

The Queen Elizabeth II Conference Centre

# ANNUAL REPORT AND ACCOUNTS 2019–20



THE QUEEN ELIZABETH II CONFERENCE CENTRE EXECUTIVE AGENCY  
TRADING AS THE QUEEN ELIZABETH II CENTRE



## The Queen Elizabeth II Conference Centre Annual Report and Accounts 2019–20

Presented to Parliament pursuant to Section 4(6) of the  
Government Trading Funds Act 1973 as amended by the  
Government Trading Act 1990

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# Chief Executive's Statement

I am delighted to be able to report that the Queen Elizabeth II Conference Centre (the Centre) has delivered to the Ministry of Housing, Communities and Local Government (MHCLG) its most successful revenue and second most successful net surplus financial performance since its opening in 1986. The 2019/20 financial year achieved a turnover figure of £15.94m, a slight increase on the previous year. This has also once again resulted in the delivery of a significant surplus of £2.99m, compared to £3.38m the previous year.

At the conclusion of this financial year the Centre's trading was impacted by the Covid-19 pandemic which resulted in a number of event cancellations in the last month and following Government guidelines, the Centre was formally closed on March 23rd 2020. It is testimony to the strength of the Centre's trading position that despite Covid-19 it was still able to deliver its best income performance in 34 years.

Prior to Covid-19, advance bookings for 2020/21 were strong, indicating that the business has good forward momentum and was set for another successful year. For future years, booking levels were also solid and encouraging despite the continuing economic uncertainties. However, the continuation of the Covid-19 lockdown has resulted in a loss of the majority of revenue for quarters 1 and 2, with circa 60–70% of bookings postponing to quarters 3 and 4 and into 2021/22, and at the time of publication, the Centre's management were modelling scenarios in conjunction with their sponsor department MHCLG for a return to business in autumn 2020.

Turnover for 2019/2020 of £15.94m was based on room hire of £7.64m with occupancy reaching 62.9% versus a target of 60.0%. During the year, 347 meetings and events were held. Those events were across a wide spectrum of clients including national and international associations, corporate bodies and not for profit organisations including Government and charities.

In addition, the Centre has continued to be most successful in achieving industry awards, having won an impressive seven individual awards during 2019/20 including London Venue Awards Best Event Venue over 1000 Attendees 2019 (Gold) , Business Brilliance awards Gold Award in Customer Service, Business Brilliance awards Brilliance Award in Brand Brilliance (small to medium) and the Green Tourism – Silver Award.

In respect to the Centre's economic contribution, whilst the 2019/20 results are yet to be evaluated, the most recent assessment for 2018/19 concluded that the Centre's business generated a total gross UK expenditure of £328m, a 71% increase since 2013/14; creating a Gross Value Added (GVA) economic contribution of £153m, a 72.6% increase since 2013/14. Alongside the economic contribution in 2018/19, the Centre also supported 3,921 FTE jobs, a growth of 95.9% since 2013/14.

Looking ahead, the Centre has further expanded and refined its People Plan 2020-2022 which sets out initiatives to keep staff retained and motivated to continue to deliver the Centre's business requirements. The Plan has a strong learning and development focus which also includes strategies to support and enhance the career development of all employees, particularly in the context of the uncertainty regarding the future of the Centre.



The Centre has been successful in retaining the Investors in People (IiP) Silver standard. The outcome of the reaccreditation exercise in January 2020 showed that the Centre had achieved a stronger Silver accreditation outcome than from three years ago and the Centre will continue to build upon this achievement.

This financial year has seen a range of improvements and statutory works undertaken including investment in our heating, ventilation, and air conditioning (HVAC) systems, further works dictated by our Fire Risk Assessment (FRA) as well as continuing with the planning for the management of the internal passenger lift refurbishment programme and externally located goods lift replacement.

The operations team has spent a lot of time reviewing and refining the work order processes as part of the hard and soft services facilities management contract operated by the Ministry of Justice.

A robust programme of moving our data and CRM into the Cloud has been undertaken by the in-house IT Team and the application of our Event Business Management Software (EBMS) has been successfully implemented across the Centre. Both QEII Live and QEII Connect have seen further organic growth this year continuing to ensure additional invoiced services for client requests during events are carefully managed by the operations team.

The team have further adjusted the Delmatic supplied lighting system to extend the operation in Passive Infra Red (PIR) mode i.e. lights being switched on and off automatically in all public spaces based on motion detectors. This is delivering additional positive savings in energy use.

Our current recycling rate across the Centre is circa. 94% with just circa. 4% going to landfill. This is in line with the Greening Government Initiative on waste management (2016–2020) where a key target of waste to landfill is less than 10%. The Centre is working towards further reductions in this area.

Throughout the year there has been continuing coverage in the media regarding the Centre's involvement in future plans for the Restoration and Renewal (R&R) programme of the Palace of Westminster. The QEII Centre has been identified by the Joint Committee on the Palace of Westminster as the preferred temporary decant location for the House of Lords. In the event that Parliament does confirm the Centre for decant, Parliament is likely to require the Centre for early occupation ahead of the decant to modify and repurpose the venue for Parliament's needs. Management have been advised that the earliest the Centre would be required would be 1 January 2022 and as a result, only provisional event bookings are being taken for the period beyond that date. During the course of the year the Centre has communicated this position to its clients, the business tourism industry bodies and promotional agencies. The Restoration and Renewal Sponsor Body has now launched a strategic review of R&R. The review is expected to report back in the autumn: at this stage there is no change to the earliest occupation date of 1 January 2022.

Once again, I would like to pay tribute to the Centre's team, including our contractors, who collectively continue to provide high quality services to our clients and operate the facilities in a very cost-effective manner enabling the Centre to return trading and operating surpluses ahead of expectations.

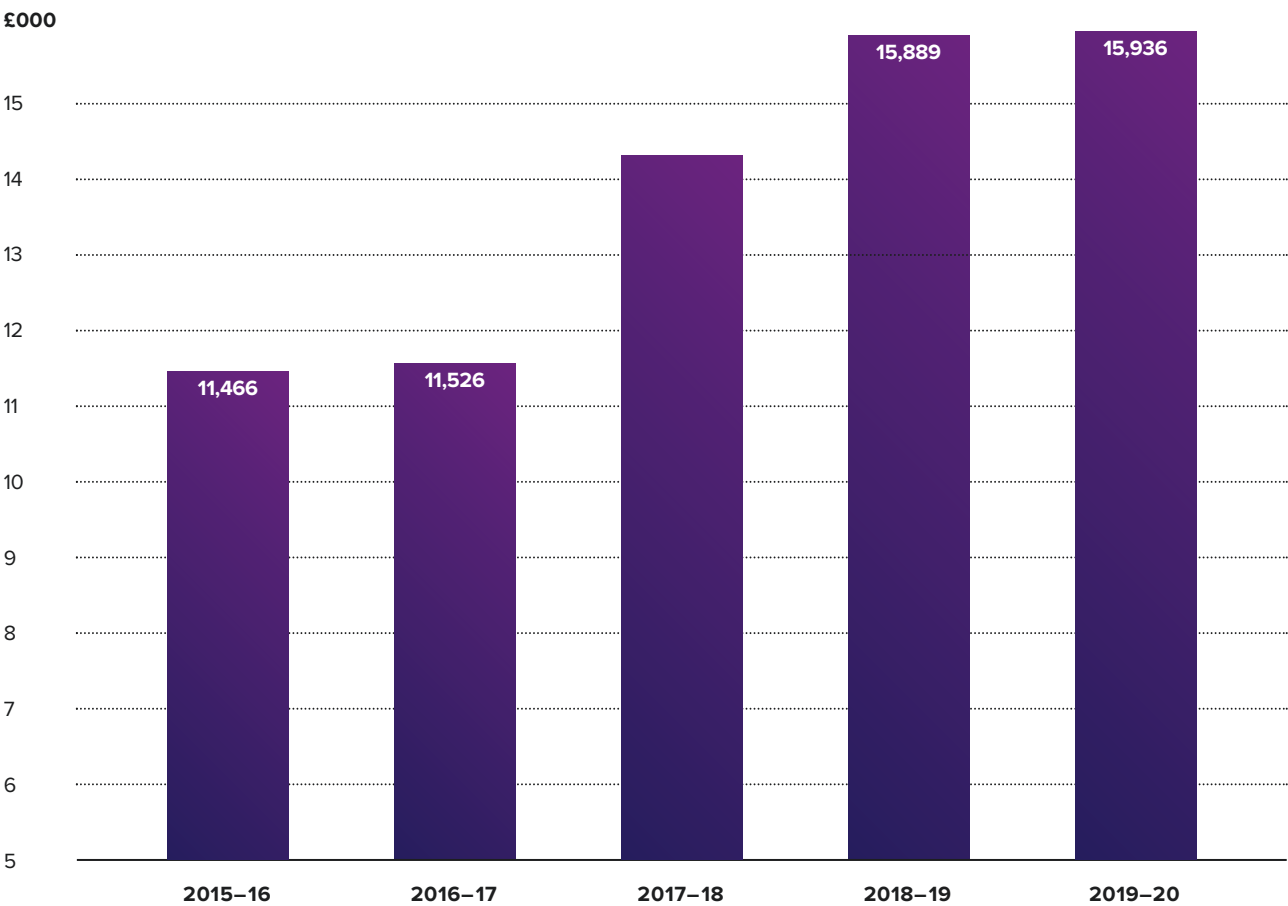
The business continues to focus on delivering a first-class service to the Centre's clients, through establishing successful client partnerships and delivering creative, professional and innovative events. Our aim is to continue to be London's finest specialist events venue with a global reputation for excellence.



