



Goodenough College
(A company limited by guarantee)

Annual Report and Financial Statements
for the year ended 31 August 2022

Company Registration No. 00246919
Registered Charity No. 312894 (England and Wales) and SC039173 (Scotland)

Goodenough College
Trustees' Annual Report and Strategic Report
for the year ended 31 August 2022

Goodenough College Chairman's Personal Welcome

It's a pleasure to introduce our Annual Report and Financial Statements for the year ended 31st August 2022, a period during which we saw a welcome steady consolidation of the College's social and financial recovery following the ravages of the Covid pandemic.

The Trustees set a cautious budget for the reporting period, mindful of possible continuing reduced revenue to the College, with Member occupancy for 2022-23 uncertain and our hotel closed (first during the pandemic, then for refurbishment). I am delighted to report that, in the event, the College maintained high occupancy throughout both the academic year and the ensuing summer season; our short-stay and external events operations both secured a good level of business; the College management worked hard to rationalise expenditure; and the result has been an operating surplus significantly higher than expected.

This is not to say that the College did not continue to field unprecedented challenges. The surge in the Omicron variant at the end of 2022 saw cases of Covid infection rise rapidly among Members: support for all those isolating, including individual delivery of three daily meals, placed a huge burden on the College administration, itself depleted by the virus. A second rapid uptick in Covid infection in June 2022 threatened to derail end-of-year celebrations for our Members but was fortunately of brief duration. Meanwhile, an overheated job market has made recruitment and retention of staff a major challenge, and the College found itself carrying a number of vacancies over the reporting period. Inflation in the UK economy made it increasingly difficult to hold down rents and catering costs for our Members; a small (but growing) number faced financial difficulties which required recourse to our emergency fund.

A key theme for the College leadership during the reporting period has been how to attract to our community the very best international scholars coming to study in London. We have taken steps to raise the College's visibility with scholarship-awarding bodies in the UK and overseas, and with British diplomatic missions overseas and the London-based international diplomatic community. Meanwhile, in tune with wider cultural shifts in the UK and elsewhere, the College has been reviewing its strategy for embedding equality, diversity and inclusion across our community. Not least, promoting access to the College for exceptional students of limited financial means through an enhancement of our scholarships programme, a judicious expansion of our emergency fund, and facilitated access to accommodation for Chevening and Commonwealth scholars from lower-income backgrounds and countries.

The College has worked hard to deliver an exceptional enrichment programme, with a wealth of intellectual, cultural and social content. There were expanded opportunities during this reporting period for our College Members to engage in study trips and cross-disciplinary collaborations at seminars with scholars from respected academic institutions across the UK. We are proud, too, of the mental health and welfare services that the College continued to provide to Members, drawing on the skills of professional providers and trained College staff.

Extensive use was made of The Burn, our Scottish academic retreat, during the reporting period. It proved a valuable amenity for College Members wishing to relax, try new intellectual and physical pursuits and enjoy communal activities. The Burn's business operation (primarily the provision of academic retreats for Scottish university study groups) continued to be adversely affected by the constraints facing the Scottish academic sector. Terrible storms during the winter of 2021-22 devastated much of The Burn's woodland estate and restitution has been slow and costly.

Goodenough College

Trustees' Annual Report and Strategic Report

for the year ended 31 August 2022

The College took advantage of the enforced closure of 'The Goodenough' hotel to undertake a much-needed refurbishment of its bedrooms. The renovations precipitated myriad further tasks, from roof-lining repairs to repainting ceilings with fire retardant. We are proud that the project was concluded on time, on budget, and has led to our best-ever levels of revenue on the hotel reopening.

Looking ahead, we will continue to focus on maintaining full occupancy of our accommodation, selecting as our Members those who will most benefit from, and contribute to, our collegiate community. A new College IT Strategy and Strategic Plan, the result of a substantive review of our IT capabilities during the reporting period, will be implemented over coming months. We will pursue our plans to renovate 43-47 Mecklenburgh Square as further accommodation for Members.

A handwritten signature in black ink, appearing to read 'Stuart Shilson', with a stylized flourish at the end.

Stuart Shilson LVO DL
Chair of the Board

24 January 2023

Goodenough College
Trustees' Annual Report and Strategic Report
for the year ended 31 August 2022

Contents	Page
Goodenough College Chairman's Personal Welcome	
Trustees' Annual Report and Strategic Report	
• Company information	2
• Structure, governance and management	3-5
• Strategic Report	6
• Objectives and activities	6-8
• Achievements and performance	8-10
• Financial review	10-16
• Plans for future periods	16-17
• Statement of Trustees' Responsibilities	17-18
Independent Auditor's Report	19-22
Financial Statements	
• Consolidated statement of financial activities	23
• Balance sheet	24
• Consolidated cash flow statement	25-26
• Charity statement of financial activities	27
• Statement of financial activities for the 17 months ended 31 August 2021	28
• Notes to the financial statements	29-50

Goodenough College
Trustees' Annual Report and Strategic Report
for the year ended 31 August 2022

The Board of Trustees present their Report and audited Financial Statements for the year ended 31 August 2022 under the Charities Act 2011 and the Companies Act 2006.

COMPANY INFORMATION

PATRON

Queen Elizabeth II

TRUSTEE BOARD

Stuart Shilson LVO – Chairman
Dame Maura McGowan DBE - Vice Chair
Alex Acland
Andrew Brown KC
David Bulman (Appointed 1 September 2022)
Roger Chadwick OBE
Corey Cook
Grahame Davies (Resigned 26 July 2022)
Lindsay Dodsworth (Appointed 1 September 2022)
James Douglas
Guy Parsons (Appointed 26 July 2022)
Meredith Pierce Hunter
Martin Schwab
Danielle Weese (Appointed 1 September 2022)

Senior Staff

College Director
Director of Finance and Resources
(*Company Secretary; Deputy to the Director*)
Director of Operations
Director of Development and Alumni Relations
Director of Development and External Relations
Dean
Registrar
Bursar, The Burn

The Hon Alice Walpole OBE
Richard Barker

Janine Binks
Andrew McGowan (from 5 December 2022)
Hannah Du Gray (until 24 June 2022)
The Rev Dr Alan McCormack
Caroline Persaud
David Turner OBE

Address and Registered Office

London House
Mecklenburgh Square
London
WC1N 2AB

Website: www.goodenough.ac.uk

Professional Advisers

Auditor:

BDO LLP
55 Baker Street
London
W1U 7EU

Legal Advisers:

Cripps LLP
Number 22
Mount Ephraim
Tunbridge Wells, Kent
TN4 8AS

Investment Managers:

Rathbone Brothers Plc
8 Finsbury Circus
London
EC2M 7AZ

Bankers:

Barclays Bank PLC
1 Churchill Place
Canary Wharf
London
E14 5HP

STRUCTURE, GOVERNANCE AND MANAGEMENT

The full name of the Charity is Goodenough College ('the College').

The College was formed as a company limited by guarantee without share capital on 28 March 1930, registered company number 00246919. It is registered with the Charity Commission, Charity number 312894 (England and Wales) and SC039173 (Scotland). The College's purposes are set out within its Articles of Association.

On 25th January 2022, the Board of Trustees resolved to implement the recommendations of a 2021 governance review of the College, which had recommended streamlining the College's governance structure. The Board noted that a meeting of the College's Advisory Council on 16th November 2021 had expressed support for the dissolution of the Advisory Council and the retention of the Board of Trustees as the College's single governing body. The Board would act as Members of the Company under the Companies Acts and continue to act as Directors and Trustees of the Charity.

Accordingly, on 24th January 2023, the Company Members met in General Meeting and resolved to adopt a revised set of Articles of Association for the Company, the governing document of the Charity, replacing those last amended on 15th October 2019. The revised articles set out the following main features of the governance structure of the College:

- A Board of 8–15 Directors who are legally and financially responsible for the management of College affairs. These are the charity Trustees and the Directors of the company. The Board holds meetings on a regular basis with an expectation of four meetings being held over the course of a calendar year.
- The Articles of Association require each Director to be appointed for terms not exceeding three years.
- A Director shall not normally remain in office after the ninth anniversary of the date of their first appointment (with the provision that any director in office on 24th January 2023 shall remain in office until the end of their current term).

In accordance with the revised Memorandum of Association, every Member is liable to contribute a sum of £1 in the event of the company being wound up. At 31 August 2022, there were 26 members (2021: 30 members); on 24th January 2023 there were 13 members.

The Trustees are satisfied that the revised governance processes enable the College to engage more effectively with its mission and objectives. The Trustees consider that they have paid due regard to the Charity Commission's guidance in respect of their duties and obligations as Trustees of Goodenough College.

The Board will continue to review the College's governance arrangements during 2022/23 in further consideration of the Charity Governance Code for larger charities.

Goodenough College
Trustees' Annual Report and Strategic Report
for the year ended 31 August 2022

Appointment of Directors

The process for the appointment of Board Directors is set out within the College's Articles of Association. Appointments are made on the recommendation of the Nominations and Remuneration Committee at Board meetings.

No Trustee has any financial interest in the Charity or any group companies.
During the year and up to the date of approval of the Annual Report and Financial Statements, there was a qualifying third party indemnity in place for directors, as allowed by Section 234 of the Companies Act 2006.

Board of Trustees

The Board of Trustees holds ultimate responsibility for the governance and strategic direction of the College, ensuring that the Charity upholds its ethos and values and delivers its objectives.

The Board has a written schedule of matters reserved for decision by the whole Board and delegates certain responsibilities to Board Committees. The Trustee Board meets quarterly.

New Trustees undertake an induction programme to familiarise them with the College, its objectives and its structure, alongside their roles and responsibilities under legislation and College governance. The Board has adopted revised terms of reference for its own operation, based upon recommendations set out within the Charity Governance Code.

Committees

Trustees, Fellows and advisors may serve on one or more Board Committees, as set out below:

- Academic Committee
- Audit & Risk Advisory Committee
- Burn Management Committee
- Donations Advisory Committee
- Equality, Diversity and Inclusion Committee
- Finance & Investment Committee
- Nominations & Remuneration Committee
- Subsidiary Company Boards

The Board reviewed and updated the terms of reference of each of its Committees during 2022. Details of the composition of each Committee are held by the Governance Officer.

Management

Operational management of the College is delegated by the Trustees to the College Director, who is accountable to the Board of Trustees for the stewardship of the Charity. The College Director and the senior leadership team (the Executive Committee) attend formal Board and Committee meetings. The College sets the pay of its key staff through its Nominations and Remuneration Committee, supported by the College Director. The Committee makes reference to general inflation, comparative salaries and pay awards within the charity, Higher Education and hospitality sectors and historical increases in pay. The remuneration of the College Director is set by the Board.

Goodenough College
Trustees' Annual Report and Strategic Report
for the year ended 31 August 2022

Group structure and relationships

The College has two wholly-owned subsidiary companies, both registered in England and Wales:

- *Goodenough Club Limited* (Company No. 02684378) provides overnight accommodation. The subsidiary takes on responsibility for the trading of The Goodenough on Mecklenburgh Square and the provision of 'Short Stay' accommodation in London House and William Goodenough House. Its annual profits are donated to the College as qualifying distributions under deed of covenant; and
- *Goodenough Ventures Limited* (Company No. 09342926) provides events, venue hire and catering and commercially-let accommodation at The Burn. Its annual profits are also donated to the College as qualifying distributions under deed of covenant.

At its meeting on 26th July 2022, the Board of Goodenough College resolved to transfer the activities currently carried out by Goodenough Ventures Limited to Goodenough Club Limited from 1st September 2023, subject to the relevant approvals of the Company Boards.

The Burn estate in Angus, Scotland (a property donated to the College in 1947) is used by Members of the College for educational and recreational activities, as well as by many Scottish universities as a centre for reading parties, study groups and for educational events and seminars and. The Burn's assets are a restricted fund of the College.

