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University overview

Durham University, founded in 1832, is England's third oldest university. At its heart sits the medieval world heritage site of Durham Cathedral and Castle. The University has inherited a continuous line of learning and scholarship dating from the greatest European scholar of the seventh century, Bede, to the present day. The University now comprises 25 departments across three faculties and employs over 4,000 staff FTE (full-time equivalent) and around 18,000 students with 30% of staff and 21% of students of non-UK origin. There are currently 16 colleges, though this is set to increase. Students benefit from the strong collegiate nature of the University, combining rigorous hard work on their degree courses with a strong commitment to activities outside the curriculum. The colleges are a great source of friendship, well-being, pastoral and scholarly support.



Durham University League Table Performance

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Future plans

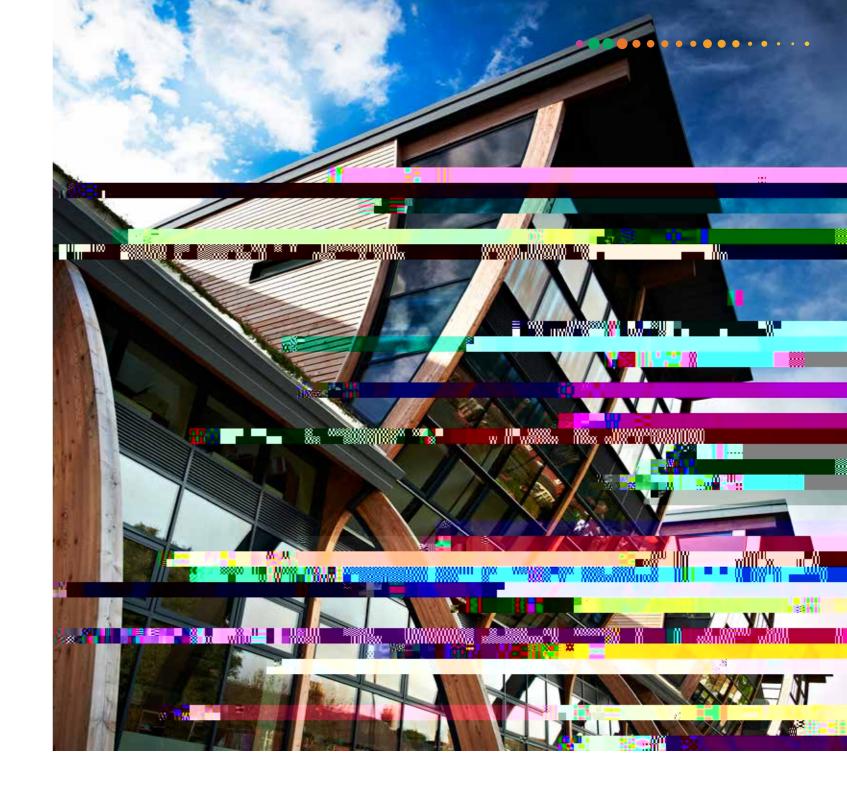
Between 2017 and 2027 the size and shape of Durham University will change as follows:

Proposed Staff Number Growth

Academic Teaching Staff*	2015/16 FTE	2026/27 FTE	% Growth
Total	1,009	1,319	30.7%

Risk Management

Risk	Key Controls
	B
	A



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The University will identify and build mutually beneficial, productive relationships with key international peers, developing partnerships with up to ten key international peers in North America, Europe and East Asia.