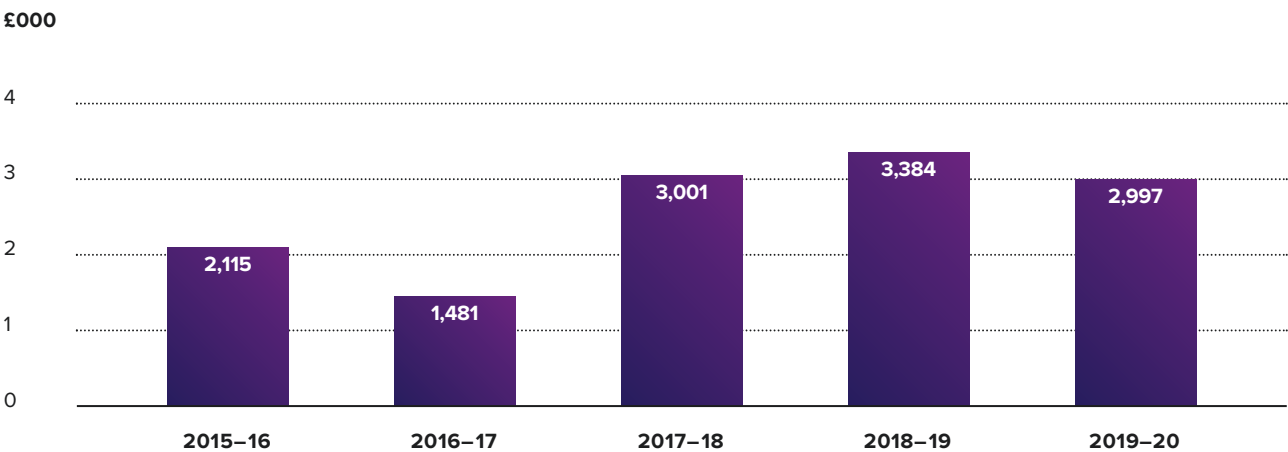
**Mark Taylor**, Chief Executive and Accounting Officer

# 5 year record of turnover and surplus

## TURNOVER



## REPORTED SURPLUS ON ORDINARY ACTIVITIES



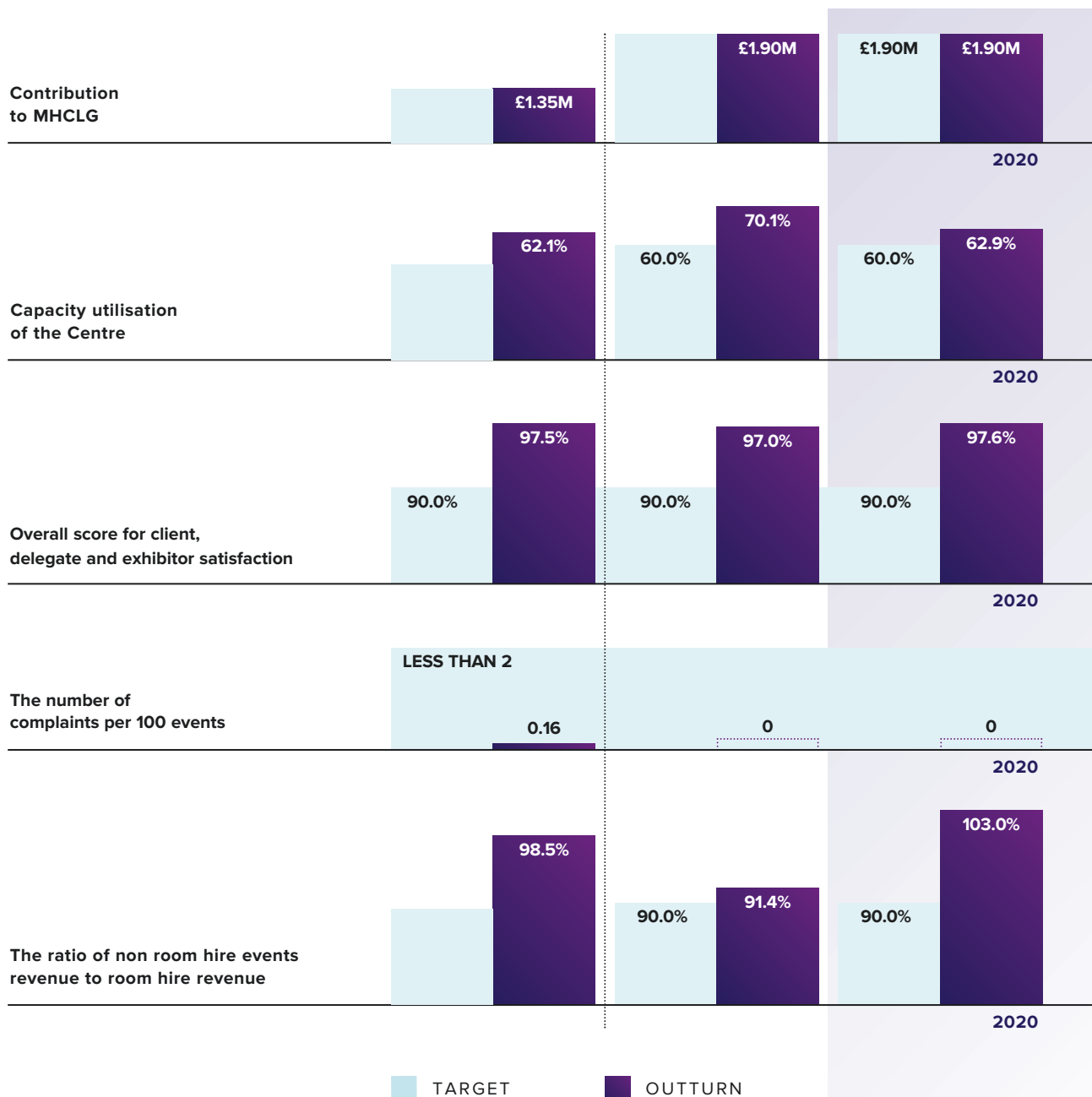
# Performance analysis

## METHODS OF MEASUREMENT

Capacity utilisation of the Centre is the relationship between the annual room hire revenue and a theoretical annual maximum expressed as 241 days hire of the whole Centre in a leap year and 240 days in a normal year.