Investment powers and policies

The Trustees have the authority conferred by the articles of association to invest the monies of the College not immediately required for its purposes in or upon such investments, securities or property as may be thought fit, subject nevertheless to such conditions (if any) and such consents (if any) as may for the time being be imposed or required by law.

The Trustees wish to pursue a policy that provides revenue for its current purposes and enhances income and capital growth over the longer term, thereby enabling them to meet their current and future objectives in accordance with the purposes of Goodenough College. Investment management is overseen by the College's Finance and Investment Committee.

Investment management is delegated to and managed by Rathbones. The Trustees require the managers to pay attention to the standard investment criteria, namely the suitability of the class of investment and the need for diversification insofar as is appropriate to the circumstances of Goodenough College. Any restrictions on the type of investments or markets in which the manager would invest on the client's behalf are set out in writing. The Trustees have normally agreed investment mandates matching the timing of the College's expected call on those funds and their attitude to risk. Stocks not quoted on a recognised stock exchange or otherwise actively traded, and sub investment grade or unrated bonds, may not be held within the portfolio, without prior approval of the Trustees.

STRATEGIC REPORT

The following sections comprise the strategic report required by the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013:

- Objectives and activities
- Achievements and performance
- Financial Review
- Plans for future period.

OBJECTIVES AND ACTIVITIES

The history of the institution that is now Goodenough College began in 1930 when Frederick Craufurd Goodenough, Chairman of Barclays Bank, established a student residence in London for international postgraduate students. Goodenough's vision was the creation of a hall of residence for (male) students from Commonwealth countries, offering a collegiate community in the heart of London to promote friendships and enhance international understanding. The College has expanded greatly since that time and now consists of a six hundred-strong community of postgraduates, some with accompanying families, from across the world.

The College's charitable objects, as set out in its Memorandum and Articles of Association, are:

"To organise, encourage and assist the education in England of students ('Resident Members of the College') from any part of the world, giving preference to students from the Commonwealth (with priority for students from those nations less able from time to time to provide resources and facilities of their own).

We will continue to build upon our strong foundations to achieve our current vision and mission:

Vision

A fellowship of global citizens with shared values of tolerance, respect, understanding, service and togetherness (reflecting the spirit of the UK and the principles of the Commonwealth).

Mission

To create a stimulating, inclusive and mutually supportive, residential community in the heart of London where outstanding postgraduate students exchange ideas, openly debate values and form lasting friendships.

Our key objectives, as outlined in the College's 2020–2025 Strategic Plan, are to:

- Enhance the Resident Member's experience to deliver our Mission and maximise the charitable benefit we deliver;
- Recruit (especially Commonwealth) Members who will benefit most from what we offer and best contribute to the life of the College;
- Build a stronger fellowship of Alumni and others closely associated with the College.

Goodenough College
Trustees' Annual Report and Strategic Report
for the year ended 31 August 2022

These three key objectives are underpinned by a series of enabling objectives focusing on, *inter alia*, governance, the College estate, financial management, communication and delivery, which will help the College to achieve its ambitions.

The College presents its 2021/22 expenditure in the pursuit of our strategic goals:

- To attract outstanding postgraduate students from a wide geographic, academic and social base, giving preference to those from the Commonwealth;
- To transform College Members through the experience of living in a values-based community which inspires intellectual engagement and endeavour, encourages cross-cultural understanding and offers an exceptional social environment;
- To raise the College profile, internationally and within the UK, by developing key opportunities and pursuing strategic partnerships consistent with our values and ambitions; and
- To sustain the College as an enduring institution, underpinned by secure finances, a well-maintained estate and high-quality staff, with a commitment to minimising its environmental impact.

The College measures its performance through regular Key Performance Indicators (KPIs) that compare success in the reporting period with prior years. These KPIs cover areas including occupancy; diversity of membership; delivery of cultural, social, sporting and educational events; volume of Scholarships and Bursaries; and number of Alumni contacts. Further information is contained within the Financial Review and Achievements and Performance.

College members attend over forty academic and professional institutions in London. The College works to maintain a balance between the broad faculties of medicine and natural sciences, law, business, political and social sciences, and the arts and humanities. The College attracts scholars from a wide range of international schemes including Chevening, Commonwealth, Monash, Windle and Marshall.

The College provides a wide public benefit. The Trustees are aware of and have regard to the Charity Commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant. College Members return to their home nations or elsewhere with a broadened perspective on the world and a much-expanded knowledge of and affection for the culture and politics of the UK. This contribution to international tolerance and understanding serves an ever greater purpose in today's world of political and economic uncertainty.

The College frames its distinctive paradigm through the vectors of 'commensality' and 'conviviality'—common eating and common living. Members jointly engage in many intellectual, cultural, social, experiential and developmental activities. Talks, seminars and colloquia, where renowned individuals lecture and share knowledge and life experience, are a regular feature of the College calendar. A series of 'GoodSkills' weeks take place to refine the non-academic skills base of College Members. College Members live and work amongst a broad spread of social, national and economic backgrounds, developing understanding and empathy across a wide spectrum of experience within a rich peer group. An external programme enables College Members to grow their capacity for understanding of the UK – and networking across a range of external institutions in the Cities of London and Westminster and beyond. The College seeks to secure and provide an increasing level of Scholarships and Bursaries to support those who struggle to meet the costs of their accommodation at the College.

Goodenough College
Trustees' Annual Report and Strategic Report
for the year ended 31 August 2022

The Burn, our Scottish estate and academic retreat, both welcomes College Members, in study groups or privately, and actively supports Scottish universities, offering its facilities to national and international students and academic groups. As social and travel restrictions have eased in the wake of the pandemic, The Burn has provided a valuable opportunity for its guests to relax amongst their peers, undertake quiet or group study, build friendships and take pleasure in the natural world.

The College is opened to the public for concerts, operas, conferences and lectures. A large number of external organisations and individuals also use the College's facilities for their own events and activities.

ACHIEVEMENTS AND PERFORMANCE

After reduced Member occupancy in 2020/21 the College saw occupancy return to normal levels during the 2021 Michaelmas term and higher than pre-pandemic levels over the summer period. The project to refurbish the Hotel bedrooms achieved practical completion on 28th July 2022 and the Hotel reopened on 1st September 2022. The Burn continued to see reduced activity with Scottish University and commercial activities not returning to pre pandemic levels. Excluding the Hotel and The Burn, the College's operating income and surplus returned to pre pandemic levels. The College continues to review its Strategic Plan in light of changing priorities as a result of the impact of the COVID 19 pandemic.

The impact of the College's activities on Members is a growth in confidence through their experience at Goodenough, with broadened perspectives, strong cultural, social and professional networks and a positive image of the UK and the Commonwealth. Supported by this growth we expect our Alumni to be outstanding leaders in their fields, engaged global citizens and advocates of the College

Postgraduate students continue to have an overwhelmingly positive experience at Goodenough College.

During 2021/22 £7.6m (17 Months to 2021: £10.5m) was spent against the goal of 'Transforming College Members', reflecting the operating costs of the College buildings (that so influence College life) alongside the influential Dean's programme. The reduction on the prior period is predominantly due to the extended 17 month prior year period in 2020/21.

The Dean's programme for the 2021/22 academic year delivered (including Member-led activities) 33 sporting fixtures; 161 cultural, music and arts-based events; 120 evening lecture 'Port Talks', transformative skills-based sessions (the 'GoodSkills' programmes) and academic seminar segments and study trips, all of them delivered in person, with a small number of blended events. A very full Dean's programme was run through the traditionally quiet summer months of June, July and August in response to the greater than usual level of Member occupancy in College during these months. This resulted in many more programme outputs.

The Dean's Office carried out an extensive and tailored programme of activities to support individual Member wellbeing through the academic year. Particular guidance and support was provided during the period of national mourning attendant upon the death of Her late Majesty The Queen.

During 2021/22 the College maintained its accreditation against the National Code for Assured Accommodation, which demonstrates the College's commitment to the highest standards in delivering its accommodation and supporting its community. The College was again awarded the Global Student Living Index Best Specialist Accommodation Award in October 2022. Previously

Goodenough College
Trustees' Annual Report and Strategic Report
for the year ended 31 August 2022

awarded by the National Student Housing Survey, the College has been the winner of this award every year since 2012.

Throughout the period The Burn has continued to support the Higher Education (HE) sector by offering a unique academic retreat venue to enrich and enhance the student experience. This period has seen a transition away from the restrictive practices of the COVID pandemic and the return to the more familiar academic rhythms. As a restricted fund within the Goodenough College portfolio, The Burn has continued to drive towards the goal of long-term sustainability by increasing its operating income. Full recovery from the COVID-19 pandemic is expected to take longer than anticipated but the bonds with Scottish universities remain strong. The Burn now plays a more prominent role in support of Goodenough College and The Burn 'experience' is considered to be a key highlight within the member programme.

The £1.2m costs of 'Attracting outstanding postgraduate students' (17 Months to 2021: £1.5m) reflect the costs of our vital student registry function alongside our Scholarship and Bursary schemes and marketing activity. The College spent £597k on Scholarships and Bursaries in 2021/22, (£739k in the 17 months to 2021).

Scholarships, Bursaries and Mecklenburgh (hardship) funds are awarded by the College to individual current and potential College Members, predominantly as reductions in rent, on the basis of financial need, the College saw additional demand for such funding during 2021/22 and responded accordingly. The College recognises the importance of being able to support Members with limited financial means thanks to the generosity of friends and Alumni.

During the period the College received 1,598 applications (2021/22: 1,238) for its 2022/23 academic year intake, three and a half applications for each available place at the College (2021/22: 3). The proportion of applications from EU countries stayed steady at 11% (2020/21: 11%) and applications from Commonwealth countries increased to 49% (2021/22: 47%). The College continued to invest in additional marketing and engagement actions to maintain and develop the number of suitable applicants to the College and the appropriate Commonwealth representation.

During the 2021/22 academic year Members came from 95 (2020/21: 80) countries (India 10%; UK 9%; Canada 9%; China 5%; Pakistan 5%), of which 51.6% (2020/21: 50%) were from the Commonwealth. These Members were studying at 38 (2020/21: 37) academic institutions (UCL 29%; LSE 23%; Kings 10%); with 66% (2021/22: 66%) undertaking Masters Courses; 29% (2020/21: 28%) PhD and other research programmes; and 5% (2021/22: 6%) other forms of postgraduate qualifications. Their academic subject matter continued to be as diverse as their backgrounds.

The College spent £0.3m (17 Months to 2021: £0.5m) in raising the College's profile. Member representational visits to institutions in London and throughout the UK were resumed. Members made six trips to The Burn for 4 day long educational retreats, subsidised by the College.

Including the £1.2m 2021/22 interest costs of the College's debt (17 Months to 2021: £1.8m) and the costs of supporting the development and the strategic financial management of the College, £2.3m was spent on 'Sustaining the College' during the year (17 Months to 2021: £3.2m). Excluding loan interest, the College spent £1.1m on sustaining the College (17 Months to 2021: £1.4m).

The College applied funds of £2.4m (17 Months to 2021: £1.6m) in replacements and enhancements to the College estate and IT services, the majority of which related to the refurbishment of the Hotel bedrooms.

Goodenough College

Trustees' Annual Report and Strategic Report

for the year ended 31 August 2022

Fundraising costs were £179k for the year (17 Months to 2021: £317k). Fundraising costs have not yet returned to pre pandemic levels due to reduced activity levels on events such as overseas travel. Following a review of the College's fundraising and external relations ambitions during the period, a new Executive appointment was created and the new Director of Development and Alumni Relations joined the College staff on 5 December 2022.