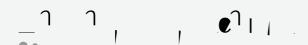






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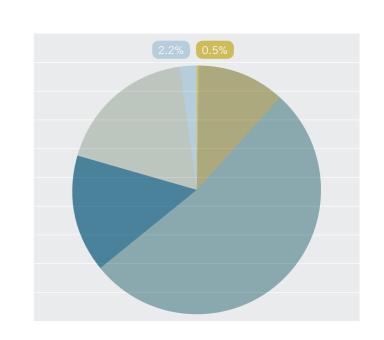




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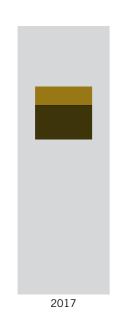
• , , i , •, . A, , . 262,000

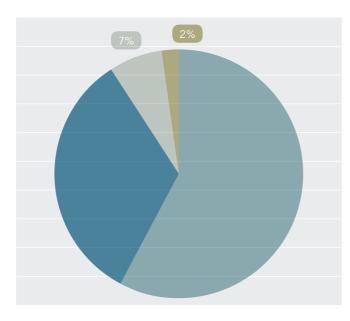


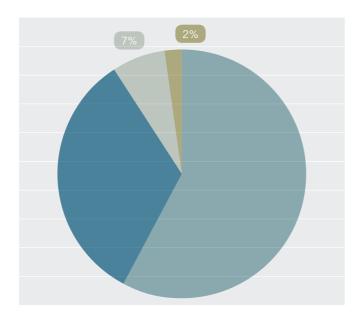


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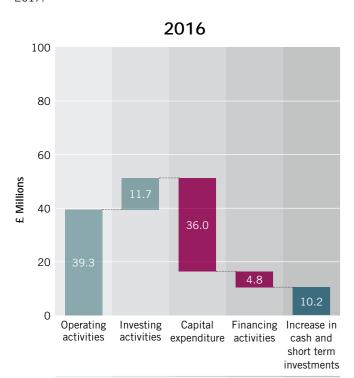


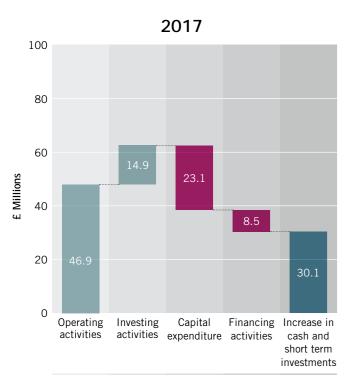


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Cash generation, liquidity and financing

1,, 0, 1, 2016,





30,000 (2016 67,000). I, , , , , , 0.56%.

'e' , 1 , . , , . . .

Monitoring financial performance

Outlook

Framework

1832 Ae, 11, 1837, 1 1837, 1 1837, 1 1837, 1 1838, 1 1839, 1 1830, 1 1830, 1 1831, 1 1832, 1 1837, 1 1838, 1 1839, 1 1830, 1 1831, 1 1832, 1 1837, 1 1837, 1 1838, 1 1839, 1

, 1 , 1 , 1 , 1 , 1 , 1**e** , , .

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Nominations Committee Membership 2016/17 M S4016/

Remuneration Com 2016/17	Meetings attended	
-, e, l l,		
1 L, ,,, et	1. ,	2/2
yle = 1 , le , .	., ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	2/2
I I ., A.i .	Ι, Α ,	1/2
, ,	1	1/2
, , , . © I	(1 _L)	2/2

University Strategy Implementation Committee

I a series of the series o

University Strategy Membership 2016	Meetings attended	
-, e, l l .,		
yle - 7 , e , .	J. 111	1/1
	I, Ai€	1/1
1 1 .,,	(1 ₁)	1/1
, , ₁ . © I	L., A. L., .	1/1
	1, 4, 4	1/1
	11., .1.,,,,	1/1
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Responsibilities of Council in the preparation of the Financial Statements

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Education and Aspiration Raising

A 1 , 1 , 1 , 1 , 1 , 1 , 1 , 2 , 1 , 39 , 1 2016/17 , 22 , 1 , 1 , 1 , 2 , 39 , 1 -1_{111} , -1_{11} , -1_{11} , 1_{11} , 1_{12}

Research and Knowledge Exchange

4, I, , .