The overall score for client, delegate and exhibitor satisfaction is the calculated average of responses to two specific questions in the event questionnaires that accompanies each event. Expressions of overall client, delegate and exhibitor satisfaction are measured on a scale of 0 to 100 per cent with a score of 100 representing maximum overall satisfaction.

## 3 YEAR RECORD OF PERFORMANCE AGAINST TARGETS



# Overview

## 1. History and Principal Activities

The Queen Elizabeth II Conference Centre (the Centre) was opened by Her Majesty the Queen in 1986. Trading Fund status was granted on 1 April 1997 under the Government Trading Funds Act 1973. Its role is to provide conference facilities for national and international meetings at the highest level and to market its facilities commercially as a high-quality venue for both Government and private sector use. The Centre continues to operate in the marketplace with the trading name, the Queen Elizabeth II Centre, which was introduced in 2014.

## 2. Development and performance during the financial year

### 2.1 Trading performance

Turnover in 2019/20 remained in line with 2018/19 at £15.94m. Room hire decreased by 6.2% with other revenue streams increasing; QEII Live by 4.9%; QEII Taste by 15.7% and QEII Connect by 28.6%. The proportion of secondary revenue from QEII Live, QEII Taste and QEII Connect to room hire was 103.0 % (90% 2018/19). The secondary revenue increase was a result of one-off events and last-minute requirements for additional services and support.

Total costs of £12.93m were 3.4% higher than those in the previous year. Cost of sales increased slightly compared to 2018/19 reflecting the increase in secondary revenue. The surplus on ordinary activities of £2.99m was £1.38m better than budget and £0.39m below 2018/19.

In respect to the Centre's economic contribution, whilst the 2019/20 results are yet to be evaluated, the most recent assessment for 2018/19 concluded that the Centre's business generated a total gross UK expenditure of £328m, a 71% increase since 2013/14; creating a Gross Value Added (GVA) economic contribution of £153m, a 72.6% increase since 2013/14. Alongside the economic contribution in 2018/19 the Centre also supported 3,921 FTE jobs, a growth of 95.9% since 2013/14.

### 2.2 Capital structure

The amount of Public Dividend Capital remains unchanged at £821k. A dividend payment of £1.90m was made to MHCLG which resulted in a retained surplus of £1.10m and increased the General Reserve at 31 March 2020 to £15.72m.

### 2.3 Cash management

Cash balances increased by £1.84m in the year principally as a result of the greater revenue generated. Suppliers' invoices were paid in accordance with CBI guidelines, within 30 days from the delivery of goods or services or, if later, receipt of an agreed invoice. Credit control measures were effective in limiting exposure to the risk of bad debts.

### 2.4 Non-current asset management

Due to Covid-19 the annual fixed asset check was not performed.

## 3. Performance against targets

A payment to MHCLG of £1.90m met our financial target. The occupancy level achieved was 62.9% which exceeds the target of 60.0%. The occupancy level is measured by reference to the theoretical maximum annual room hire revenue. The ratio of non-room hire events revenue to room hire revenue was 103.0% which surpassed the target of 90.0%. The two other quality of service KPIs were exceeded. A more detailed report of performance against targets can be found on page 5.

## 4. Trends and factors affecting underlying performance during financial year

### 4.1 The market in which we operate

The conference and meetings market are both local and international and are very competitive by nature. A wide range of facilities suitable for hosting conferences is available from large purpose-built conference centres in major cities to single rooms in institutions and hotels, with new and additional capacity regularly coming on stream.

The Centre can accommodate large conferences either alone or as part of a London syndicate and small to medium sized events in rooms that can be let singly. It enjoys a prestigious location facing Westminster Abbey and close to Whitehall, the Houses of Parliament and the London Eye.

The products and services offered by the Centre target sections of the market that value quality, reliability, security and the latest technology. Its competitive advantage is enhanced by its partnership with Compass/Leith's (QEII Taste), whose reputation for quality catering and excellent service is widely recognised. The Centre is an ideal venue for large conferences, with or without an associated exhibition, and for annual general meetings and gatherings of international organisations. It also continues to compete successfully for a diverse range of other events including award ceremonies, banquets, receptions, product launches, fashion shows and other special events.

The Centre's management are expecting that there will be a significant increase in online streaming of events (hybrid events), post Covid-19 and have made preparations to capitalise upon and service this increased level of demand.

### 4.2 Market conditions

Despite the UK's difficult economic conditions, the Centre has continued to excel over 2019/20 with solid booking levels, albeit slightly behind the previous year. Occupancy exceeded target reaching 62.9%. The levels of secondary revenue achieved have been extremely strong with the ratio of secondary revenue to room hire achieving 103.0%. A very strong performance from QEII Live, Taste and Connect have been a significant factor in achieving this. Advance bookings at the start of the year for 2020/21 were most encouraging albeit slightly behind those of one year ago, perhaps reflecting the current UK economic uncertainties and the lag affect that can affect the events sector.

However, the impact of Covid-19 and the UK wide lockdown has significantly impacted the Centre's trading in quarters 1 and 2. At the time of publication, the Centre's managers were modelling scenarios in conjunction with their sponsor department MHCLG for a return to business in autumn 2020.

### 4.3 Management of principal risks

A full review of the Centre's risk management process took place during the year along with an internal audit. A new Strategic Risk Register along with a risk appetite matrix was developed and has been maintained by Management. This is discussed at quarterly meetings of the Risk Management Working Group. Risk is also an agenda item of the bi-monthly Directors' Meetings. The purpose is to evaluate the potential impact of these risks on profitability, to determine what controls are in place to minimise each risk and to propose additional control measures where appropriate. New risks identified are evaluated and added to the Strategic Risk Register with appropriate remedial actions. Activity is monitored by the Audit and Risk Assurance Committee which is chaired by a non-executive director. The key risks facing the business are reported in the governance statement.

### 4.4 Centre strengths and resources

The Centre's principal strengths are its location and the quality of its facilities and services. Its principal resource is the considerable experience, expertise and professionalism of its staff and of its on-site contractors. Analysis of client feedback questionnaires confirms that the Centre is preferred mainly because of the quality of service provided, whether it be the creativity of QEII Tastes' cuisine, the flair of the QEII Live team, the attentiveness of our event managers or our flexibility in dealing with changing circumstances.

## 5. Trends and factors affecting future performance

### 5.1 Strategy

The strategic aim of the Centre is to meet the financial objectives of the Trading Fund Order. Following the Government's decision in December 2012 that the Centre would continue to manage its business, through the appointment of a new CEO, there has been a thorough review of the Centre's business strategy. To this end the Centre has established itself as the finest specialist events venue in London with a global reputation for excellence, successful client partnership working and the delivery of creative, professional and innovative events. Its corporate priorities anticipate a growth in clients' expectations of the quality and range of available services, and the use of leading-edge technology. Integrated commercial, operational, financial and HR strategies are updated annually in the light of past performance and perceived changes in market conditions.

### 5.2 Objectives

The broad operational objective of the Centre, as set out in its Framework Document, is to achieve best value for money in operating the venue as a high-quality facility for use, on a commercial basis, by private sector and Government clients for national and international events. Its specific objectives are to further strengthen commercial performance by optimising use of the Centre, to maximise revenue from room hire and the sales of ancillary services, to maintain the interior of the building and its services consistent with a high-quality venue and to ensure that all staff members are properly trained, well-motivated and have opportunities to develop their full potential.

### 5.3 Building enhancement

This financial year has seen a range of improvements and statutory works undertaken including investment in our heating, ventilation, and air conditioning (HVAC) systems, further works dictated by our Fire Risk Assessment (FRA) as well as continuing with the planning for the management of the internal passenger lift refurbishment programme and externally located goods lift replacement. The operations team have spent a lot of time reviewing and refining the work order processes as part of the hard and soft services facilities management contract which is operated by the Ministry of Justice. A robust programme of moving our data and Client Relationship Management system (CRM) into the Cloud has been undertaken by the in-house IT Team and the application of our Event Business Management Software (EBMS) has been successfully implemented across the Centre. Both QEII Live and QEII Connect have seen further organic growth this year, up 4.9% and 28.57% respectively and our previous investments in digital screens and cloud-based storage have helped to deliver this.