The College's commercial activities (operated through its subsidiary companies) were severely impacted by the closure of services and the downturn in the market during the pandemic. Both subsidiary companies returned to profit in 2021/22, despite the closure of the Hotel throughout the year, making a combined surplus of £162k before the payment of taxable profits to the College. The companies generated combined losses of £659k in the prior period. The provision of £0.1m of net debt arrangements by the College to Goodenough Ventures Limited at 31 August 2021 was repaid during the year. The College continues to consider its investment in these companies to be beneficial to the future of the College. During the year the College reviewed its governance arrangements for its subsidiary companies and the directors of the subsidiaries regularly reviewed their confidence over their going concern. In the interest of operational efficiency the Trustees have made the decision to combine all of the College's trading activities within one subsidiary from 1 September 2023.

FINANCIAL REVIEW

The College generated group revenues of £11.3m in the year to 31st August 2022 (17 months to 2021: £10.6m). Income from charitable activities (predominantly income generated from rents from Member accommodation) was £8.2m (17 months to 2021: £7.4m); with increased occupancy and higher rents countering the shorter accounting period. Average Member occupancy in the 2021/22 academic year was 91.4% compared to the 62.5% achieved in the prior year and 92.6% in the pre pandemic year of 2018/19.

Consolidated income from trading activities (predominantly short stays, catering and event and venue hire) for the year was £1.8m (17 Months to 2021: £0.8m) as despite the closure of the Hotel, commercial events, catering and short stay business picked up as pandemic restrictions were lifted. Consolidated revenues from the Goodenough Club Ltd were £0.7m (17 Months to 2021: £0.3m). Revenue in 2021/22 consisted of Short Stay accommodation income of £0.7m (17 Months to 2021: £0.3m). Goodenough Club Limited generated a profit of £42k for the year (17 months to 2021: a loss of £536k). Goodenough Ventures Limited generated consolidated revenues of £1.1m (17 Months to 2021: £0.5m), with £0.7m generated from Events and Venue Hire (2021: £0.2m); and £0.4m from providing catering to College Members (2021: £0.3m). Goodenough Ventures Limited generated a profit of £128k for the year (17 months to 2021: a loss of £123k)

The Trustees and Directors remain confident of the potential for the subsidiary companies to generate surpluses to be donated to the College in future years (subject to the planned cessation of activities through Goodenough Ventures Limited) and continue to monitor performance of the companies.

On 25 August 2022 the Directors of Goodenough Ventures Limited approved a budget for the 2022/23 financial year showing an £89k profit and a business plan showing substantial surpluses thereafter. On 21 October 2021 the Trustees of Goodenough College approved a temporary loan facility to Goodenough Ventures Limited to cover losses or shortfalls of cash that arise between 1 April 2020 and 31st August 2023 up to a maximum of £500,000. The loan was agreed on the condition that it would be repaid by 31 January 2025 and superseded the previous facility. An amount of £123k was drawn down at 31 August 2021 but repaid prior to 31 August 2022.

Goodenough College
Trustees' Annual Report and Strategic Report
for the year ended 31 August 2022

On 25 August 2022 the Directors of Goodenough Club Ltd approved a budget for the 2022/23 financial year showing a £1.0m surplus and a business plan showing increasing surpluses thereafter. Whilst a temporary loan facility had been agreed with College in October 2021, this was not utilised and is not expected to be going forwards, now that the Hotel has reopened.

The Consolidated Statement of Financial Activities for the year shows a £2.0m loss before gains and losses on investment assets and financial instruments (17 Months to 2021: £7.1m loss). The College bore £1.2m in loan interest charges (17 Months to 2021: £1.7m) and depreciation of £2.4m (17 Months to 2021: £3.4m) demonstrating an EBITDA gain (excluding debt and asset impairment costs) of £1.6m (17 Months to 2021: £2.0m loss). The gain was due to the move towards normal operating conditions (except for the Hotel business) as set out above. On 26 July 2022 the Trustees approved a consolidated budget for the 2022/23 academic year showing an EBITDA surplus of £2.2m. The Trustees remain confident that the College will achieve a significant operating surplus in 2022/23.

The College holds investment portfolios with Rathbone Brothers Plc under four separate mandates. Where appropriate, composite benchmarks for the funds are developed by the Investment Manager in consultation with the Investment Committee, recognising agreed asset allocation ranges, along with separate long-term performance objectives. All long-term performance objectives are after fees.

The College main portfolio includes the College reserve and the Asset Replacement Reserve and is invested for the longer term with a long-term performance objective of CPI + 5% (net of fees). As at 31 August 2022 this fund held £9.2m under investment.

The Burn portfolio is invested on a similar horizon but, reflecting the annual requirement for income and draw down from that fund to support The Burn's operations; it has a long-term performance objective of CPI + 3.5% (net of fees). As at 31 August 2022 this fund held £1.1m under investment.

The total return on the College main fund over the period was a loss of -8.3%, and for The Burn portfolio, a gain of 0.8%; the composite benchmark performance measures for these funds were a gain of 0.6% and loss of -2.0% respectively. These funds have achieved a total return of 27.0% and 24.4% respectively over the last five years, against composite benchmarks of 33.4% and 21.6% respectively. Their long-term performance objectives were 51.4% and 40.9% respectively over the same period.

The College No.2 portfolio held funds anticipated to be drawn in the medium term from, the College Development Reserve along with General Funds, and has a long-term performance objective of CPI. The fund was established in 2016 and achieved a total return of 0.9% for the year. As at 31 August 2022 this fund held £7.0m under investment.

The College No.3 portfolio was established in 2017 and holds funds anticipated to be required in the shorter term from the College Development Reserve Funds Reserve and General Funds. The fund is invested primarily for capital preservation and achieved a total return of 0.0% for the year. During 2021/22 £1.6m was withdrawn from this fund to provide cash to support the project to refurbish the Hotel bedrooms. As at 31 August 2022 this fund held £2.1m under investment.

The performance of the investment portfolios and the investment manager is reviewed regularly by the College's Finance and Investment Committee and the Trustees continue to be satisfied with their management and the performance of the funds over the long term. All investments acquired during the year were in accordance with Trustees' powers. The value of the portfolio at 31 August 2022 is shown in note 11.

Goodenough College
Trustees' Annual Report and Strategic Report
for the year ended 31 August 2022

Working through the Finance and Investment Committee and with its investment managers the Trustees continue to review the investment performance and strategies of its funds under investment as the College's financial performance, reserve position and capital ambition develops.

Funds and reserves

The College's reserves are divided between unrestricted and restricted funds. Unrestricted funds are further divided into designated and other unrestricted funds.

Unrestricted funds total £137.6m (2021: £141.0m), which includes designated reserves of £129.3m (2021: £132.4m), general funds of the charity of £8.2m (2021: £8.5m) and general funds of the subsidiaries of £0.2m (2021: £0.1m). See Note 17 for further details.

The Trustees have designated the value of the College's non-investment fixed assets (net of funding from the long-term loan) as the Tangible Fixed Asset reserve. The value of this reserve is adjusted annually to reflect the net value of these assets and stands at £116.6m at the year-end (2021: £116.8m). The Trustees have designated the value of the College's investment properties (recognising the College's strategy to retain investment properties for the benefit of future beneficiaries) as the Investment Property Reserve at £3.1m (2021: £3.5m), reflecting the revaluation of the investment properties at the balance sheet date.

During 2016 the College established a long term forecast, which enabled the College to agree a revised framework for the management of its unrestricted funds and to quantify the level of liquid assets required to sustain the College as an enduring institution. The College has established a plan to ensure that sufficient levels of cash are available to secure a well maintained estate. This established the requirement for an Asset Replacement Reserve (ARR) to support the costs identified for the replacement and refurbishment of the buildings, fixtures, fittings and equipment of London House, William Goodenough House and the hotel over a 30-year period to 2046. The required value of this fund was agreed to be designated from the available funds accumulated by the College from annually generated operating surpluses and drawn down against relevant costs.

In light of the continuing impact of the COVID-19 pandemic on the College and Hotel financial performance the Trustees designated an additional sum of £1.0m into the ARR, representing the shortfall in anticipated ARR contribution compared to that which would have been generated by the College and Hotel under normal operations over the year. After debiting appropriate asset replacement expenditure and accounting for income, gains and losses, the value of the ARR stands at £7.9m on 31 August 2022 (2021: £7.5m). The Trustees review the value of this designated fund annually as it accumulates and is utilised for Asset Replacement. The ARR is represented by investment funds with investment mandates (as overseen by the Investment Committee) matching the investment objectives and horizons of this reserve.

Following the completion of the debt restructuring exercise in June 2017, the Trustees designated £11.9m of funds secured in excess of that required to settle the previous long term loan and swap arrangements, as a designated fund referred to as the College Development Reserve (CDR). The Trustees originally aimed to apply these additional funds, secured at a 3.102% interest rate, to take opportunities to further develop the College's activities and its estate over future years. The CDR is represented by investment funds with an investment mandate (as overseen by the Finance and Investment Committee) matching the investment objectives and horizons of this reserve. This fund bore the interest cost of this excess borrowing.

Goodenough College

Trustees' Annual Report and Strategic Report

for the year ended 31 August 2022

During 2021/22 the Board approved the reduction of funds held within the College Development Reserve by £3.6m in support of the refurbishment of the Hotel bedrooms, shortfalls in College surpluses to maintain the value of the College's General Funds (its freely available reserve) and to maintain the previously planned contribution to the Asset Replacement Reserve. The value of the CDR stands at £0.7m on 31 August 2022 (2021: £4.3m). The Board further designated an additional £0.8m to the 43-47 Mecklenburgh Square Reserve from General Funds.

The Trustees have reviewed the College's reserves policy. The policy considers the nature of the income and expenditure streams, the need to match variable income with fixed commitments and the need to provide for known essential estate maintenance expenditure. To allow the College to be managed efficiently and to provide a buffer against interrupted services, the policy requires that general reserves in the range from £5 million - £8 million should be maintained. This range is based on managing to sustain core College activity if there were a fall in Member income of 25% for three years (c£5 million) and a loss of 50% of Goodenough on Mecklenburgh Square net revenue for two years (c£2 million). In addition, a minimum of £1 million is considered necessary to deal with major estate issues, such as a failure of heating, plumbing or electrical services in either House.

The College will further consider the funds now available to deliver the planned refurbishment of 43-47 Mecklenburgh Square in addition to the £883k of designated funds held in support of this project. The College continues to develop its plans for the site under the guidance of its Steering Committee.

The Trustees continue to consider the value of the College's General Funds in light of the experience of the COVID-19 pandemic. The College's freely available funds, stand at £8.2m on 31 August 2022 (2021: £8.5m, see note 17 for more details).

The Trustees have assessed the value of reserves and the operations of the College and do not consider that there remain material uncertainties related to these or other events or conditions that cast significant doubt on the College's ability to continue as a going concern. The College remains very financially stable with freely available funds of £8.2m; other unrestricted designated reserve funds of £9.4m and unrestricted investment properties valued at £3.1m.

Restricted funds are represented by assets and investments that can only be used or spent for a particular purpose as stated by the donors. The total value at 31 August 2022 was £12.7m (2021: £12.7m). See Note 16 for further details.

Restricted funds include The Burn Fund of £12.2m (2021: £12.1m) and other restricted funds of £0.5m (2021: £0.6m). The Burn fund includes the operating land, building and assets of the site represented by a tangible fixed assets reserve of £10.2m (2021: £10.3m); investment properties reserve of £0.9m (2021: £0.8m) and a general restricted fund of £1.2m (2021: £1.0m). The general restricted fund is represented by The Burn investment portfolio.

The other restricted funds have been donated to the College for a number of restricted purposes including restricted Scholarships and Bursaries funds of £472k (2021: £582k). The College has adopted a policy to increase the level of support to its important Scholarships and Bursaries activity provided through donations. Expenditure on Scholarships and Bursaries from restricted or designated donated funds was £437k in the year compared to £490k in the preceding 17 months.

Borrowings and bank facilities

On 2 June 2017, the College secured a £40m non-amortising 30-year loan with Rothesay Life at a fixed interest rate of 3.102%. The loan is secured against London House and William Goodenough House.