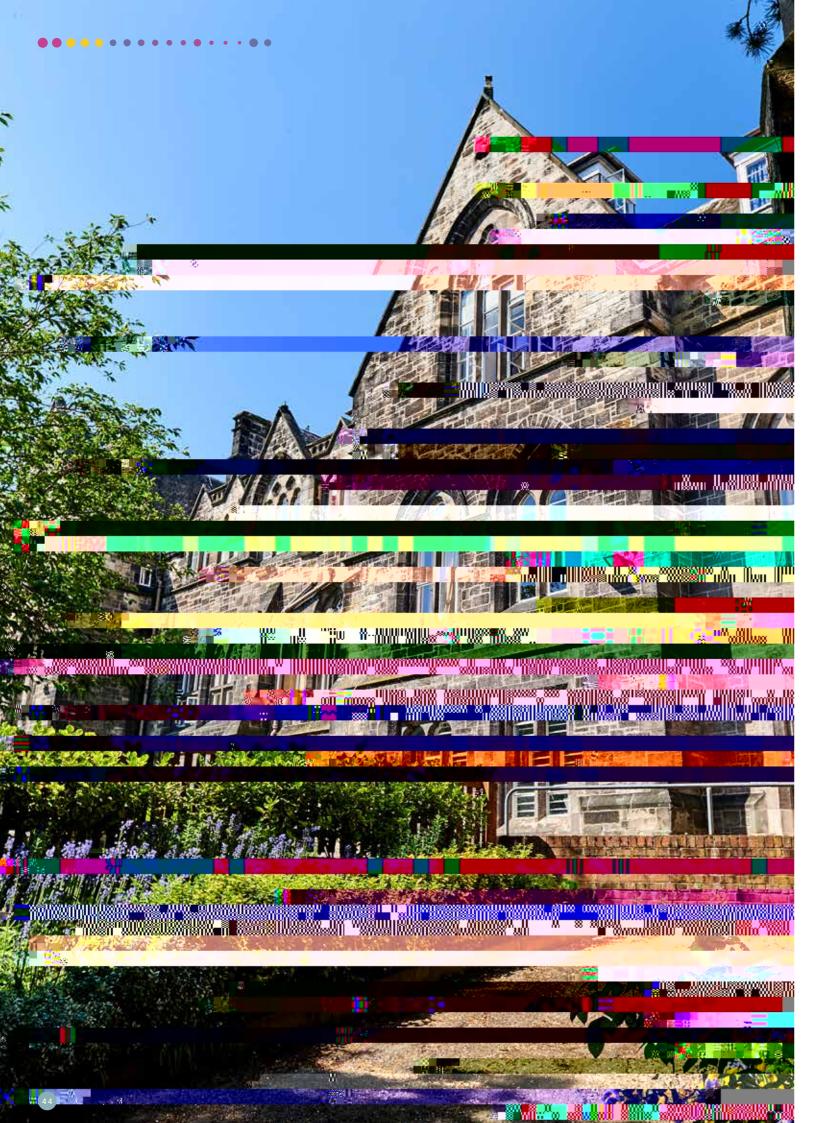
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Consolidated and University Statement of Comprehensive Income and Expenditure - Year ended 31 July 2017

		Consolidated	University	1111 t .	, 4 ., 1
	,	2017	2017	2016	2016
		£′000	£′000	'000	'000
Income					
, 14,,	1	181,719	181,719	168,446	168,446
	2	39,403	39,403	39,750	39,750
, .e ¹ . , , , .e ₁ . e ₁	3	53,362	53,362	51,458	51,458
1 . j.e. l	4	62,949	62,791	62,895	62,335
, , , , , , , , , , , , , , , , , , , ,	5	10,948	10,948	1,981	1,979
11 11 12 12 1 1 1	6	12,773	12,773	7,404	7,541
Total income	_	361,154	360,996	331,934	331,509
Expenditure					
•, , ,	7	185,255	185,255	184,023	183,839
, , , , , , , , , , , , , , , , , , ,	22	5,564	5,564	-	-
1	9	107,326	107,168	101,268	101,014
. € 1 ↓,	12	22,427	22,406	21,774	21,751
, . , . , . , ¹ . , , , e . e , , ,	10	7,352	7,333	19,679	19,669
Total expenditure	-	327,924	327,726	326,744	326,273
Surplus before other gains and share of operating surplus of joint venture		33,230	33,270	5,190	5,236
11111111111		3,328	3,328	-	-
, , , , , l , ,		3,883	3,883	366	366
1. , , . , , , , , , , , , , , , , , , ,		-	-	-	-
Surplus before tax	_	40,441	40,481	5,556	5,602
4 ,	11	<u>-</u>		(77)	(77)
Surplus for the year		40,441	40,481	5,479	5,525
Ae, 1 4/(,,,); ., e, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		8,075	8,075	(16,846)	(16,846)
Total comprehensive income for the year	_	48,516	48,556	(11,367)	(11,321)
Represented by:	_				
, , , , , ∢ l 7,404	23	4,350	4,350	1,357	1,357
	-				