### 5.4 Competitive facilities

Market conditions have ensured that a high level of competitiveness remains, and pricing policies have been aggressive against all competitors. Management are determined to ensure that the Centre remains competitive without compromising standards and its position in the marketplace.

### 5.5 Trading outlook

#### 5.5.1 Trading overview

The market overall continues to be very competitive with the UK's economic uncertainties creating some hesitancy in the marketplace. The Centre's levels of advanced bookings, pre Covid-19 were encouraging, albeit not as positive as the corresponding period in the previous year. The trading position for 2020/21 will be significantly affected by Covid-19 with clients cancelling, and circa 60–70% postponing or rescheduling events. The Centre is proactively working with its clients to accommodate their requirements for scheduled and future events with regards to new dates or postponing to next year during these extraordinary times. In addition, the Centre is preparing, based on new Event Industry and H&S guidelines/requirements, to reopen to accommodate events commencing in autumn 2020. At the time of publication financial modelling is ongoing, using client and market data to reforecast 2020/21 but results for the year are likely to be significantly below 2019/20.

#### 5.5.2 Going concern assessment – Summary and Management's view

There are two trading risks which impact the going concern status of the Centre, the Restoration and Renewal (R&R) Programme and Covid-19. The Centre's Audit and Risk Assurance Committee, Advisory Board and Management Board have reviewed and considered both these key risks at their meetings. There has been no evidence to suggest that either the R&R forthcoming potential closure or the Covid-19 pandemic has weakened demand for clients wanting to host events prior to 1 January 2022. Indeed, the market conditions are such that 2021 could be an exceedingly busy year for the Centre with an increased level of demand due to the market return post Covid-19 compounded by a reduced level of market competitors.



### Restoration and Renewal (R&R) programme

The first core trading risk facing the business continues to be the uncertainty created regarding the Centre's involvement in future plans for the R&R programme of the Palace of Westminster. The QEII Centre has been identified by the Joint Committee on the Palace of Westminster as the preferred temporary decant location for the House of Lords. In the event that Parliament does confirm the Centre as the preferred decant site, Parliament is likely to require the Centre for early occupation ahead of the decant to modify and repurpose the venue for Parliament's needs, in which case management will have no alternative but to cease trading. Management have been advised that the earliest the Centre would be required would be 1 January 2022. Therefore, this has created material uncertainty for the Centre's trading future beyond that date. All the Centre's clients have been informed of this situation and for those with provisional dates and contracted events beyond 1 January 2022 the risk of their event not proceeding has been highlighted. The Centre's management continue to work closely with all stakeholders to try to ensure the best possible outcome for all concerned. The Restoration and Renewal Sponsor Body has now launched a strategic review of R&R. The review is expected to report back in autumn 2020.

### Conclusion on the impact of R&R on Going concern

We acknowledge that material uncertainty exists for the Centre's trading future beyond 1 January 2022 as a result of the R&R programme and if it does go ahead the Centre will have no alternative but to cease trading. However, due to the significant uncertainty related to the future plans of the programme, management considers it appropriate to continue to adopt the going concern basis.

### Covid-19

The second core trading risk facing the Centre at the time of preparing this Annual Report is the impact upon the meetings and events sector as a result of the Covid-19 pandemic and the UK wide lockdown. This has resulted in a loss of most of the revenue for quarters 1 and 2 in 2020/21 and the postponement of between 60–70% of events into quarter 3, quarter 4 or 2021/22. At the time of publication, the Centre's management were modelling scenarios in conjunction with their sponsor department MHCLG and preparing the Centre with a range of post Covid-19 measures for a possible return to business in autumn 2020. Many scenarios have been modelled showing resumption of business; from starting in late September 2020 with business ramping up in subsequent months, to building from January 2021.

Having built up reserves over the last number of years, the Centre is now relying on these reserves during these difficult times. In addition, MHCLG has provided a Letter of Comfort to support the Centre and will provide funding in the form of a loan, if required, as per the framework agreement in the Government Trading Funds Act 1973. If the impact of the pandemic continues into and past the autumn, this funding facility will be called upon.

### Conclusion on the impact of Covid-19 on Going concern

At the time of signing, we recognise the significant impact of Covid-19 on our revenue and operations to date and uncertainty going forward. However, management have concluded that the Centre remains a going concern, as we have cash reserves, and loan funding from the Ministry, to fund operations until commencement of events.

### 5.5.3 Withdrawal from the European Union

The economic and business uncertainty of the UK's withdrawal from the European Union is of increasing concern to the UK meetings industry sector, which although to date has not had a known impact on the Centre's trading, is a noted potential future trading risk.

## 6. Environmental, social and community issues

### 6.1 Recycling success

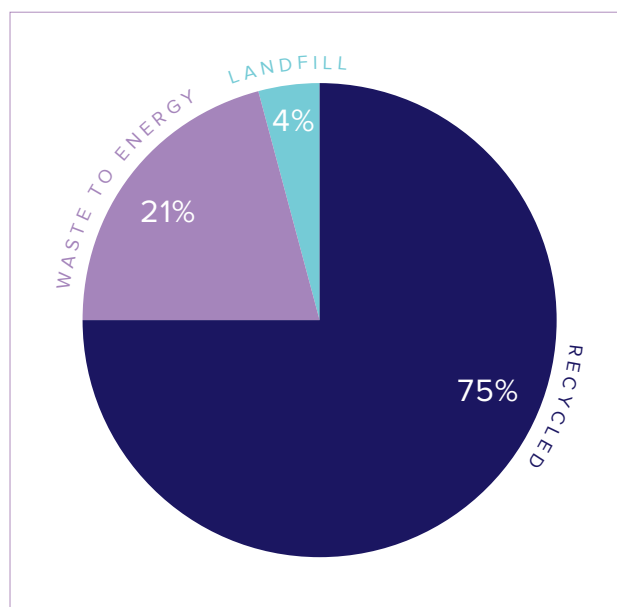
The Centre is committed to the "Greening Government Initiatives 2016–2020" on waste management. Key targets include waste to landfill less than 10% and an overall reduction on waste generated. In 2019/20 the Centre met both targets.

The Centre's current recycling rate across the centre is circa. 94% with just circa. 4% going to landfill. This is in line with the Greening Government Initiative on waste management (2016–2020) where a key target of waste to landfill is less than 10%. The Centre's is working towards further reductions in this area.