Principal risks and uncertainties

To optimise the College's management of risk, the College Board and staff are briefed on the nature of risk and accept responsibility for risks associated with their area of authority. Senior management provides appropriate support, assistance and commitment to ensure that both operational and strategic risk is managed on a daily basis to the best of the College's ability. This risk management process provides reasonable, but not absolute, assurance that the organisation is protected.

We define key strategic and operational risks as those that, without effective and appropriate mitigation, would have a severe impact on our work, our reputation or our ability to achieve our ambitions. The College continually improves the process by which it reviews, registers and mitigates risks that may impact on College life and operations. These risks (including likelihood, impact and mitigation measures) are listed in a Strategic Risks Register, which is regularly reviewed by the College Board and senior management. The risk management process encourages the Trustees to challenge any assumptions senior management has made about risks and interrogate the context in which decisions are taken. This helps ensure that the most serious risks are being mitigated effectively.

Revenue shortfall, primarily through a downturn in Member application numbers, has been identified as a fundamental financial risk for Goodenough College. Vigorous promotion of the College through public outreach, strategic partnership building and enhancing the College's digital presence is given high priority in order to mitigate this risk; together with market-sensitive pricing of accommodation and a robust admissions policy making maximum use of search engine optimisation, peer reviews, advertising and approaches to educational institutions and scholarship bodies (within London, the UK and internationally). Application numbers are reviewed on a regular basis and the admissions strategy adjusted on the basis of findings.

The maintenance of a diverse College community (including enabling access for students with limited financial resources) is recognised by the Trustees as a key area of risk. The College will continue to focus on targeting its outreach on less represented geographic areas and socio-economic groups. It continues to enhance its Scholarships and Bursaries schemes (including developing partnership schemes with other scholarship providers) to support less affluent students. The College maintains its focus on fundraising for Scholarships and Bursaries (including hardship funds allocated as The Mecklenburgh Fund). The College reviews its rent annually and any increases applied are based on sound market information and consultation with the College Member community.

A key strategic objective of the College is to deliver a transformative experience for College Members through community, cross-cultural understanding and an exceptional intellectual and social programme. The College's ability to provide such an experience faced unprecedented challenges during the Covid pandemic, and has informed the College's efforts to expand the ways in which the programme is delivered in future. The College implements a rigorous process of risk assessment for all activities, together with impact reviews and ROI assessments of enrichment activities.

The College has previously recognised that failing to secure sufficient funds to implement its Asset Replacement Plan represents a key risk to the College. The College considers that it has

Goodenough College

Trustees' Annual Report and Strategic Report

for the year ended 31 August 2022

substantially mitigated that risk through development of a comprehensive Asset Replacement Plan, long term financial planning and the securing of £40m of 30-year non-amortising debt. The Finance and Investment sub-Committee of the College Board reviews the long-term financially sustainable performance of the College and provides further diligence on the application of available funds. The College has demonstrated to itself, through challenging scenarios and stress testing, that it will be able to meet its Asset Replacement Plan for at least until 2046.

The level of the College's unrestricted freely available reserves, combined with its designated funds (see below), reassure the College as to its going concern.

The 30-year fixed-interest debt minimises the College's exposure to variations in debt financing costs. Further details can be found in Note 15.

As the College's main base of operations is in central London, the College recognises that terrorist activity, both local to the College and worldwide, has the potential significantly to affect the College, through restricting physical access to the College; reducing future applications to the College; and directly on the welfare of College Members. The College exercises care in maintaining its access control and security arrangements, holds financial reserves, specific appropriate insurance cover, effective business continuity plans and robust welfare systems in order to mitigate that risk.

With accommodation at its heart, fire risk management forms a key consideration in the College's operation and development. The College regularly reviews its fire management policies and carries out annual fire risk assessments and complies with all statutory obligations and best practice.

To counter the risk of diminishing revenue generated by the College's wholly-owned hotel, *The Goodenough on Mecklenburgh Square*, the College undertook an extensive refurbishment of the hotel's 65 bedrooms in 2021/22, following reopening on 1st September 2022 this asset (operated through its subsidiary company) has returned to substantial operating surplus.

With the majority of the College's income streams generated in-year from Member rents, hotel charges, letting of a lease to a commercial venture and other business income, the impact of these trading environments will affect the financial performance of the College. The College is confident that its planning, risk management and operational management activities sufficiently manage these risks and enable the College to put in place appropriate mitigation measures.

The College takes safeguarding very seriously. The College is confident that it provides a safe and trusted environment and promotes an organisational culture that prioritises safeguarding. The College considers that it maintains adequate safeguarding policies, procedures and measures to protect people. These are reviewed regularly, and kept up to date in line with Government guidance and best practice. The College has reviewed its safeguarding governance and management arrangements within the last 12 months.

In response to the Corporate Criminal Offence of Failure to Prevent the Facilitation of Tax Evasion introduced by the Criminal Finances Act 2017, the College carried out a risk assessment and made a Top Level Commitment to a zero tolerance to the criminal facilitation of tax evasion at its Board meeting in March 2018. The College continues to apply due diligence; apply and communicate its procedures; and monitor and review its position.

Goodenough College continues to meet the requirements of the General Data Protection Regulations (GDPR) and the Privacy and Electronic Communications Regulations (PECR), building on its previous programme of work to achieve compliance. The Trustees remain content that the College is fully complying with the Regulations.

Goodenough College
Trustees' Annual Report and Strategic Report
for the year ended 31 August 2022

Fundraising standards

The College's fundraising activities are undertaken by its Development and Alumni Relations team. The College does not use third party fundraisers or commercial participators.

The College is a member of The Council for Advancement and Support of Education (CASE), a professional association serving educational institutions and the professionals who work on their behalf in alumni relations, communications, development, marketing and allied areas. As part of its work, CASE sets standards and an ethical framework for the fundraising profession, which the College follows.

The College has established a Donations Advisory Committee that meets as necessary to review the acceptance of any large gifts. During the reporting period, the Donations Advisory Committee revised and updated the College's Gift Acceptance Policy.

During 2021-22, the College's fundraising programme was supplemented by a 'Safe Haven' appeal in February 2022 to raise funds in support of offering College accommodation to Ukrainian academics.

Contacts who are judged to have an interest in Goodenough College are encouraged to make a donation. Those who have opted out of fundraising appeals are, of course, exempted from this programme of activity. There is a clear focus on enabling supporters to reengage and reconnect with the College, as well as making an informed decision on supporting the College financially. The College does not accept donations where we have reason to believe that the donor may be vulnerable, or where we judge accepting the donation would be ethically wrong or cause harm to the donor. To help inform our approach, we refer to the Fundraising Regulator's Code of Practice and the Chartered Institute of Fundraising's statement on vulnerable donors. We regularly review industry standards to ensure we are meeting requirements. No complaints have been received by CASE, the Charity Commission, the Fundraising Regulator or by the College about its fundraising activities in either the year ended 31 August 2022 or the 17 months ended 31 August 2021.

PLANS FOR FUTURE PERIODS

As the College moves forward into the 2022-23 academic year, the business and academic environments in which it functions remain less predictable than they were before the global pandemic, whose impact on our operations remains considerable. Nonetheless, plans for the future of the College, including the Strategic Plan, the Asset Replacement Plan, a staffing review, implementation of the recent Governance Review and the College investment plans, remain on track. The College has returned to full occupancy; the hotel has reopened, the external events and short-stay operations are securing ample business; and the intellectual, social and cultural enrichment programme for Members is the most ambitious ever delivered by the College.

The long-term impact of the COVID-19 crisis on the College has primarily been in the financial domain, as detailed in the Financial Review section of this report, with College reserves significantly depleted; a continuing lack of income from the hotel during the reporting period; and the College's Scottish estate, The Burn, still feeling the effects of pandemic restrictions on the Scottish academic sector.

Turning to the future, we will develop the College's estate, including exploiting the opportunity to expand our Member accommodation offer presented by the return of Houses 43-46 Mecklenburgh Square to College control. We are currently looking at how we might secure philanthropic

Goodenough College

Trustees' Annual Report and Strategic Report

for the year ended 31 August 2022

investment from our Alumni and friends to help fund the redevelopment of these properties. We will continue to seek to identify sufficient funds to ensure that the College's Asset Replacement Reserve is sufficient to maintain the College's assets in perpetuity. The Burn management team is exploring innovative ways of attracting a new clientele to our Scottish estate through more effective and ambitious marketing.

As the effects of the pandemic slowly diminish, keeping our community safe and well remains our priority. We will continue to focus on mental health awareness for both Members and staff, and on staff professional and individual development.

We will continue to look for cost-effective ways to raise the College's public profile, building on valuable new partnerships now being established with scholarship bodies, academic charities, educational institutions and diplomatic missions, among others, to ensure we continue to attract and secure the most talented international postgraduate students.

Through our Alumni engagement and fundraising strategies, we are looking at ways in which we can build connection with Alumni, using channels such as digital communications, events and volunteering. On the back of this engagement and reconnection, we aim to increase voluntary income to enable as many postgraduate students as possible, irrespective of background, to have a chance to join the College community. Voluntary income will also support the provision of our emergency financial assistance fund (The Mecklenburgh Fund) and College capital projects.

Following completion of the Board's review of the College's governance arrangements, in line with the Charity Governance Code, College senior management are working to implement its recommendations, with a view to embedding best governance practice for the sustainable long-term management of the College. The College will also embed equality, diversity and inclusion initiatives across our operations to ensure we deliver fully on our diversity commitments.

The College remains extremely grateful to its Trustees, Fellows, Alumni and other stakeholders who continue to offer their time, expertise and financial support to enhance our College community.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of the College for the purposes of company law) are responsible for preparing the Annual Report, incorporating the Strategic Report, and the Financial Statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charity and of the incoming resources and application of resources, including the income and expenditure, of the group and charity for that period. In preparing these financial statements the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and

Goodenough College

Trustees' Annual Report and Strategic Report

for the year ended 31 August 2022

- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity and group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and which disclose with reasonable accuracy at any time the financial position of the charitable company and group and to enable them to ensure that the accounts comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charity's website is the responsibility of the trustees. The trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

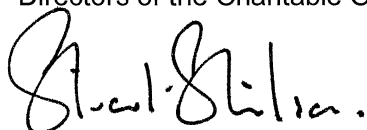
DISCLOSURE OF INFORMATION TO AUDITOR

In the case of each of the persons who are directors of the company at the date when this report was approved:

- So far as each of the directors is aware, there is no relevant audit information (as defined in the Companies Act 2006) of which the company's auditors are unaware; and
- Each of the directors has taken all the steps that he/she ought to have taken as a director to make himself/herself aware of any relevant audit information (as defined) and to establish that the company's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of S418 of the Companies Act 2006.

The Trustees' Report and Strategic Report were approved by the Trustees in their capacity as Directors of the Charitable Company and signed on their behalf by:



Stuart Shilson
Chairman

24 January 2023

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF GOODENOUGH COLLEGE

Opinion

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charitable Company's affairs as at 31 August 2022 and of the Group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006, as amended in 2010.

We have audited the financial statements of Goodenough College ("the Parent Charitable Company") and its subsidiaries ("the Group") for the year ended 31 August 2022 which comprise the consolidated statement of financial activities (incorporating an income and expenditure account), the Group and Charity balance sheet, the consolidated cash flow statement, the charity statement of financial activities 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).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remain independent of the Group and Parent Charitable Company 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.