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Consolidated and University Balance Sheets - 31 July 2017

	Note (Consolidated	University	,,,,, t .	, N ., L		Note	Consolidated	University	1111 t .	, 16 ., 1
		2017	2017	2016	2016			2017	2017	2016	2016
		£′000	£′000	'000	'000			£′000	£′000	'000	'000
				*	*					*	*
lon-current assets						Restricted Reserves					
1 . 11 1	12	467,406	468,016	468,403	468,992	1.1 1 1 .1 .1 .	23	71,982	71,982	67,632	67,632
1 11 1	12	37,034	37,034	37,006	37,006	, .IC , i ,	25	11,846	11,846	6,215	6,215
, , , 1 , ,	1771 <u>0</u>	1 Tf-50.451 -1.7	732 Td968T6 Sr -1.7	7456.3808 124.3375 c	m2 Td375 cm2 Td3758-we04.2	2797 649.19 Td(37,006)Tj50.673 -1.732 Td4s35Investm08	9,Td(37,006)Tj50	0.673 -1.732 Td4s	35Investm089,Td.	3 419 31 <u>0</u> 1 Tf089,Td.3	80ment reserves
						Unrestricted Reserves					
	_					, 4 1		316,068	317,650	277,533	279,075
	_						- -	399,896	401,478	351,380	352,922
						1 , e I, . , .	1 1,, €1	,, 30 €, 20	017 , . , 1 , . , , . 1	, 1 :	
						R Gillespie					

S Corbridge

S McGill

Consolidated Cash Flow Statement

for the year ended 31 July 2017

	Note	2017	2016
		£′000	'000
Cash flow from operating activities			
		40,441	5,479
Adjustment for non-cash items			
. e i , ,	12	22,427	21,774
, , , , , , , , , , , , , , , , , , ,		(3,883)	(366)
• , , , •	16	43	80
€ . , , , , , , ,	17	1,302	2,753
(e ,)/; e , ; e . 1, .,	20 21	(9,091)	9,809
(• ,)/4 • , 4 ,,4, ,,44,	22	(2,233)	6,631
, e ,)/(e ,); , ¹ ,,,,,,	22	5,584	(288)
Adjustment for investing or financing activities			
, , , , e	5	(1,892)	(1,981)
	10	5,328	5,560
	6	(147)	(662)
	Ü	(3,326)	56
(,)/,,,,,, , , , , , , , , , , , , , ,		(7,665)	(9,538)
Net cash flow from operating activities	_	46,888	39,307
, ,			
Cash flows from investing activities			
, • . , . , l , , , , ,		6,261	223
1 , • 1 ,		7,665	9,538
, , , , , , , , , , , , , , , , , , , ,		1,892	1,981
l , , l . , , • , t . , , , , ,		(23,085)	(35,958)
,,, ••, , , ,		(950)	- (15.500)
· 11 ¹ 1		(2,372)	(15,568)
		(10,589)	(39,784)