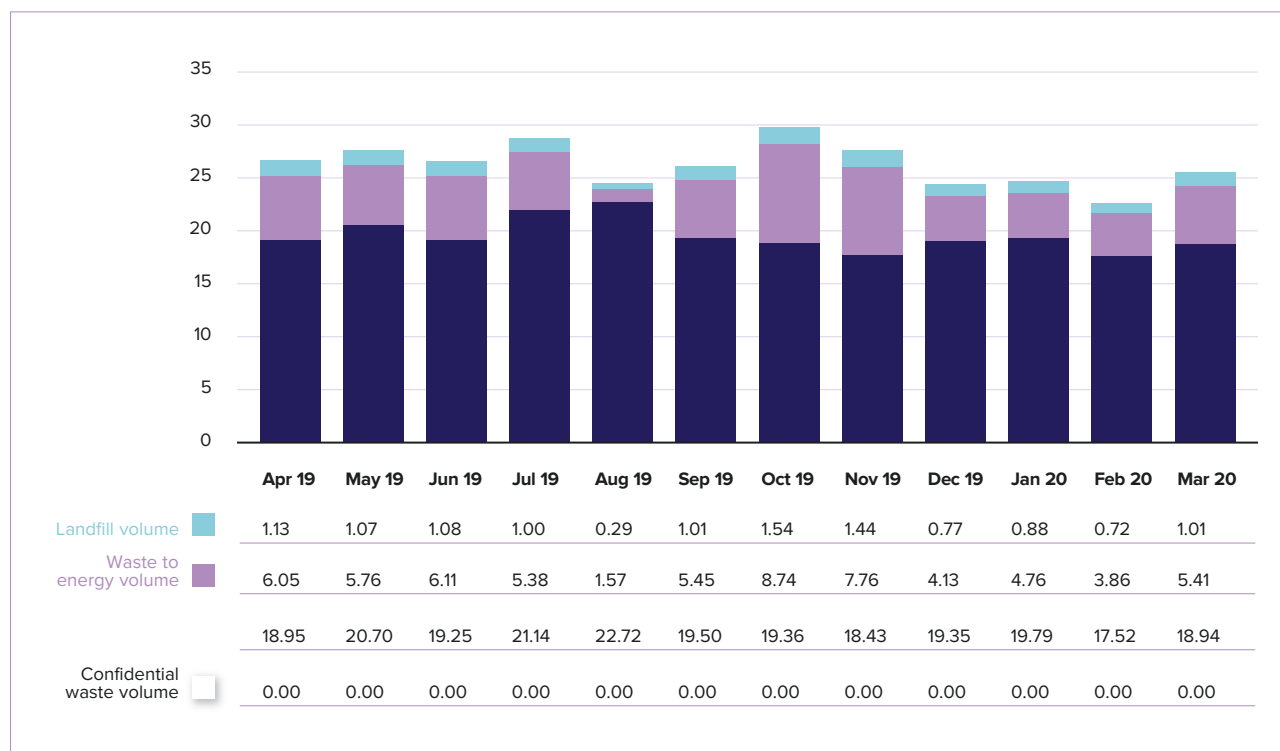
### 6.2 Energy efficiency

The Operations team have continued to look for efficiency savings across the Centre. The team have further adjusted the Delmatic supplied lighting system to extend the operation in Passive Infra Red

### WASTE DIVERSION ROUTE TOTALS 2019–20



## QEII CENTRE WASTE ANALYSIS 2019–20



(PIR) mode i.e. lights being switched on and off automatically in all public spaces based on motion detectors. This is delivering additional positive savings in energy use. We continue to work with our energy provider to explore our power consumption and subsequent billing, whilst our consumption costs have remained consistent this year (a reduction has been seen since the extension of the PIRs) they are higher than previous years following the installation of a Smart Meter.

### 6.3 Corporate Social Responsibility/Sustainability Reporting

The Centre is exempt from producing a sustainability report on the basis that its headcount is below the 250 staff threshold. In 2018/19 the Centre joined the Green tourism accreditation programme at the Bronze level; we were delighted to be awarded the Silver Award in 2019/20. Our recent EPA assessment has rated the Centre as C. The Centre continues to actively support the Victoria/Westminster BID Clean team and Ambassador personnel with the CEO also serving on the BID's Board of Directors

## 7. Accounts Direction

This statement of accounts has been prepared in accordance with a Treasury direction, dated 19 December 2016, given in pursuance of section 4(6)(a) of the Government Trading Funds Act 1973.

**Mark Taylor**, Chief Executive and Accounting Officer | 15 July 2020

# Accountability Report

## DIRECTORS' REPORT

### 1. Management Board

The following served as members of the Management Board during the year.

Mark Taylor	Chief Executive
Alison White	Non-executive
Simon Hughes	Non-executive
Noel Hourican	Finance Director
Raj Pragji	HR Director
Diane Waldron	Sales & Marketing Director
Anna Clover (resigned 7 February 2020)	Director Venue Operations & Customer Experience
Neil Chandler (appointed 2 March 2020)	Director Venue Operations

No Directors have outside interests that conflict with their management responsibilities.

### 2. Advisory Board

An Advisory Board is also in place, details of which is included in the Governance statement on page 9.

### 3. Employee Engagement

The Centre delivers a range of employee engagement activities to keep staff motivated and engaged to deliver ongoing excellent customer service. The Centre maintains regular contact with managers and staff through meetings, workshops, circulars, forums and via consultation with trade union representatives. The Centre actively promotes learning and development including continuous professional development, encouraging staff to keep skills and knowledge updated and relevant. The Centre operates a variety of reward and recognition schemes, for example, staff participate in an annual bonus scheme based on the surplus for the financial year.

### 4. Policy in Relation to Employment of People with a Disability

The Centre operates fair and open recruitment and will not discriminate on any grounds as defined by the Equality Act 2010. Full and fair consideration is given to any applicants with a disability, having due regard to their experience, skills and capabilities.

### 5. Pension Scheme

Staff are eligible to join the Principal Civil Service Pension Scheme. The accounting policy on pension costs can be found in note 1.11 of the Financial Statements and information on the Scheme can be found in note 4 to the Financial Statements.

### 6. Value of Property

QEIC do not recognise the conference centre land and buildings in their accounts because MHCLG holds title to the land and building, which reflects the fact that the risk and rewards from the building do not fully sit with QEIC, as outlined in the original QEIC Trading Fund order from 1987. MHCLG commissions a valuation of the property on an annual basis and the valuation at 31st March 2020 was £38.5m.

### 7. Auditor's remuneration

The Comptroller and Auditor General is appointed auditor under the provisions of the Government Trading Funds Act 1973 and reports his findings to the Houses of Parliament. The cost of the audit of the accounts is £40,000 (2019: £39,000). No other services were provided.

### 8. Operational performance

The average absence from work during the year due to sickness was 2.35 days per employee (2019: 3.8 days). The above figure does not include two members of staff who were on long term sick leave.

### 9. Personal Data Incidents

There have been no personal data related incidents during the year.

### 10. Countering fraud, bribery and corruption

The Centre has comprehensive fraud and whistleblowing policies and processes in place. These are reviewed annually and updated in accordance with Government guidance.

### 11. Changes in Property, plant and equipment

Changes in property, plant and equipment are summarised in note 7 to the Financial Statements.



Mark Taylor, Chief Executive and Accounting Officer | 15 July 2020

# Governance statement

As Accounting Officer, working with the Centre's Management Board, I have responsibility for maintaining effective governance and a sound system of internal control to underpin the achievement of the strategic objectives of the Trading Fund. The key strategic objectives are to optimise commercial revenues from effective operations of the Centre and to achieve targets set by Government including the payment of a dividend to MHCLG.

This statement sets out the key challenges faced by the Centre, the risks identified and under active management, and the control and assurance processes in place to mitigate these risks.

The Advisory Board, chaired by the MHCLG Interim Director General – Chief Finance Officer, supports the Permanent Secretary in providing advice to the Secretary of State and Ministers in respect of the regime of corporate planning and target setting. The Advisory Board comprises of MHCLG Interim Director General – Chief Finance Officer, two Non-Executive Directors, the CEO, the Finance Director, the HR Director, the Sales & Marketing Director, the Director of Venue Operations and representatives of MHCLG. The Advisory Board met on three occasions during 2019/20 and has overseen a financial year where operating surplus exceeded target by 86.1% and the consistent achievement of dividend targets for the past 15 years.

The Audit and Risk Assurance Committee (ARAC), supports the Management Board and me (as Accounting Officer) in our responsibilities for risk management, control and governance within the Centre. There is also in place a proportionate structure of other committees where accountability has been devolved to ensure decision-making is conducted appropriately.

## Key risks to Centre

At the time of writing this Annual Report there are two core trading risks, R&R programme and Covid-19.

The first core trading risk facing the business continues to be the uncertainty created regarding the Centre's involvement in future plans for the R&R programme of the Palace of Westminster. The QEII Centre has been identified by the Joint Committee on the Palace of Westminster as the preferred temporary decant location for the House of Lords. In the event that Parliament does confirm the Centre as the preferred decant site, Parliament is likely to require the Centre for early occupation ahead of the decant to modify and repurpose the venue for Parliament's needs. Management have been advised that the earliest the Centre would be required is 1 January 2022 and as a result, only provisional event bookings are being taken for the period beyond that date. During the course of the year the Centre has communicated this position to its clients, the business tourism industry bodies and promotional agencies.