Conclusions related to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and the Parent Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report and financial statements, other than the financial statements and our auditor's report thereon. The other information comprises Trustees' Annual Report and Strategic Report and the Goodenough College Chairman's Personal Welcome. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' Report, which are included in the Trustees' Report, have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Group and the Parent Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic report or the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 requires us to report to you if, in our opinion;

- proper and adequate accounting records have not been kept by the Parent Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Charitable Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

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

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the Parent Charitable Company'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 Group or the Parent Charitable Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

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

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

- enquiry with Those Charged with Governance and management regarding known or suspected instances of non-compliance with laws and regulation and fraud, including actual or potential litigation and claims;
- reviewing minutes of meetings of Those Charged with Governance and correspondence with regulators;
- assessing the design and operating effectiveness of controls and procedures relevant to the preparation of the financial statements and the detection and prevention of irregularities and fraud;
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- challenging the assumptions and judgements made by management for key estimates, in particular the assumptions used to value investment properties;

Independent Report of the Auditor *(continued)*

for the year ended 31 August 2022

- identifying and testing the appropriateness of journal entries and other adjustments, with particular focus on large and unusual journals, for example unusual account combinations; and
- incorporating unpredictability into our testing approach through amending the nature and extent of audit procedures.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at: <https://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 Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the Charitable Company's trustees, as a body, in accordance with the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the Charitable Company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company, the Charitable Company's members as a body and the Charitable Company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:

Jill Halford

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Jill Halford (Senior Statutory Auditor)
For and on behalf of BDO LLP, Statutory Auditor
London, UK

Date: 30 January 2023

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Goodenough College

Consolidated statement of financial activities (incorporating a consolidated Income and Expenditure account)

for the year ended 31 August 2022

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 AUGUST 2022

	Notes	Unrestricted Funds Year to 2022 £'000	Restricted Funds Year to 2022 £'000	Total Funds Year to 2022 £'000	Total Funds 17 months 2021 £'000
Income from:					
Donations and legacies	2	34	331	365	663
Charitable activities:					
College community accommodation	5	7,851	318	8,169	7,434
Trading activities:	4				
Commercial accommodation		733	-	733	281
Catering, Events and Venue Hire		1,058	-	1,058	536
Investments	3	898	107	1,005	1,456
Other income		-	-	-	257
Total		10,574	756	11,330	10,627
Expenditure on:					
Raising funds					
Investment management		97	7	104	177
Fundraising		179	-	179	317
Trading activities	11	1,621	-	1,621	1,476
Charitable activities:					
Attracting outstanding postgraduate students	6	841	407	1,248	1,527
Transforming College Members	6	7,180	402	7,582	10,506
Raising the College's profile	6	341	-	341	487
Sustaining the College	6	2,280	14	2,294	3,221
Total		12,539	830	13,369	17,711
Net (loss) before other gains / (losses)		(1,965)	(74)	(2,039)	(7,084)
Net (losses) / gains on investments	11	(1,353)	6	(1,347)	5,841
Net (expenditure)		(3,318)	(68)	(3,386)	(1,243)
Transfers between funds	16, 17	(4)	4	-	-
Net movement in funds		(3,322)	(64)	(3,386)	(1,243)
Reconciliation of funds:					
Total funds brought forward		140,951	12,742	153,693	154,936
Net movement in funds		(3,322)	(64)	(3,386)	(1,243)
Total funds carried forward		137,629	12,678	150,307	153,693
Reconciliation of funds for year ended 2021					
Total funds brought forward		142,631	12,305	154,936	157,075
Net movement in funds		(1,680)	437	(1,243)	(2,139)
Total funds carried forward		140,951	12,742	153,693	154,936

All results derive from continuing operations. All gains and losses recognised in the period are included above. The notes on pages 29 to 50 form part of these Financial Statements.

Goodenough College

Balance Sheets

as at 31 August 2022

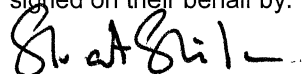
Company Registration No: 00246919

BALANCE SHEETS AS AT 31 AUGUST 2022

	Notes	31 August 2022 £'000	Group 31 August 2021 £'000	Charity 31 August 2021 £'000
FIXED ASSETS				
Tangible assets				
Freehold land and buildings	10a	165,357	165,495	165,495
Heritage assets	10b	310	310	310
Fixtures, fittings plant & equipment	10c	1,130	1,322	1,322
		166,797	167,127	167,127
Investments	11b	19,341	21,782	21,782
Investment properties	11b	3,928	4,330	4,330
Investments in subsidiaries	12	-	-	250
		190,066	193,239	193,489
CURRENT ASSETS				
Stocks		8	10	10
Debtors	13	1,160	1,313	1,531
Cash at bank and in hand		2,741	2,201	1,945
		3,909	3,524	3,486
CURRENT LIABILITIES				
Amounts falling due within one year	14	(3,668)	(3,070)	(3,331)
NET CURRENT ASSETS/(LIABILITIES)		241	454	155
TOTAL ASSETS LESS CURRENT LIABILITIES		190,307	193,693	193,644
Creditors: amounts falling due after more than one year	15	(40,000)	(40,000)	(40,000)
TOTAL NET ASSETS		150,307	153,693	153,644
Restricted funds	16	12,678	12,742	12,742
Designated funds	17	129,259	132,431	132,431
General funds	17	8,370	8,520	8,471
TOTAL FUNDS		150,307	153,693	153,644

The notes on pages 29 to 50 form part of these Financial Statements.

These Financial Statements were approved and authorised for issue by the Trustees on 24 January 2023 and signed on their behalf by:



Stuart Shilson
Chairman

Goodenough College
Consolidated Statement of Cash Flows
for the year ended 31 August 2022

**CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR
ENDED 31 AUGUST 2022**

	Notes	Year to 2022	17 Months 2021
		£'000	£'000
Cash flows from operating activities:			
Net cash provided by operating activities	(a)	1,726	(3,954)
Interest paid on loan		(1,241)	(1,241)
Loan costs		(8)	(18)
Net cash generated from / (used in) operating activities		477	(5,213)
Cash flows from investing activities:			
Dividends, interest and rents from investments		1,005	1,456
Purchase of property, plant and equipment		(2,412)	(1,583)
Proceeds from sale of investments		2,498	12,858
Purchase of investments		(1,779)	(6,192)
Net cash (used in) / generated from investing activities		(688)	6,539
Change in cash and cash equivalents in the reporting period		(211)	1,326
Cash and cash equivalents at the beginning of the reporting period		5,258	3,932
Cash and cash equivalents at the end of the reporting period	(b)	5,047	5,258

Analysis of changes in net debt	31 August 2021 £'000	Cash flows £'000	31 August 2022 £'000
Cash	2,201	540	2,741
Cash equivalents	3,057	(751)	2,306
	5,258	(211)	5,047
Loans falling due after more than one year	(40,000)	-	(40,000)
Total	(34,742)	(211)	(34,953)

Goodenough College**Consolidated Statement of Cash Flows (continued)***for the year ended 31 August 2022*

	Year to 2022	17 Months 2021
	£'000	£'000
(a) Reconciliation of net income to net cash (outflow) / inflow from operating activities		
Net (expenditure) for the reporting period	(3,386)	(1,243)
Adjustments for:		
Depreciation charges	2,425	3,372
Losses / (gains) on investments	1,373	(5,841)
Dividends, interest and rents from investment	(1,005)	(1,456)
Impairment	296	-
Loss on disposal	21	-
Interest payable on loan	1,241	1,761
Loan costs	8	18
Decrease in stock	2	2
Decrease / (Increase) in debtors	153	(871)
Increase in creditors	598	304
Net cash inflow / (outflow) from operating activities	1,726	(3,954)

(b) Analysis of Cash and Cash Equivalents	31 August 2021 £'000	Cash flows £'000	31 August 2022 £'000
Cash in hand	2,201	540	2,741
Cash held by investment manager	3,057	(751)	2,306
Total Cash and cash equivalents	5,258	(211)	5,047

Goodenough College
Charity only statement of financial activities
for the year ended 31 August 2022

CHARITY ONLY STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted Funds Year to 2022 £'000	Restricted Funds Year to 2022 £'000	Total Funds Year to 2022 £'000	Total Funds 17 Months 2021 £'000
Income from:					
Donations and legacies		82	331	413	663
Charitable activities:					
College community accommodation	5	7,851	318	8,169	7,434
Investments	3	898	107	1,005	1,456
Other income		-	-	-	257
Total		8,831	756	9,587	9,810
Expenditure on:					
Raising funds					
Investment management		97	7	104	177
Fundraising		179	-	179	317
Charitable activities:					
Attracting outstanding postgraduate students	6	841	407	1,248	1,527
Transforming College Members	6	7,180	402	7,582	10,506
Raising the College's profile	6	341	-	341	487
Sustaining the College	6	2,280	14	2,294	3,221
Total		10,918	830	11,748	16,235
Net (losses before other gains / (losses))		(2,087)	(74)	(2,161)	(6,425)
Net (losses) / gains on investments	11	(1,353)	6	(1,347)	5,841
Net (losses)		(3,440)	(68)	(3,508)	(584)
Transfers between funds		(4)	4	-	-
Net movement in funds		(3,444)	(64)	(3,508)	(584)
Reconciliation of funds:					
Total funds brought forward		140,902	12,742	153,644	154,228
Net movement in funds		(3,444)	(64)	(3,508)	(584)
Total funds carried forward		137,458	12,678	150,136	153,644

Goodenough College**Consolidated Statement of Financial Activities for the 17 months ended 31 August 2021****CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE 17 MONTHS ENDED 31 August 2021**

	Unrestricted Funds	Restricted Funds	Total Funds
	£'000	£'000	2021 £'000
Income from:			
Donations and legacies	113	550	663
Charitable activities:			
College community accommodation	7,296	138	7,434
Trading activities:			
Commercial accommodation	281	-	281
Catering, Events and Venue Hire	536	-	536
Investments	1,318	138	1,456
Other income	257	-	257
Total	9,801	826	10,627
Expenditure on:			
Raising funds			
Investment management	164	13	177
Fundraising	317	-	317
Trading activities	1,476	-	1,476
Charitable activities:			
Attracting outstanding postgraduate students	1,294	233	1,527
Transforming College Members	10,007	499	10,506
Raising the College's profile	487	-	487
Sustaining the College	2,944	277	3,221
Total	16,689	1,022	17,711
Net (loss) before other gains / (losses)	(6888)	(196)	(7,084)
Net gains on investments	5,223	618	5,841
Net (expenditure) / income	(1,665)	422	(1,243)
Transfers between funds	(15)	15	-
Net movement in funds	(1,680)	437	(1,243)
Reconciliation of funds:			
Total funds brought forward	142,631	12,305	154,936
Net movement in funds	(1,680)	437	(1,243)
Total funds carried forward	140,951	12,742	153,693

Goodenough College
Notes to the Financial Statements
For the year ended 31 August 2022

1. ACCOUNTING POLICIES

(a) Basis of preparation

The Financial Statements have been prepared under the historical cost convention, as modified by the inclusion of investments and investment properties at fair value at balance sheet date.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and the Charities Act 2011.

They also comply with the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 and applicable accounting standards. The accounting policies have been applied consistently throughout the accounts.

Going Concern

The Trustees reviewed the College's budget for the year 2022/23 and the subsequent long term forecast in July 2022 and were content that these plans were affordable and that the accounts should be prepared on a going concern basis.

However, given the impact of the COVID-19 outbreak and its financial effect, the Executive team and Trustees continue to review financial plans for the next 12 months to ensure that the College can continue its business-critical activities and remain a going concern.

The continuing closure of the Hotel has had a significant effect on the College's financial situation despite the return towards normality of all other areas of income. In July 2022 the Board of Trustees approved a cautious budget showing the College achieving a significant consolidated operating surplus in 2022/23 following the opening of the Hotel.

There has been a high volume of applications for places in the College for the 2022/23 academic year, with occupancy levels achieving expectations. The Hotel has reopened in September 2022 and has outperformed budget by a significant margin. Business performance is being carefully monitored against budget and financial stability reviewed as matters progress. Current 2022/23 financial performance is ahead of budget.

The College holds in excess of £21m in unrestricted funds not representing current operating assets, of which £3m is in investment property and £18m in liquid investments managed through our investment managers. The invested portfolio includes in excess of £9m invested in short and medium term funds where capital preservation is the key investment strategy. In total these reserves are well in excess of the annual turnover and annual cash flow requirements of the College.