Cash flows from financing activities

3		/ ·	(5.500)
		(5,374)	(5,532)
,,, I , •, 1. • u .		147	662
711 · • · · · 1 · 11		-	3,157
Γ_{i_1,i_2} Γ_{i_2,i_3} Γ_{i_2,i_3} Γ_{i_2,i_3} Γ_{i_3}		(3,260)	(3,107)
		(8,487)	(4,820)
Increase / (decrease) in cash and cash equivalents in the year	19	27,812	(5,297)
1, 1, 6, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1,	19	62,742	68,039
1 1 . 6 1 . , 6 . 1 . 1 . 1	19	90,554	62,742
		27,812	(5,297)

	Consolidated 2017 £'000	University 2017 £'000	2016	2016 2000
1. Tuition fees and education contracts				
, -11 7,1 ,. ,,,,,	105,210	105,210	102,366	102,366
, - 1 4 , 4, , , , , ,	63,265	63,265	53,488	53,488
1 - , , . , ,	3,446	3,446	2,270	2,270
7. •	2,525	2,525	2,820	2,820
, . e 1 . , , , , ,	5,843	5,843	5,626	5,626
1	1,430	1,430	1,876	1,876
	181,719	181,719	168,446	168,446

2. Funding body grants

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7. Staff costs continued

	Consolidated	University	1111 L .	, 4 ., 1
	2017	2017	2016	2016
Analysis of staff costs by activity	£′000	£′000	'000	'000
Ae. Lie, , , ,	111,541	111,541	108,728	108,731
Al, , , , , . , , , , , , , , , ,	16,706	16,706	14,108	14,108
. []	5,662	5,662	5,553	5,553
, t., e, , e t. , e, , e,	13,629	13,629	13,567	13,380
, .e ¹ . , , , . e , , . e ,	21,378	21,378	22,466	22,466
, , , , , 	9,746	9,746	9,671	9,671
, , . ,	4,172	4,172	4,215	4,215
1 , • , , , , , , , , , , , , , , , , ,	2,441	2,441	5,715	5,715
	185,275	185,275	184,023	183,839
			2017	2016
Emoluments of the Vice-Chancellor			£′000	'000
			286	231
, , 4 , , . 1 , . 4 , . ,			16	39
			302	270
Emoluments of the Acting Vice-Chancellor			£′000	'000
			-	24
,,,, •,, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			-	-
			-	24

Remuneration of other higher paid staff

- €, . ↓	
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		2	.017	2016
			No.	1 .
100,000	109,999		15	7
110,000	119,999		11	14
120,000	129,999		8	5
130,000	139,999		4	2
140,000	149,999		1	4
150,000	159,999		3	1
160,000	169,999		1	1
170,000	179,999		1	1
180,000	189,999		1	1
190,000	199,999		1	-
			46	36

Compensation for loss of office paid to senior post-holders	2017	2016
	£′000	'000
A	<u>-</u>	248
	2017	2016
	No.	, .
,1 , ,	<u> </u>	2
Key management personnel	2017	2016
	£′000	'000
$L_{-1}=L_{-1}=\{j_1,\ldots,j_{1,1,1},\ldots,j_{1,1,1}\in \mathbb{C}, i,j_1\in \mathbb{C}, i,j_1$	1,977	1,998
	2017	2016
	No.	, .
$\mathcal{A} = \{1, \dots, 1, \dots, n\}$	11	11
	. , ,,,,1.11. ,.	,,,,,,,,€,

 $[\]frac{1}{1+1} \sqrt{(e^{-1})} \sqrt{e^{-1}} \sqrt{$

Staff numbers	2017 No.	2016
Ae . I le	1,603 1,063 670 619	1,621 1,037 670 614
	3,955	3,942