The Restoration and Renewal Sponsor Body has now launched a strategic review of R&R. The review is expected to report back in the autumn: at this stage there is no change to the earliest occupation date of 1 January 2022.

The second core trading risk facing the Centre at the time of preparing this Annual Report is the impact upon the meetings and events sector as a result of the Covid-19 pandemic and the UK wide lockdown. This has resulted in a loss of most of the revenue for quarters 1 and 2 in 2020/21 and the postponement of between 60–70% of events into quarter 3, quarter 4 or 2021/22. At the time of publication, the Centre's management were modelling scenarios in conjunction with their sponsor department MHCLG and preparing the Centre with a range of post Covid-19 measures for a return to business in autumn 2020. The Centre's position as a going concern is assured with it having the provision within its Framework Agreement to seek support and borrow from its sponsor department MHCLG, if it became necessary to do so.

Another trading risk to note is that the economic and business uncertainty of the UK's withdrawal from the European Union is a point of concern to the UK meetings industry sector. However, to date this has not had any known or quantifiable impact on the Centre's trading performance.

## The Risk Management Process

At the heart of the risk management process is an integrated system of long-term planning, allocation of responsibilities and budgetary control. The Centre's business and corporate plan (BCP) has, in the past, been prepared and approved annually with a three to five-year horizon; however for 2020/21 it has been agreed that a one year plan would be produced in light of the uncertainties with Parliamentary decant and the Covid-19 pandemic. At the time of preparing this Annual Report, financial modelling was taking place to prepare different scenarios based upon client and market information for a resumption in autumn 2020 of events at the Centre. This is considering the risks and opportunities facing the Centre and charting the probable course of trading income, capital investment, and human and financial resources during exceptional circumstances.

Responsibility for delivering a specific section of the BCP is allocated to a Director or the relevant senior manager. Targets are set for the coming year and a plan is drawn up incorporating income expectations and suitable levels of cost to run the business effectively which includes appropriate level of risks

Directors allocate specific responsibilities, financial authority and budgets to the managers within their departments. As a result of the current economic climate, and in line with a prudent approach to financial management, close scrutiny of expenditure across all areas of the Centre's operations has been maintained during the year. Close monitoring of all expenditure is undertaken by all managers at regular intervals.

Directors and Managers supply regular reports on the management of risks in their areas of responsibility including progress reports on key projects. These procedures are assessed and overseen by a Risk Management Working Group (RMWG). Strategic risk is also considered at the bi-monthly Directors' meetings, the Audit and Risk Assurance Committee and the Management Board.



### The Audit and Risk Assurance Committee

The Audit and Risk Assurance Committee met four times during 2019/20. It is an effective committee chaired by Alison White, an experienced independent Non-Executive Director and qualified accountant. The Audit and Risk Assurance Committee comprises of two Non-Executive Directors and in attendance is the CEO, the Director of Finance of the Centre, the NAO, the Government Internal Audit Agency (GIAA) and a representative of MHCLG. The quorum was met for all meetings throughout the year.

The Committee oversees the risk management processes and regularly reviews the Centre's risk register. The Committee provided advice about refreshing the risk management process during the year, and subsequently oversaw an internal audit.

The key risks which were identified and managed during the year included:

- Implications of the proposed R&R programme and its possible potential future impact on the business has been a standing item requiring continual review since 2016.
- Impact of Covid-19.
- Commercial impact on the Centre of exiting from the European Union.
- Retaining and attracting staff of the necessary qualifications and skills due to restraint on pay and benefits.
- Health and Safety Review of Kier, OCS, HR and QEII Live compliance.
- Management of services and costs, from FM provider MOJ (and their 3rd party suppliers Kier, OCS & KBR) ensuring satisfactory delivery against agreed approved orders.
- Building maintenance and repair due to assets (lifts in particular) having exceeded their normal useful life with no ability to replace them due to timing of proposed R&R project.
- Cyber Security controls and procedure review.
- The inclusion of the Centre as part of Government's emergency contingency planning.
- Disaster and Recovery planning for business continuity.

### Corporate Governance

The governance structure is organised so that decisions can be taken at the appropriate level. The main elements of the structure other than the Advisory Board and the Audit and Risk Assurance Committee referred to above are as follows:

- The **Management Board**, chaired by the Centre's Chief Executive, which comprises the executive and non-executive directors, meets at least six times a year, and is accountable for achievement of the strategic objectives and performance of the Centre. This Board oversees the completion and approval of the Centre's business and corporate plan.
- The **Directors' meeting** brings together the executive directors on a bi-monthly basis to review, monitor and manage operational performance, to manage strategic risks, to ensure clarity of accountability and decision-making at the correct level to optimise performance.
- The **Business Performance Management** meeting brings directors and managers together on a quarterly basis to review business performance and strategy.

- The **Remuneration Committee** meets annually to review and approve the results of the performance appraisal process and the proposed allocation of the corporate bonus and the pay remit.
- The **Catering Strategic Board** meetings are held on a quarterly basis to govern the management of the Catering Contract with Compass/Leith's: this includes reviewing contract performance and joint strategies for growing the business. The CEO and Directors of Finance, Sales and Marketing and Operations are present at meetings with the caterers, who are represented via their onsite General Manager as well as the Divisional Director. A regular walk round with the Catering Manager, FM Manager, and Director of Venue Operations also takes place to ensure that all catering areas are being maintained to an appropriate standard.
- **Monthly Facilities Management Contract meetings** are held between the Centre's management and its contract providers Kier and OCS. The contract is split between two providers, with OCS covering cleaning, portage, reception and security and Kier covering building maintenance and engineering. The CEO chairs a quarterly update meeting with the onsite contractor's management team and regional management.
- The **Health and Safety Committee**, chaired by the Director of Venue Operations, now meets bi-monthly (previously quarterly) and is attended by departmental representatives, including the FM and catering contractors. A revision of our Health & Safety Policy has been disseminated to all staff and a matrix is in place to monitor all staff statutory and departmental H&S training. Scheduled staff training has been issued as a series of online sessions to ensure staff compliance and preparedness for when we return to the Centre post Covid-19 shutdown. We have retained the services of HAVIO, a specialist adviser, but only in an advisory capacity. With recent appointments we have the skillset and experience within the business to manage H&S; this ensures greater accountability across the site.
- A **Sustainability Committee**, chaired by the Building Operations Manager, has met during the year with attendance by representatives from each of the Centre's core teams as well as the FM and catering contractors. This committee has now been absorbed into the new Health, Safety & Environmental Committee.

There are no significant departures from the HM Treasury corporate governance code to report for the period covered by this report.

### System of internal control

The system of internal control is designed, inter alia, to manage risk to a reasonable level rather than to eliminate risk of failure to achieve policies, aims and objectives. It can, therefore, provide reasonable but not absolute assurance of effectiveness. The system of internal control accords with Treasury guidance and has been in place for the full year to 31st March 2020.

### Information Security Assurance

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The Centre holds a limited level of sensitive information commensurate with its size and commercial remit. There are data collection policy and controls in place which ensure access to information is managed correctly in accordance with the Data Protection and Freedom of Information Act. There is a Senior Information Risk Owner (SIRO) in place who ensures the overall management of such information. There have been no security breaches during the year.

### Internal Audit

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The Government Internal Audit Agency (GIAA) provides internal audit services for the Centre. During the year, internal audit produced reports on (with their opinion rating in brackets below):

- Key Financial Controls (Moderate opinion)
- HR Key Controls (Substantial opinion)
- Cyber Security (Limited opinion)
- Cyber Security Follow Up (Substantial opinion)
- Risk Management (Advisory – No opinion)
- Overall opinion (Substantial opinion)

### Review of Effectiveness

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As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditing organisations and the Directors and Managers of the Centre who have responsibility for the development and maintenance of the internal control framework. My review takes into account comments made by the National Audit Office in their management letter and other reports. I have also been advised on the effectiveness of the system of internal control by the Management Board and the Audit and Risk Assurance Committee.