Given the strength of the balance sheet and the availability and liquidity of unrestricted investments the Trustees believe that, while uncertainty exists, this does not pose a material uncertainty that would cast doubt on the charity's ability to continue as a going concern. The Trustees, therefore, consider it appropriate for the accounts to be prepared on a going concern basis.

Further detail on the availability of unrestricted funds can be found on p12 of the Trustees' Report

Goodenough College
Notes to the Financial Statements *(continued)*
for the year ended 31 August 2022

1. ACCOUNTING POLICIES *(continued)*

(a) Basis of preparation *(continued)*

The group statement of financial activities (SOFA) and balance sheet, consolidate the Financial Statements of the Charity and its wholly owned subsidiaries, all of which were made up to 31 August 2022 on a line by line basis.

(b) Company status

The Charity is a company limited by guarantee. The Members of the Company are the Trustee Board named on page two, who are also the Directors of the Company for the purposes of company law. In the event of the Company being wound up, the liability in respect of the guarantee is limited to one pound per Member of the Company.

(c) Key assumptions and estimates

Key assumptions and estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The assumptions and estimates that are likely to cause any material impact to the accounts are set out below:

Valuation of Investment Properties – as disclosed in note 11, the fair values of the investment properties are reviewed at the balance sheet date to determine any changes in value. This is done by reviewing key property price indicators for the local area or an external valuation by RICS registered valuers.

Depreciation – Fixed Assets are depreciated on a straight line basis as set out in note 1i) Tangible Fixed Assets.

(d) Income

All income is recognised in the SOFA when the Charity has met conditions for receipt, receipt is probable and the amount can be quantified with sufficient reliability.

Investment income: Investment income is accounted for when receivable.

Legacies: Legacies are deemed receivable from the date of notification, provided that sufficient information has been received to enable the Group to calculate entitlement and receipt is probable.

Gifts in Kind: Donations in kind are recognised at their value to the Charity when they are received. No amounts are included for services donated by volunteers.

Government grants: Income from Government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. In respect of the furlough grant; all conditions, with respect to the eligible costs being claimed, need to be met.

1. ACCOUNTING POLICIES *(continued)*

(e) Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Investment Management costs represent the fees incurred on raising Investment Income. Fundraising costs represent expenditure in relation to fund-raising and publicity costs. Direct expenditure incurred on charitable activities is identified against one of the four strategic goals of the charity. Support costs represent expenditure incurred in general management, Trustee related costs and audit costs and are apportioned across the four strategic goals. See note 6 for further information.

(f) Fund accounting

The College maintains various types of funds as follows:

i) Restricted funds

The Burn Restricted funds include donations received which were allocated by the donor for the upkeep of The Burn, a Scottish study and holiday centre for students and graduates.

In addition other donations which are earmarked for particular purposes are treated as restricted funds.

ii) Unrestricted funds

Designated reserves are amounts which have been put aside at the discretion of the Trustees and comprise:

Tangible fixed asset reserve representing the value of all reserves used for operating tangible fixed assets (excluding those of The Burn, which are restricted) and only realisable by the disposal of these fixed assets.

Investment property reserve represents the value of all reserves held in investment properties and only realisable by the disposal of these fixed assets.

Asset Replacement Reserve (ARR) has been established to hold the current level of funds identified for the future replacement and refurbishment of the buildings, fixtures, fittings and equipment of London House, William Goodenough House and the Club in support of the Asset Replacement Plan currently covering a 30 year period to 2046.

College Development Reserve (CDR) was established to hold the funds in excess of those required to settle previous borrowing when the College's debt was restructured in June 2017. These funds have been designated by the trustees to fund the further development of Goodenough College above and beyond the refurbishment and replacement of existing assets as provided for in the Asset Replacement Reserve and to include investment in 'intangible' matters other than fixed assets. The final criteria for its use would be determined through the development of the College Strategy.

43-47 Mecklenburgh Square Reserve was established by the trustees to support the future development of 43-47 Mecklenburgh Square.

Other designated funds reserve represents other funds designated by the trustees for particular purposes.

General unrestricted funds represent funds which are expendable at the discretion of the Trustees in the furtherance of the objects of the company. Such funds may be held in order to finance working capital or capital investment and include the College's reserve.

Goodenough College

Notes to the Financial Statements *(continued)*

for the year ended 31 August 2022

1. ACCOUNTING POLICIES *(continued)*

(g) Financial instruments

Financial assets and financial liabilities are recognised when the College becomes a party to the contractual provisions of the instrument. All financial assets and liabilities are initially measured at transaction price (including transaction costs). Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Creditors and provisions are recognised where the College has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Other financial instruments are initially recognised at fair value and any changes to their fair value are subsequently recognised in the SOFA under 'net gains / (losses) on financial instruments'.

(h) Taxation

Goodenough College is a Charity within the meaning of Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 of Part 11 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 exclusively to charitable purposes.

The subsidiaries make qualifying donations of all taxable profit to Goodenough College. Income from Gift Aid tax reclaimed is recognised in relation to qualifying donations received.

The College is registered for Value Added Tax (VAT). Any irrecoverable VAT is charged to the Statement of Financial Activities.

(i) Tangible fixed assets

The College has elected to present the deemed cost of its freehold assets at the value held at 1 April 2014, as permitted under the FRS102 transitional arrangements. Where there is an indication of an asset being impaired the recoverable amount is identified and the impairment loss is recognised as expenditure in the Statement of Financial Activities.

Depreciation on fixed assets is charged so as to write down the value of properties and material components over their expected useful lives, on a straight line basis as follows:

	Life (years)
Freehold buildings	100
Roof work	15-50
Lifts	25-30
Bathrooms, heating, water, electrical and gas systems, and boiler equipment	10-25
Ventilation and fire detection systems and fire stopping works	10-15
Access and telephone system	10
Vehicles	5
Computer and other office equipment	4
Computer software	4
Furniture	8-20
Improvements to Freehold (including room refurbishment)	6-15
Other plant and equipment and other fixtures and fittings	4-15

Goodenough College

Notes to the Financial Statements *(continued)*

for the year ended 31 August 2022

1. ACCOUNTING POLICIES *(continued)*

(i) Tangible fixed assets *(continued)*

The mixed use property is accounted for using the cost model as allowed under the Charities SORP (FRS 102) as the fair value of the investment component cannot be measured reliably, and it is rented out to a group entity.

(j) Heritage Assets

The College has elected to present the deemed cost of its Heritage Assets at the value held at 1 April 2014, as permitted under the FRS102 transitional arrangements. Heritage Assets are not depreciated. The College has reviewed its Heritage Assets and does not consider that any impairment at 31 August 2022 is necessary.

(k) Investments

Investments are valued at bid value as at the balance sheet date and the surplus or deficit arising from this revaluation is shown within 'net gains / (losses) on investments' on the face of the SOFA. Realised gains and losses represent the difference between the sale proceeds and the opening market value of an investment or cost if purchased during the year and are also shown within this line.

(l) Investment properties

Investment properties are held initially at cost and subsequently at fair value at the reporting date. Any Gains or Losses are recognised under 'Net gains/ (losses) on investments' on the Statement of Financial Activities. Investment properties are not depreciated.

(m) Stocks

Stocks are stated at the lower of cost and net realisable value and comprise consumable goods.

(n) Operating leases

Rental costs under operating leases are charged to the SOFA in equal amounts over the period of the lease.

(o) Borrowing costs

Interest and charges are expensed and charged to the SOFA when incurred.

(p) Pension accounting policy

Goodenough College makes contributions to employees' defined contribution pension plans. Contributions are charged to the SOFA as they become payable. They are analysed across expenditure according to the activity of the scheme members.

(q) Cashflow statement

Cash and cash equivalents includes cash in hand, deposits with banks and cash held within the investment portfolio. Interest paid is classified as a cashflow from operating activities as they are included in the statement of financial activities, this classification is consistent with prior periods.

Goodenough College

Notes to the Financial Statements (continued)

for the year ended 31 August 2022

2 DONATIONS AND LEGACIES

	Unrestricted funds year to 2022 £'000	Restricted funds year to 2022 £'000	Total funds year to 2022 £'000	Total funds 17 months to 2021 £'000
Donations	34	331	365	663
Consolidated donations income	34	331	365	663
Donations from subsidiaries	48	-	48	-
Charity donations income	82	331	413	663

Of the total funds stated for 2021, £550k was restricted and £113k unrestricted.
Of these donations £64k (2021 : £70k) was received from Trustees.

3 INVESTMENT INCOME

	Unrestricted funds year to 2022 £'000	Restricted funds year to 2022 £'000	Total funds year to 2022 £'000	Total funds 17 months to 2021 £'000
Income from UK listed investments	148	42	190	275
Income from overseas listed investments	57	11	68	110
Rent from property	645	54	699	857
Other interest - short-term deposits	48	-	48	214
	898	107	1,005	1,456

Of the total funds stated for 2021, £138k was restricted and £1,318k unrestricted.

4 TRADING INCOME

Trading income comprises income arising from the College's two trading subsidiaries as detailed in note 12.
Included within trading income is a total of £12k (17 months to 31 August 2021: £41k) arising from
Coronavirus related business grants received by Goodenough Club Limited and Goodenough Ventures Limited.

Goodenough College

Notes to the Financial Statements (continued)

for the year ended 31 August 2022

5 INCOME FROM COLLEGE CHARITABLE ACTIVITIES

	Unrestricted funds year to 2022	Restricted funds year to 2022	Total funds year to 2022	Total funds 17 months 2021
	£'000	£'000	£'000	£'000
College accommodation income	7,851	-	7,851	7,296
The Burn income	-	318	318	138
	<u>7,851</u>	<u>318</u>	<u>8,169</u>	<u>7,434</u>

Included within incoming resources from college charitable activities for the period is £1.5k relating to the Coronavirus Job Retention Scheme and £2.1k relating to other coronavirus grant funding. Of the total funds stated for 2021, £138k was restricted and £7,296k was unrestricted.

6 EXPENDITURE FOR CHARITABLE PURPOSES

	Direct Costs year to 2022	Support Costs year to 2022	Total year to 2022	Total 17 months to 2021
	£'000	£'000	£'000	£'000
Attracting outstanding postgraduate students	1,062	186	1,248	1,527
Transforming College Members	6,483	1,099	7,582	10,506
Raising the College's profile	290	51	341	487
Sustaining the College	<u>2,138</u>	<u>156</u>	<u>2,294</u>	<u>3,221</u>
	<u>9,973</u>	<u>1,492</u>	<u>11,465</u>	<u>15,741</u>

The College has paid £597k (2021: £760k) to College members as scholarships and bursaries, including hardship funds.

Goodenough College
Notes to the Financial Statements
For the year ended 31 August 2022

7 SUPPORT COSTS

	Year to 2022 £'000	17 months to 2021 £'000
Finance	343	553
IT	559	820
HR	212	331
Governance	37	35
Other general overheads	523	619
	1,674	2,358

These support costs are split across the following areas:

Raising funds	182	105
Charitable activities	1,492	2,253
	1,674	2,358

GOVERNANCE COSTS

	Year to 2022 £'000	17 months to 2021 £'000
Support costs		
Council and Board meeting costs	-	-
Fees payable to the auditors - College	34	35
Other Fees	3	-
	37	35

Included within direct costs are fees payable to the auditors relating to the subsidiary companies of £25k (17 months to 31 August 2021: £29k).