Council members

58 % _ %

12. Tangible assets

			Consolidated		
	Freehold		Assets in the		
	Land and		Course of	Heritage	
	Buildings	Equipment	Construction	Assets	Total
	£′000	£′000	£′000	£′000	£′000
Cost					
At 1 August 2016 as previously stated	527,914	137,755	12,162	37,006	714,837
A , , l , , , , , , , ,	(950)	-	-	-	(950)
At 1 August 2016 restated	526,964	137,755	12,162	37,006	713,887
A . 1 , , ,	-	-	24,393	-	24,393
1 4 4,	16,539	12,866	(29,433)	28	-
1 11 1	(3,247)	(3,788)	-	-	(7,035)
At 31 July 2017	540,256	146,833	7,122	37,034	731,245
Depreciation					
A 1 A 2016	109,616	98,862	-	-	208,478
1	10,677	11,750	-	-	22,427
4 11 1	(313)	(3,787)	-	-	(4,100)
At 31 July 2017	119,980	106,825	-	-	226,805
Net Book Value					
A 31., 2017	420,276	40,008	7,122	37,034	504,440
A 1 A, ,, 2016	417,398	38,893	12,162	37,006	505,409

University

	Freehold		Assets in the		
	Land and		Course of	Heritage	
	Buildings	Equipment	Construction	Assets	Total
	£′000	£′000	£′000	£′000	£′000
Cost					
At 1 August 2016 as previously stated	526,457	137,885	12,162	37,006	713,510
A , , L , , , , , , ,	(950)	-	-	-	(950)
At 1 August 2016 restated	525,507	137,885	12,162	37,006	712,560
Α.υ,,	-	-	24,393	-	24,393
1 4 4,	16,539	12,866	(29,433)	28	-
1 11 1	(3,247)	(3,788)	-	-	(7,035)
At 31 July 2017	538,799	146,963	7,122	37,034	729,918
Depreciation					
A 1 A , , 2016	107,699	98,863	-	-	206,562
1	10,656	11,750	-	-	22,406
1 11 1	(313)	(3,787)	-	-	(4,100)
At 31 July 2016	118,042	106,826	-		224,868
Net Book Value					
A 31., 2017	420,757	40,137	7,122	37,034	505,050
A 1 A, ,, 2016	417,808	39,022	12,162	37,006	505,998

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Heritage asset acquisitions	2017 £′000	2016	2015 '000	2014	, I · · · · · · · · · · · · · · · · · ·
Ae, , , , , , , , , , , , , , , , , , ,	10 18	30 53	- 10	103 77	102 1,824
, •, <u>, , , , , , , , , , , , , , , , , </u>	28	83	10	180	1,926

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14. Investment in joint venture

	2017 £′000	2016
Income and expenditure account , \P	49	44
	-	-
Balance Sheet		
em 1 - 11 - 1	13	24
	(13)	(24)
1	-	-

15. Investments in subsidiary companies

Name		Principal Activities	Percentage of Shares and Class
, 11	, N , F , F , F , F , F , F , F , F , F	, .l .ı ⁷ , .ţ •,l ,	100%, 7,
, 11	, N , 1	.,	100%, 7,
, ,1 I	,1 ,, ,, , , *	,, e , e 111,	100%
А, 1	,, •, , , , , , , , , , , , , , , , , ,	. 4	

	Consolidated	University	1111 L .	, 4 ., 1
	2017	2017	2016	2016
	£′000	£′000	'000	'000
16. Stock				
11:1-1::1	439	439	482	482
, 1	20	-	20	-
	459	439	502	482
17. Trade and other receivables				
Al _{1,1,1} , , , , , , , , , ; .:				
, .e ¹ ., . • 1, . ,	8,518	8,518	6,404	6,404
1 ,	9,579	9,579	10,357	10,357
. I , , , ee, . , e, I	674	674	770	770
	-	-	2,528	2,528
	18,771	18,771	20,059	20,059
18. Current investments				
7	4,332	4,332	4,381	4,381
1, 1, 1, 1, 1,	33,000	33,000	30,628	30,628
	37,332	37,332	35,009	35,009

19	Cash	and	cash	equivalents
	Ousii	ana	Cusii	cquivalents

	At 1st August 2016	Cash Flows	At 31st July 2017
	£′000	£′000	£′000
1 , 1 , 4 , ,	62,742	27,812	90,554