### Conclusion

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As Accounting Officer, I have considered the evidence provided regarding the production of the governance statement and the independent advice and assurance provided by the Audit and Risk Assurance Committee. I have concluded that the Agency has appropriate risk management and control systems in place.



**Mark Taylor**, Chief Executive and Accounting Officer | 15 July 2020

# Remuneration and Staff Report

Paragraphs 1 to 6 and 13 to 16 are not audited. Paragraphs 7 to 12 have been audited.

## 1. Membership of Remuneration Committee

The Remuneration Committee comprises Alison White, Non-Executive Director and Chair of the Audit and Risk Assurance Committee, Simon Hughes, Non-Executive Director, the Chief Executive, Sales and Marketing Director, Finance Director, Director of Venue Operations and HR Director.

## 2. Policy on remuneration of senior managers

The remuneration of the Chief Executive, comprising salary and bonus, is determined by MHCLG. Salaries of all other staff, including Directors and senior managers, are determined by a Performance Management Pay Scheme under which most receive a basic award. There is some scope for up to 10 per cent of high performing staff to receive a higher award and any poor performers receive no increase. In addition, all eligible staff participate in an annual Corporate Performance and Reward Scheme which is linked to both the financial performance of the Centre as well as individual performance.

## 3. Methods used to measure performance

Staff are appraised against a set of competencies and individually targeted objectives. The appraisals are undertaken bi-annually.

## 4. Relationship between performance and remuneration

Apart from some small allowances, all remuneration is based on either individual performance or group performance.

## 5. Staff Resources

The Centre maintains a significant pool of technical expertise in the areas of engineering, audio-visual presentation, IT and telecommunications. Further technical support continued to be provided by Ministry of Justice to the Centre in respect of matters relating to the fabric of the building through Kier and OCS as the contractors who operate building systems and facilities on the Centre's behalf.

At 31 March 2020 the gender of staff employed by the Centre was:

	Male	Female
Directors	2	2
Other Employees	25	19

## 6. Policy on duration of contracts

The notice period, by either party, for all staff contracts, excluding the Chief Executive and Finance Director, is one month.

## 7. Staff numbers and related costs

Employee benefits expense	2020 Permanent £000	2020 Others £000	2020 Total £000	2019 Total £000
Wages and salaries	2,232	48	2,280	2,270
Social security costs	243	4	247	253
Pension	496	11	507	390
Increase/(decrease) in holiday pay accrual	21	0	21	7
Temporary agency staff	0	250	250	379
Total staff costs	2,992	313	3,305	3,299

Staff numbers	2020 Permanent	2020 Fixed term	2020 Total	2019 Total
Average number of staff for the year				
Administration	9		9	8
Operations	14	1	15	15
Presentations	17	1	18	17
Sales and Marketing	9		9	10
Total average number of staff	49	2	51	50

## 8. Details of Directors' service contracts relevant to the cost of early termination

	Years of service at 31 March 2020	Length of notice
Mark Taylor <i>Chief Executive</i>	7.00	3 months
Noel Hourican <i>Finance Director</i>	1.19	3 months
Raj Pragji <i>HR Director</i>	26.75	1 month
Diane Waldron <i>Sales &amp; Marketing Director</i>	5.24	1 month
Anna Clover <i>Director Venue Operations &amp; Customer Experience</i> (resigned 7 February 2020)	5.18	
Neil Chandler <i>Director Venue Operations</i> (appointed 2 March 2020)	0.08	1 month

## 9. Table of remuneration

Details of the remuneration of members of the Management Board and non-executive directors are set out below. None of the members received any benefits in kind. There were no expense allowances and no payments of compensation for loss of office.

Member/ Function	Basic salary 2020 £000	Bonus 2020 £000	Pension Benefits 2020 £000	Total 2020 £000	Basic Salary 2019 £000	Bonus 2019 £000	Pension Benefits 2019 £000	Total 2019 £000
Mark Taylor Chief Executive	115–120	15–20	46	180–185	115–120	20–25	48	185–190
Noel Hourican Finance (NOTE 2)	75–80	5–10	30	110–115	10–15	0	6	20–25
Raj Pragji Human Resources	65–70	10–15	31	110–115	65–70	10–15	58	135–140
Diane Waldron Sales & Marketing	60–65	10–15	24	90–95	70–75	10–15	28	110–115
Anna Clover (NOTE 1) Venue Operations	60–65	10–15	27	95–100	70–75	10–15	28	110–115
Neil Chandler (NOTE 2) Operations	5–10	0	2	5–10	0	0	0	0
Alison White Non-executive	0–5	0	0	0–5	0–5	0	0	0–5
Simon Hughes Non-executive	0–5	0	0	0–5	0–5	0	0	0–5

(NOTE 1) Anna Clover resigned 7 February 2020

(NOTE 2) Neil Chandler appointed 2 March 2020

The Centre is required to disclose the relationship between the remuneration of the highest-paid director and the median remuneration of the Centre's workforce.

The banded remuneration of the highest paid director in the financial year 2019/20 was £135,000–£140,000 (2018/19: £140,000–£145,000). This was 3.31 times (2018/19 3.57 times) the median remuneration of the workforce which was £41,501 (2018/19 £39,424).

In 2019/20, no employees received remuneration in excess of the highest-paid director (2018/19 nil). Remuneration bands ranged from £20,000–£25,000 to £80,000–£85,000 (2018/19, £20,000–£25,000 to £75,000–£85,000). Total remuneration includes salary, overtime, non-consolidated performance-related pay, benefits-in-kind as well as severance payments. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

#### 10. Awards to past senior managers

There were no awards to past senior managers.

#### 11. Details of non cash elements of remuneration

There were no non cash elements of remuneration given to any employee during the year.

#### 12. Table of pension benefits

Pension benefits of members of the Management Board are set out below. The capitalised value of accrued benefits transferable to another scheme is shown under Cash Equivalent Transfer Value, (CETV). Non-executive members accrue no pension benefits from the Centre.

		Accrued pension £000	Accrued lump sum £000	CETV 2020 £000	CETV 2019 £000
Mark Taylor	Chief Executive	15–20	nil	263	214
Noel Hourican	Finance	0–5	nil	27	4
Raj Pragji	Human Resources	25–30	50–55	427	389
Diana Waldron	Sales & Marketing	5–10	nil	109	87
Anna Clover	Venue Operations (resigned 07/02/2020)	5–10	nil	103	81
Neil Chandler	Operations (appointed 02/03/2020)	0–5	nil	1	nil

The real increases during the year of pension benefits are set out below.

		Accrued pension £000	Accrued lump sum £000	CETV £000
Mark Taylor	Chief Executive	2.5–5.0	nil	30
Noel Hourican	Finance	0–2.5	nil	17
Raj Pragji	Human Resources	0–2.5	0–2.5	17
Diana Waldron	Sales & Marketing	0–2.5	nil	13
Anna Clover	Venue Operations (resigned 07/02/2020)	0–2.5	nil	14
Neil Chandler	Operations (appointed 02/03/2020)	0–2.5	nil	1

#### 13. Amounts payable to third parties for senior manager services

No payments were made during the year to third parties for senior manager services. (2018/19 £53,750)

#### 14. Expenditure on consultancy

In 2019/20 there was no spend on Consultancy. New proposals for Consultancy projects are subject to business case clearance procedures in line with Cabinet Office guidelines.

#### 15. Off-Payroll

There were no other off-payroll arrangements in 2019/20. There were no off-payroll engagements as of 31st March 2020, for more than £245 per day and that lasted longer than six months.