Fees payable to the Company's auditors:	Year to 2022	17 months to 2021
Statutory audit	48	40
Tax advisory services	19	22
Other advisory services	-	2
	67	64

Goodenough College**Notes to the Financial Statements** *(continued)**for the year ended 31 August 2022***8 NET OUTGOING RESOURCES**

	Year to 2022 £'000	17 months to 2021 £'000
Net outgoing resources for the year are stated after charging:		
Amounts payable to auditors (Group)(note 7)	67	64
Depreciation of tangible fixed assets	2,425	3,372
Operating lease charges	19	38

**9 INFORMATION REGARDING
STAFF AND TRUSTEES**

	Headcount 2022 No.	2021 No.	Full Time Equivalent 2022 No.	2021 No.
Average number of employees (during the period):				
College	72	71	62	62
Hotel	3	6	3	6
The Burn	20	23	7	11
	95	100	72	79

	Year to 2022 £'000	17 Months to 2021 £'000
Wages and salaries	2,769	4,199
Social security costs	305	431
Pensions	136	202
Other benefits	71	95
	3,281	4,927

Goodenough College
Notes to the Financial Statements
For the year ended 31 August 2022

9 INFORMATION REGARDING STAFF AND TRUSTEES *(continued)*

The number of staff paid over £60,000 during the reporting period (salary plus taxable benefits excluding pension contributions) was:

	Year to 2022 No.	Year to 2021 No.	17 months to 2021 No.
£60,001 - £70,000	4	3	6
£70,001 - £80,000	1	1	3
£80,001 - £90,000	1	1	2
£90,001 - £100,000	-	-	1
£100,001 - £110,000	-	2	1
£110,001 - £120,000	-	-	1
£120,001 - £130,000	1	1	1
£130,001 - £140,000	1	-	-
£140,001 - £150,000	-	-	1
£160,001 - £170,000	1	-	-
£170,001 - £180,000	-	-	2

The 17 month prior period means that staff are included in bandings for that period in excess of where they would be in a comparable 12 month financial period.

The figures for the prior period that related to the 12 months to 31 August 2021 have therefore been provided for comparative purposes, as they were in the financial statements to 31 August 2021.

Trustees' remuneration

Members of the Board of Trustees (who are all directors within the meaning of the Companies Act 2006) receive no remuneration or taxable benefits for their services.

During the year two (2021: three) Trustees were reimbursed or had amounts paid on their behalf for sundry Board expenses incurred totalling £342 (2021: £321) relating to travel and sundry Board expenses).

Pension schemes

The Company operates stakeholder pension schemes administered by Legal and General. The employer's contributions are 10% of pensionable salary for senior staff and are matched to those of the qualifying employees to a maximum of 5% of pensionable salary for other staff and amounted to £135,569 (17 Months to 2021: £201,837). At 31 August 2022 outstanding payments due to the scheme were £22,148 (2021: £21,170).

Key management personnel

Key management personnel of Goodenough College comprise the Trustees and those employees making up the Executive team, consisting of the Director, the Director of Finance and Resources, the Director of Operations, the Director of Development and External Relations, the Dean, the Registrar and the Bursar to the Burn.

The aggregate compensation (remuneration plus benefits and employer's National Insurance Contributions) paid or payable to 'key management personnel' during this reporting period was: £870,816 (17 Months to 2021: £1,160,175).

Redundancy and termination payments

Total payments made during this year in relation to redundancy and termination pay were £25,750 (2021: £37,878). The accounting policy is to recognise termination payment liabilities on communication of redundancy or termination and when quantifiable. Such payments are accounted for as staff costs.

Goodenough College**Notes to the Financial Statements** *(continued)**for the year ended 31 August 2022***10 TANGIBLE FIXED ASSETS****(a) Freehold properties**

Consolidated and company				
	College	The Burn	Assets under construction	Total
	£'000	£'000	£'000	£'000
Land and buildings at deemed cost				
Brought forward deemed cost at 1 September 2021	156,142	11,104	11,655	178,901
Additions	1,900	-	349	2,249
Transfers	499	-	(499)	-
Impairment	-	-	(296)	(296)
At 31 August 2022	158,541	11,104	11,209	180,854
Depreciation				
Brought forward at 1 September 2021	12,569	837	-	13,406
Charge for the year	1,976	115	-	2,091
At 31 August 2022	14,545	952	-	15,497
Net book value at 31 August 2022	143,996	10,152	11,209	165,357
Net book value at 31 August 2021	143,573	10,267	11,655	165,495

Freehold properties consisted of student accommodation, the hotel (The Goodenough on Mecklenburgh Square) and The Burn. They were all the subject of independent valuations, for inclusion in the accounts at 31 March 2013, provided by Drivers Jonas Deloitte, Willis Ltd, Ecclesiastical, Bell Ingram and Alpha Browett Taylor.

Assets under construction consist mainly of the properties at 43-46 Mecklenburgh Square, previously held as investment properties. The lease on the properties expired on 26 November 2019 and the intention of the College is to convert them into additional student accommodation. Accordingly they are no longer held as investments and were transferred to freehold properties at a value of £11m in the year ended 31 March 2020 and are treated as being at deemed cost. This is based on a valuation provided by Alpha Browett Taylor included in the accounts at 31 March 2018 and confirmed by them in June 2019. Further work on the project as well as other ongoing works at the college premises during the year amount to £349k.. No depreciation is applied to these assets as they are not in operational use.

Also included in Freehold Properties are the College's Royal Albert Hall seats, held at historic cost of £350. The seats were purchased by the College in 1967 and are held on a 999 year lease from 1867

Goodenough College

Notes to the Financial Statements *(continued)*

for the year ended 31 August 2022

10 TANGIBLE FIXED ASSETS *(continued)*

Excluding 43-46 Mecklenburgh Square, the historical cost net book value of the land and buildings if the revaluation had not taken place would be £31.4m (2021: £30.2m). The historical cost of 43-46 Mecklenburgh Square cannot be determined.

One of the College's properties is used by Goodenough Club Ltd, trading as The Goodenough on Mecklenburgh Square, a wholly owned subsidiary of Goodenough College. It is a mixed use property, in that it provides overnight accommodation for businesses and private individuals but also for those involved in College activities, including College Alumni, providing College Alumni the opportunity to be a part of the College community even after they are no longer full time residents.

At 31 August 2022 the net book value of the mixed use property is £16.1m, with accumulated depreciation of £1.7m and an in-year depreciation charge of £331k.

(b) Heritage assets

Consolidated and company

	College £'000	The Burn £'000	Total £'000
Deemed cost at 1 September 2021	290	20	310
Additions	-	-	-
At 31 August 2022	290	20	310

Heritage assets comprise paintings and furniture which are available for use and enjoyment of College members, staff and guests throughout the College and Burn.

The Director of Finance and Resources leads on the preservation and management of Heritage assets. The College maintains an asset register which details the location, value and description of the assets and ensures that they are located in an appropriately secure and managed environment.

A valuation of the heritage assets was carried out in 2013 and is treated as deemed cost. The Trustees do not consider that any impairment at 31 August 2022 is necessary. The deemed cost at 1 April 2017 was £300k, and the only subsequent transaction was an addition of £10k in the year ended 31 March 2019.

Goodenough College**Notes to the Financial Statements** *(continued)**for the year ended 31 August 2022***10 TANGIBLE FIXED ASSETS** *(continued)***(c) Fixtures, fittings, plant and equipment****Consolidated and company**

	College £'000	The Burn £'000	Assets under construction £'000	Total £'000
Cost at 1 September 2021	3,251	87	39	3,377
Additions	-	-	163	163
Transfers	153	-	(153)	-
Disposals	(34)	-	-	(34)
At 31 August 2022	<u>3,370</u>	<u>87</u>	<u>49</u>	<u>3,506</u>
Depreciation at 1 September 2021	1,975	80	-	2,055
Charge for year	332	2	-	334
Disposals	(13)	-	-	(13)
At 31 August 2022	<u>2,294</u>	<u>82</u>	<u>-</u>	<u>2,376</u>
Net book value at 31 August 2022	<u>1,076</u>	<u>5</u>	<u>49</u>	<u>1,130</u>
Net book value at 31 August 2021	<u>1,276</u>	<u>7</u>	<u>39</u>	<u>1,322</u>

11 INVESTMENTS HELD AS FIXED ASSETS

	College £'000	The Burn £'000	Total £'000
(a) Investment properties			
Land and buildings at valuation:			
Carried forward at 1 April 2020	3,520	810	4,330
Revaluation	(452)	50	(402)
At 31 August 2021	<u>3,068</u>	<u>860</u>	<u>3,928</u>

The College investment properties were the subject of an independent market valuation for inclusion at 31 August 2022 by Alpha Browett Taylor, RICS registered valuer with the necessary knowledge and expertise to provide this valuation. In 2021/22 the College investment properties were revalued downwards by £452k as a result (2021: upwards by £357k).

The Burn investment properties were the subject of an independent market valuation for inclusion at 31 August by J & E Shepherd, RICS registered valuer with the necessary knowledge and expertise to provide this valuation. The properties were revalued upwards by £50k (2021: £110k).

Goodenough College**Notes to the Financial Statements** *(continued)**for the year ended 31 August 2022***11 INVESTMENTS HELD AS FIXED ASSETS** *(continued)*

		Consolidated and Company	
		31 August 2022	31 August 2021
(b) Listed investments	Notes	£'000	£'000
Market Value at 1 September		18,725	19,970
Additions at cost		1,779	6,192
Proceeds from disposals		(2,498)	(12,802)
Realised gain		141	136
Unrealised (loss) / gain		(1,112)	5,229
Market value at 31 August		17,035	18,725
Listed investments comprise the following:			
Investments listed on a recognised stock exchange - Equities		9,410	10,293
Investments listed on a recognised stock exchange - Bonds		625	1,429
Alternative Funds		7,000	7,003
Market value at 31 August		17,035	18,725
Investment assets in the United Kingdom		12,337	13,564
Investment assets outside the United Kingdom		4,698	5,161
Market value at 31 August		17,035	18,725
Cost at 31 August		13,751	14,199
Total investments			
Listed investments (market value)	11b	17,035	18,725
Short term deposits in the portfolio		2,306	3,057
Investment properties (market value)	11a	3,928	4,330
Investments at 31 August		23,269	26,112

Goodenough College

Notes to the Financial Statements (continued)

for the year ended 31 August 2022

12 SUBSIDIARY UNDERTAKINGS

The College owns 100% of the issued capital of the following companies.

Subsidiary undertaking	Company Investment at Cost £
Goodenough Club Limited	250,000
Goodenough Ventures Limited	2
	<u>250,002</u>

The registered office of both subsidiaries is London House, Mecklenburgh Square, London, WC1N 2AB.

Summarised financial results of Goodenough Club Limited (Company Registration 2684378) are set out below and are included in the consolidated SOFA. All activities relate to continuing operations. The following intercompany transactions are included within the subsidiary results.

The £733k (2021: £281k) total income includes £Nil (2021: £89) for sales to the parent company. Commercial accommodation income of £733k (2021: £281k) has been included within the consolidated statement of financial activities in relation to the activities of this subsidiary.

The £691k (2021: £817k) 'Cost of Sales' includes £258k (2021: £174k) in charges to the subsidiary by the parent company for the use of parent company resources, £Nil (2021: £89) in costs of providing services to the parent company and £1k (2021: £10k) in charges from Goodenough Ventures for the provision of services. Trading activity expenditure of £691k (2021: £807k) has been included within the consolidated statement of financial activities in relation to the activities of this subsidiary.

	Year to 31 August 2022	17 months to 31 August 2021
	£'000	£'000
Turnover	727	240
Cost of sales	<u>(691)</u>	<u>(817)</u>
	36	(577)
Other income	6	41
Qualifying distribution under deed of covenant	<u>(42)</u>	<u>-</u>
Profit/(loss)	<u>-</u>	<u>(536)</u>
Assets	556	516
Liabilities	<u>(135)</u>	<u>(95)</u>
Shareholders' funds	<u>421</u>	<u>421</u>

12 SUBSIDIARY UNDERTAKINGS *(continued)*

Goodenough Ventures Limited (Company Registration 09342926) is an events and venue hire business which commenced trading in October 2015.

Summarised financial results of Goodenough Ventures Limited are set out below and are included in the consolidated SOFA. All activities relate to continuing operations, although it is the intention that following the 31 August 2023 these activities will be transferred to Goodenough Club Limited. The following intercompany transactions are included within the subsidiary results.