20. Creditors: amounts falling due within one year

	Consolidated	University	1111 L .	, 4 ., 1
	2017	2017	2016	2016
	£′000	£′000	'000	'000
11 9 · · · 11	3,457	3,457	3,457	3,457
	17,254	17,112	16,472	16,472
, .e1 . , , . e u . , , .ee, ,	22,751	22,751	24,937	24,937
, et , e, .t , . , 1 , . , . , . ,	4,360	4,360	4,299	4,299
Aee, , , , e, l	24,905	24,905	22,322	22,181
	72,727	72,585	71,487	71,346

Deferred income

$$-1.6^{\circ} - 1.3^{\circ} + 66^{\circ} - 1.11^{\circ} + 1$$

Consolidated 2017	University 2017	2016	2016
£′000	£′000	'000	'000
 1,211	1,211	1,174	1,174

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21. Creditors: amounts falling due after more than one year

	Consolidated	University	11111 L .	, 4 , 1
	2017	2017	2016	2016
	£′000	£′000	'000	'000
. 4 4 7	29,965	29,965	39,020	39,020
11 • 11	120,366	120,366	123,626	123,626
	150,331	150,331	162,646	162,646
Analysis of unsecured loans	Consolidated	University	1111 L .	, 4 ., 1
	2017	2017	2016	2016
	£′000	£′000	'000	'000
, 1 <mark>1</mark> 111 - 1111 - 1 1.	3,457	3,457	3,457	3,457
(111 1: 1 1	3,457	3,457	3,457	3,457
, , , , , , , , , , , , , , , , , , , ,	30,839	30,839	30,642	30,642
, t - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -	86,070	86,070	89,527	89,527
1 1 4	123,823	123,823	127,083	127,083
· 111 1: 1 1	(3,457)	(3,457)	(3,457)	(3,457)
, , , , , , , , , , , , , , , , , , , ,	120,366	120,366	123,626	123,626

Loans

1, 1111, 1, , e, 1 . eq., 4 , 1 , 1 , 1 , , , , , , , , , eq. .

Interest rate hedging

Obligation to fund deficit on USS Pension

	Restricted Permanent	Unrestricted Permanent	Restricted Expendable	2017 Total	2016	
	£′000	£′000	£′000	£′000	'000	
A 1 A 2016						
1	26,518	30,659	8,269	65,446	64,226	
Ace, I , , e, I	1,904	-	282	2,186	2,049	
	28,422	30,659	8,551	67,632	66,275	-
1-1-1-1	53	-	94	147	662	
, , , , , • , l	791	166	244	1,201	1,041	
$_{1}$, 1_{r} .	(363)	(166)	(401)	(930)	(1,087)	
, • , , l , , , , , , , , , , , , , , ,	2,556	558	818	3,932	741	
• •	3,037	558	755	4,350	1,357	-
A 31., 2017	31,459				26,518	39,129
						-
					-	-

24. Connected charitable institutions

	College Trusts	Fellowships	Prizes	Scholarships	Total
	£′000	£′000	£′000	£′000	£′000
	8.9 (A	1, 41 . 7,,4	0.7 184,3176 0.011,	, , , , , , 1) 20.676 0 (1,904) 10
վ "201 , , Opening balance 1 August 2016	1,866	2,635	33	1,179	5,713
Α.ι.,,	531	-	-	-	531
, •, ∣	55	84	1	34	174
$_{1}$. 1_{c} .	(167)	(89)	-	(24)	(280)
1, 1, ,	218	286	3	146	653
Closing balance at 31 July 2017	2,503	2,916	37	1,335	6,791
,1 ., ,,,,	5	2	2	9	18_

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	Consolidated 2017 £'000	University 2017 £'000	2016	, ^{I,} , ^I 2016 '000
,1 1 il , , •, , . • . ,.	14,190	14,190	10,002	10,002

