-	-
Present value of plan liabilities at end of period	<u>8,734,400</u>	<u>7,770,500</u>

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Sidney Sussex College 1975 Pension Scheme (Continued)

Changes in the fair value of the plan assets for the year ending 30 June 2020 (with comparative figures for the year ending 30 June 2019) are as follows:

	2020	2019
	£	£
Market value of plan assets at beginning of period	4,448,400	3,833,000
Contributions paid by the College	481,900	474,100
Employee contributions	17,900	18,000
Benefits paid and DIS premiums	(62,300)	(17,800)
Administrative expenses	-	-
Interest on plan assets	105,000	109,900
Return on assets, less interest included in Profit & Loss	(577,100)	31,200
Settlement	-	-
	<u>4,413,800</u>	<u>4,448,400</u>
Actual return on plan assets	<u>(472,100)</u>	<u>141,100</u>

The major categories of plan assets for the year ending 30 June 2020 (with comparative figures for the year ending 30 June 2019) are as follows:

	2020	2019
Equities	82%	90%
Property	4%	5%
Corporate bonds	-	-
With profit funds	-	2%
Cash	14%	3%
Total	<u>100%</u>	<u>100%</u>

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

Analysis of the re-measurement of the net defined benefit liability recognised in Other Comprehensive Income (OCI) for the year ending 30 June 2020 (with comparative figures for the year ending 30 June 2019) are as follows:

	2020	2019
	£	£
Actuarial gain/(loss) on plan assets	(577,100)	31,200
Actuarial gain/(loss) on plan liabilities	(647,000)	(800,900)
Re-measurement of net defined benefit liability recognised in OCI	<u>(1,224,100)</u>	<u>(769,700)</u>

Movement in net defined benefit asset/ (liability) during the year ending 30 June 2020 (with comparative figures for the year ending 30 June 2019) are as follows:

	2020	2019
	£	£
Net defined benefit asset/(liability) at beginning of year	(3,322,100)	(2,760,400)
Recognised in Profit and Loss	(256,300)	(266,100)
Contributions paid by the College	481,900	474,100
Re-measurement of net defined benefit liability recognised in OCI	(1,224,100)	(769,700)
Net defined benefit asset/(liability) at end of year	<u>(4,320,600)</u>	<u>(3,322,100)</u>

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27 Contingent Liabilities

No contingent liability has been recognised.

28 Related Party Transactions

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

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

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

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

The salaries paid to Trustees (excluding employer's national insurance contributions and employer's pension contributions employers) in the year are summarised in the table below:

	From	To	2020 Number	2019 Number
	£0	£10,000	7	8
	£10,001	£20,000	2	2
	£20,001	£30,000	-	-
	£30,001	£40,000	1	1
	£40,001	£50,000	4	4
	£50,001	£60,000	-	-
	£60,001	£70,000	2	2
	£70,001	£80,000	-	-
	£80,001	£90,000	1	1
	£90,001	£100,000		
		Total		
The total Trustee salaries were £497k for the year (2018-19: £468k)				
The trustees were also paid other taxable benefits (including associated employer National Insurance contributions and employer contributions to pensions) which totalled £154k for the year (2018-19: £135k)				
The Trustees were also paid expenses in respect of their teaching, research and other duties within the College which totalled £13.5k for the year. These expenses related to travel, College entertainment and research expenditure				
The College has one trading and one dormant subsidiary undertakings which are not consolidated into these accounts. All subsidiary undertakings are 100% owned by the College and are registered and operating in England and Wales. The College has taken advantage of the exemption within section 33 of FRS 102 not to disclose transactions with wholly owned group companies that are related parties.				