The £1,644k (2021: £1,179k) total income includes £584k (2021: £633k) for sales to the parent company, and £1k (2021: £10k) for sales to other group entities. Catering Events and Venue Hire income of £1,058k (2021: £536k) has been included within the consolidated statement of financial activities in relation to the activities of this subsidiary.

The £1,516k (2021: £1,302k) 'Cost of Sales' includes £163k (2021: £104k) in charges to the subsidiary by the parent company for the use of parent company resources and £585k (2021: £633k) in costs of providing catering supplies for the parent company. The subsidiary was also charged £123 (2021: £Nil) by the parent company in loan interest. Trading activity expenditure of £930k (2021: £669k) has been included within the consolidated statement of financial activities in relation to the activities of this subsidiary.

The net liabilities of the subsidiary at 31 August 2021 were covered by an interest bearing loan (0.1%) from the parent charity, which was repaid in August 2022.

	Year to 31 August 2022 £'000	17 months to 31 August 2021 £'000
Turnover	1,638	1,179
Cost of sales	(1,516)	(1,302)
	122	(123)
Other income	6	-
Qualifying distribution under deed of covenant	(5)	-
Profit/(loss)	123	(123)
Assets	301	405
Liabilities	(301)	(528)
Shareholders' funds/(deficit)	-	(123)

Goodenough College**Notes to the Financial Statements (continued)***for the year ended 31 August 2022***13 DEBTORS**

	Consolidated		Company	
	31		31	
	August	31 August	August	31 August
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Trade debtors	639	519	518	436
Amount due from subsidiary undertaking	-	-	126	359
Other debtors	172	15	172	15
Taxes recoverable	67	224	-	181
Prepayments and accrued Income	282	555	263	540
	1,160	1,313	1,079	1,531

The amount due from the subsidiary undertaking to the Charity represents the amount due from Goodenough Ventures Limited. Included within the prior year balance is an amount due after more than one year of £123k.

14 CREDITORS: amounts falling due within one year

	Consolidated		Company	
	31		31	
	August	31 August	August	31 August
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Trade creditors	1,296	1,095	1,097	975
Amounts due to subsidiary undertaking	-	-	58	451
Taxation and social security	83	77	90	77
Other creditors	929	857	893	852
Accruals	1,304	999	1,230	934
Deferred income	56	42	56	42
	3,668	3,070	3,424	3,331

The amount due to the subsidiary undertaking from the Charity represents the amount due to Goodenough Club Ltd.
£728k of deposits previously included in trade creditors for the 17 month period to 31 August 2021 have been reclassified to other creditors.

14 CREDITORS: amounts falling due within one year (continued)

Deferred income consists entirely of commercial rent received from tenants in advance. Prior year deferred income related in full to income recognised in the year ended 2022. A reconciliation is set out below:

Movement in deferred income in year

	Consolidated		Company	
	31 August 2022	31 August 2021	31 August 2022	31 August 2021
	£'000	£'000	£'000	£'000
Balance brought forward	42	7	42	7
Released:	(42)	(7)	(42)	(7)
Added	56	42	56	42
Balance carried forward	56	42	56	42

15 CREDITORS: amounts falling due in greater than one year

	31 August 2022	31 August 2021
	£'000	£'000
Bank borrowing		
Falling due in more than 5 years	40,000	40,000
Total	40,000	40,000

Bank borrowing

On 2 June 2017 the College secured a £40m non amortising 30 year loan with Rothesay Life at a fixed interest rate of 3.102%. This loan is repayable in full in June 2047. The Rothesay loan is secured against London House and William Goodenough House.

Financial instruments

At the balance sheet date the College held no complex financial instruments.

Goodenough College

Notes to the Financial Statements (*continued*)

for the year ended 31 August 2022

16 RESTRICTED FUNDS

	1 Sep'21	Transfer	Income	Gains / losses	Expenditure	31 Aug'22
	£'000	£'000	£'000	£'000	£'000	£'000
2021/22						
Burn Fund						
General fund	1,042	121	421	(23)	(403)	1,158
Specific donations	-	-	5	-	(5)	-
Investment property reserve	810	-	-	50	-	860
Tangible fixed asset reserve	10,294	(117)	-	-	-	10,177
Total Burn Fund	12,146	4	426	27	(408)	12,195
Other restricted funds						
Scholarships and Bursaries	582	-	314	(21)	(403)	472
Specific donations	14	-	16	-	(19)	11
Total other restricted funds	596	-	330	(21)	(422)	483
Total restricted funds	12,742	4	756	6	(830)	12,678

	1 Apr'20	Transfer	Income	Gains / losses	Expenditure	31 August'21
	£'000	£'000	£'000	£'000	£'000	£'000
2020/21						
Burn fund						
General fund	811	142	272	325	(508)	1042
Specific donations	-	-	-	-	-	-
Investment property reserve	700	-	-	110	-	810
Tangible fixed asset reserve	10,421	(127)	-	-	-	10,294
Total Burn Fund	11,932	15	272	435	(508)	12,146
Other restricted funds						
Scholarships and Bursaries	306	-	362	150	(236)	582
Specific donations	67	-	192	33	(278)	14
Total other restricted funds	373	-	554	183	(514)	596
Total restricted funds	12,305	15	826	618	(1,022)	12,742

The Burn Fund represents the assets and liabilities of The Burn, including a tangible fixed assets reserve, an investment property reserve and a general restricted fund. A transfer of £117k has been made from the tangible fixed assets reserve to the general restricted fund representing the movement in the net book value of fixed assets in the year. A transfer of £4k has been made from the Charity's general funds to The Burn general restricted fund representing the element of profit from Goodenough Ventures Limited activity that was generated at The Burn.

Scholarships and Bursaries are donations specifically made for providing scholarships and bursaries to qualifying members.

Specific donations are those to support specific aspects of College activity and projects.

Goodenough College

Notes to the Financial Statements (continued)

for the year ended 31 August 2022

17 UNRESTRICTED FUNDS

	1 Sep'21	Transfer	Income	Gains/ (losses)	Expenditure	31 Aug'22
	£'000	£'000	£'000	£'000	£'000	£'000
2021/22						
Tangible fixed asset	156,833	(213)	-	-	-	156,620
Long term loan	(40,000)	-	-	-	-	(40,000)
Tangible fixed asset reserve	116,833	(213)	-	-	-	116,620
Investment property reserve	3,520	-	-	(452)	-	3,068
Asset Replacement reserve	7,517	969	129	(717)	(35)	7,863
College Development Reserve	4,311	(3,640)	52	(38)	(17)	668
43-47 Mecklenburgh Square Reserve	250	811	4	(24)	(1)	1040
Other designated reserves	-	-	34	-	(34)	-
Total designated reserves	132,431	(2,073)	219	(1,231)	(87)	129,259
General funds of the Charitable Company	8,471	2,069	8,611	(122)	(10,830)	8,199
Total funds of the charitable company	140,902	(4)	8,830	(1,353)	(10,917)	137,458
General funds of the subsidiaries	49	-	1,744	-	(1,622)	171
Total consolidated unrestricted funds	140,951	(4)	10,574	(1,353)	(12,539)	137,629
	1 Apr'20	Transfer	Income	Gains/ (losses)	Expenditure	31 Aug'21
	£'000	£'000	£'000	£'000	£'000	£'000
2020/21						
Tangible fixed asset	158,495	(1,662)	-	-	-	156,833
Long term loan	(40,000)	-	-	-	-	(40,000)
Tangible fixed asset reserve	118,495	(1,662)	-	-	-	116,833
Investment property reserve	3,212	(49)	-	357	-	3,520
Asset Replacement reserve	4,011	1,430	144	1,969	(37)	7,517
College Development reserve	7,649	(3,743)	40	774	(409)	4,311
43-47 Mecklenburgh Square Reserve	-	250	-	-	-	250
Other designated reserves	93	-	117	46	(256)	-
Total designated reserves	133,460	(3,774)	301	3,146	(702)	132,431
General funds of the Charitable Company	8,463	3,759	8683	2,077	(14,511)	8,471
Total funds of the charitable company	141,923	(15)	8,984	5223	(15,213)	140,902
General funds of the subsidiaries	708	-	817	-	(1476)	49
Total consolidated unrestricted funds	142,631	(15)	9,801	5,223	(16,689)	140,951

Goodenough College

Notes to the Financial Statements (continued)

for the year ended 31 August 2022

17 UNRESTRICTED FUNDS (continued)

The designated reserves are further discussed in the financial review on page 12.

The transfer of £213k from the tangible fixed assets reserve represents the movement in the net book value of tangible fixed assets during the year.

The transfer of £969k to the Asset Replacement Reserve represents the cash surplus for the year excluding investment income.

The transfer of £3.6m from the College Development Reserve was approved by the Board in support of the refurbishment of the Hotel bedrooms, shortfalls in College surpluses to maintain the value of the College's General Funds (its freely available reserve) and to maintain the previously planned contribution to the Asset Replacement Reserve.

The Board further designated an additional £0.8m to the 43-47 Mecklenburgh Square Reserve from General Funds.

18 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS OF THE CHARITY

2021/22	Restricted Funds – The Burn £'000	Restricted Funds - other £'000	Designated reserves £'000	General Funds £'000	Charity Total £'000
Tangible fixed assets	10,177	-	156,620	-	166,797
Investments	1,111	200	9,571	8,459	19,341
Investment properties	860	-	3,068	-	3,928
Investments in subsidiaries	-	-	-	250	250
Amounts due to subsidiaries	-	-	-	68	68
Other current assets	71	-	-	883	954
Cash at bank and in hand	68	283	-	1,806	2,157
Current and long term liabilities	(92)	-	(40,000)	(3,267)	(43,359)
	12,195	483	129,259	8,199	150,136

2020/21	Restricted Funds – The Burn £'000	Restricted Funds - other £'000	Designated reserves £'000	General Funds £'000	Charity Total £'000
Tangible fixed assets	10,294	-	156,833	-	167,127
Investments	1,520	246	11,828	8,188	21,782
Investment properties	810	-	3,520	-	4,330
Investments in subsidiaries	-	-	-	250	250
Amounts due to subsidiaries	-	-	-	(92)	(92)
Other current assets	28	-	250	904	1,182
Cash at bank and in hand	78	350	-	1,517	1,945
Current and long term liabilities	(584)	-	(40,000)	(2,296)	(42,880)
	12,146	596	132,431	8,471	153,644

Goodenough College

Notes to the Financial Statements (*continued*)

for the year ended 31 August 2022

19 LEASING COMMITMENTS

At 31 August 2022 the charitable company had the following amounts payable for equipment under non-cancellable operating leases.

	2022 £'000	2021 £'000
Operating leases which expire within one year	19	19
Operating leases which expire between one and five years	54	74
	<u>73</u>	<u>93</u>

These leases provide printers and photocopiers to support the College's operations.

20 CAPITAL COMMITMENTS

As at 31 August 2022 the College had no material capital commitments.

21 RELATED PARTY TRANSACTIONS

Alice Walpole was appointed Director of Goodenough College in April 2021, and as part of this role served as a director of Goodenough Club Limited and Goodenough Ventures Limited between April 2021 and August 2022. In September 2021 private event was hosted at the College and charged to the Director at a total cost of £16,839. This cost was reduced by the agreed discount of 10% of the room hire element (only) that applies to staff, college members and alumni, bringing the total cost including VAT to £16,299.

Christopher Cobb was appointed Interim Director of Goodenough College between December 2020 and April 2021. As part of this role he also served as a director of Goodenough Club Limited and Goodenough Ventures Limited. During this period, transactions totalling £26,500 relating to his service as Interim Director of the College took place between Goodenough College and Cobbco Ltd, a company of which Christopher Cobb has been a director since August 2020.

Included in redundancy and termination payments are non-contractual payments totalling £23k to one of the key management personnel who left the College during the year, specifically the Director of Development and External relations, Hannah Du Gray.

There have been no other related party transactions during the year other than those disclosed with group entities in notes 12, 13 and 14.