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	2017	2016
١٩.,	2.6%	3.6%
11/1 1 1	, /	, /
· ()	2.4%	2.2%

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28. Pensions continued

b. Durham University Pension Scheme

Risks associated with the Scheme

A, , , 11	
1, , , , , , , , , , , , , , , , , , ,	A. e. d. d. d. d. d. d. d.
, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
.1 ., .	1

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28. Pensions continued

b. Durham University Pension Scheme continued

Scheme assets and expected rates of return

1 ,, ,, 1 . 1 , , , ;		
	2017	2016
	£′000	'000
., 11,	30,424	28,322
1.4.1.11	24,709	20,807
B ₁₁	-	12,093
A , , , , , , ,	4,467	8,650
Ι, ΙΑ, Ι	10,666	-
$1,1\dots,1$	5,003	-
· i ii ii , , i , l , ,	17,784	15,100
1	10,780	9,409
,1/,1	4,790	4,355

$\bullet \bullet \bullet \bullet \bullet \checkmark$

28. Pensions continued

b. Durham University Pension Scheme continued

1 •		
	2017	2016
	%	%
., 11,	6.60	6.40
B ₁ , . , ,	2.65	2.40
B, , , , , , , , , , , , , , , , , , ,	1.90	1.50
A , , , , , , ,	5.60	5.40
1	6.60	6.40
1	0.25	0.50
1 •	- ¶,, - ,, - , - , - , - B	, 1

Present values of Scheme liabilities, fair value of assets and deficit

	2017 £′000	2016 '000
.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	(157,815)	(152,566)
.,, •1	108,623	98,736
1 11	(49,192)	(53,830)

Reconciliation of opening and closing balances of the present value of Scheme liabilities

	2017 £′000	2016
.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	152,566	124,135
, , i le . •, ,	5,539	4,500
, . , •, •, ,	3,685	4,418
,, ,, ,,, , l l ,,	64	54
Ae, 1 (i,)/,,,	(401)	23,372
B, , t , 1 ,	(3,660)	(4,112)
, , (•, , ,	22	199
31.,	157,815	152,566

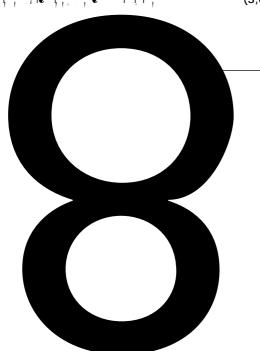
28. Pensions continued

b. Durham University Pension Scheme continued

Reconciliation of opening and closing balances of the fair value of Scheme assets

	31 July 2017 £′000	31., 2016 '000
ц,, • 1 ,, 1 А,,,	98,736	89,908
	2,380	3,175
A€, .1	7,674 4,353	6,526 3,843
,, , , , , , , , , , , , , , , , , , ,	64 (3,660)	54 (4,112)

A€, . I , (3,660)



Amount recognised in Other Comprehensive Income

	2017 £′000	2016 '000
Ae,,,,,,,, .	7,674 135	6,526 (1,055)
1 , 1 1111, 1 , 1 1111,	266 8,075	(22,317)

Amounts for the current and previous four years

	Not on FRS102 basis				
	2017	2016	2015	2014	2013
	£′000	'000	'000	'000	'000
2,380 3,175					
L1 , 1 11 1	108,623	98,736	89,908	80,217	75,069
.,,,,, •1	(157,815)	(152,566)	(124,135)	(109,291)	(99,474)
ei į e ^j l	(49,192)	(53,830)	(34,227)	(29,074)	(24,405)
.i, • .,, l , ,, • l,	135	(1,055)	190	485	3,536
.i, • . , , l , , , • • l , , ,	7,674	6,526	6,036	754	5,646
e,, e ¹ , ,, ¹ , , , , , ¹ le ,.		(00.017)	(0.070)	(5.00 A)	(5.170)
(266	(22,317)	(9,870)	(5,334)	(5,173)
1 / 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1					

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