#### 16. Other employee matters

The Centre operates recruitment in line with the Civil Service Commission Recruitment Principles. All new staff receive a good induction to the Centre and have access to appropriate Learning and Development interventions. The Centre operates a wide range of employee engagement activities to keep staff engaged, updated and motivated to deliver excellent customer service. The Centre is committed to the Health and Safety of all staff and a Health and Safety Committee meets bi-monthly (previously quarterly) to ensure any concerns or issues are promptly dealt with. A bi-annual performance management system assesses individual performance, identifies learning and development needs and opportunities to aid career progression. The Centre promotes its wide range of reward and recognition initiatives on a regular basis. The Centre's annual pay arrangements are progressed in line with Treasury/Cabinet Office pay policy and guidance.



Mark Taylor, Chief Executive and Accounting Officer | 15 July 2020



# Statement of the Centre and its Chief Executive's Responsibilities

The functions of the Queen Elizabeth II Conference Centre are set out in Statutory Instrument 933, 1997. Primarily these are to provide conference and related services. A more detailed description of aims, objectives, responsibilities and governance arrangements are set out in a Framework Document issued by the Secretary of State.

Under Section 4(6) of the Government Trading Funds Act 1973, as amended, the Treasury has directed the Queen Elizabeth II Conference Centre to prepare a statement of accounts for each financial year in the form and on the basis determined by the Treasury. These accounts accord with a Treasury direction dated 19 December 2016. The accounts are prepared on an accruals basis to give a true and fair view of the state of affairs of the Queen Elizabeth II Conference Centre at the year end and of its income and expenditure, changes in taxpayers' equity and cash flows for the financial year.

In preparing the accounts, the Queen Elizabeth II Conference Centre is required to prepare the financial statements on a going concern basis unless it is inappropriate to presume that the organisation will continue in operation; to observe the accounts direction issued by the Treasury, including the relevant accounting and disclosure requirements; to apply appropriate accounting policies on a consistent basis; to make judgements and estimates on a reasonable basis; to follow applicable accounting standards and to disclose and explain any material departure from those standards.

The Treasury has appointed the Chief Executive of the Queen Elizabeth II Conference Centre as the Accounting Officer for the Trading Fund. The Framework Document defines the duties and responsibilities of the Chief Executive. Further, his relevant responsibilities as Accounting Officer, including his responsibility for the propriety and regularity of the public finances, for the keeping of proper records and for the safeguarding of the Centre's assets are set out in the Accounting Officers' Memorandum, issued by the Treasury and published in Managing Public Money.

The Centre and its Chief Executive have taken all reasonable steps to ensure that the auditors have been made aware of all information relevant to their audit, to ensure that there is no relevant information of which the auditors are unaware and to establish that this is so.

The Accounting Officer confirms that the annual report and accounts as a whole is fair, balanced and understandable and takes personal responsibility for the annual report and accounts and the judgments required for determining that it is fair, balanced and understandable.



**Mark Taylor**, Chief Executive and Accounting Officer | 15 July 2020

## Parliamentary Accountability and Audit Report

### Overview

The Parliamentary accountability and audit report bring together the key Parliamentary accountability documents within the annual report and accounts. This section is subject to audit.

### Losses, special payments and gifts

Costs falling into the category of losses, special payments and gifts were below the level, currently £300,000, at which they need to be reported separately for both this financial year and the prior year.

### Remote Contingent liabilities

There were no remote contingent liabilities at 31 March 2020 (2019 none).



**Mark Taylor**, Chief Executive and Accounting Officer | 15 July 2020

# The Certificate and Report of the Comptroller and Auditor General to The Houses of Parliament

## Opinion on financial statements

I certify that I have audited the financial statements of Queen Elizabeth II Conference Centre for the year ended 31 March 2020 under the Government Trading Funds Act 1973. The financial statements comprise: Statement of Comprehensive Income, Statement of Financial Position, Statement of Cash Flows, Statement of Changes in Equity; and the related notes, including the significant accounting policies. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Accountability Report that is described in that report as having been audited. In my opinion:

- the financial statements give a true and fair view of the state of Queen Elizabeth II Conference Centre's affairs as at 31 March 2020 and of its profit/loss for the year then ended; and
- the financial statements have been properly prepared in accordance with the Government Trading Funds Act 1973 and HM Treasury directions issued thereunder.

## Emphasis of matter – Material uncertainty related to going concern

Without modifying my opinion, I draw attention to Note 1.1 of the Financial Statements, which discloses a material uncertainty that may cast significant doubt about the Queen Elizabeth II Conference Centre's ability to continue to adopt the going concern basis, in light of the Restoration and Renewal Programme for the Palace of Westminster. As the Queen Elizabeth II Conference Centre may be used for the House of Lords decant, it is uncertain how long the Centre will continue to operate as a conference centre beyond 1 January 2022. I have assessed the use of the going concern basis and, until a final decision has been made by Parliament, I am content that this is still appropriate for the 2019–20 financial statements.

## Opinion on regularity

In my opinion, in all material respects the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

## Basis of opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK) and Practice Note 10 'Audit of Financial Statements of Public Sector Entities in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate. Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2016. I am independent of the Queen Elizabeth II Conference Centre in accordance with the ethical requirements that are relevant to my audit and the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

## Responsibilities of the Centre and Chief Executive for the financial statements

As explained more fully in the Statement of Agency and Chief Executive's Responsibilities, the Chief Executive as Accounting Officer is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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

My responsibility is to audit, certify and report on the financial statements in accordance with the Government Trading Funds Act 1973.

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. 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.

As part of an audit in accordance with ISAs (UK), I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Queen Elizabeth II Conference Centre's internal control.

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- conclude on the appropriateness of the Queen Elizabeth II Conference Centre's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Queen Elizabeth II Conference Centre ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my report. However, future events or conditions may cause Queen Elizabeth II Conference Centre to cease to continue as a going concern.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I am required to obtain evidence sufficient to give reasonable assurance that the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

#### Other Information

The Chief Executive as Accounting Officer is responsible for the other information. The other information comprises information included in the annual report, but does not include the parts of the Accountability Report described in that report as having been audited, the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon. In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

#### Opinion on other matters

In my opinion:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with HM Treasury directions made under the Government Trading Funds Act 1973;
- in the light of the knowledge and understanding of the entity and its environment obtained in the course of the audit, I have not identified any material misstatements in the Performance Report or the Accountability Report; and
- the information given in Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

#### Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records and returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

#### Report

I have no observations to make on these financial statements.

#### Gareth Davies

Comptroller and Auditor General  
National Audit Office  
157–197 Buckingham Palace Road  
Victoria  
London SW1W 9SP

16 July 2020

# Statement of Comprehensive Net Income

for the year ended 31 March 2020

The notes on pages 21 to 24 form an integral part of these accounts.

	NOTES	2020 £000	2019 £000
Revenue	2	15,936	15,889
Depreciation and amortisation	7, 8	(1,846)	(1,763)
Staff costs	3	(3,305)	(3,299)
Other expenditure	6	(7,835)	(7,479)
<b>Operating surplus for the year</b>	2	<b>2,950</b>	3,348
Interest receivable		47	36
<b>Operating surplus for the year after interest</b>		<b>2,997</b>	3,384
Payment to MHCLG		(1,900)	(1,900)
<b>Retained surplus/(deficit)</b>		<b>1,097</b>	1,484

## Notes to the Statement of Comprehensive Net Income:

i All operations are continuing. | ii There were no other recognised gains or losses during the year.

# Statement of Financial Position

as at 31 March 2020

The notes on pages 21 to 24 form an integral part of these accounts.

	NOTES	2020 £000	2019 £000
<b>Non-current assets</b>			
Property, plant and equipment	7	9,447	9,959
Intangible assets	8	0	2
<b>Total non-current assets</b>		<b>9,447</b>	9,961
<b>Current assets</b>			
Trade and other current receivables	9	1,245	3,101
Cash and cash equivalents	10	11,754	9,910
<b>Total current assets</b>		<b>12,999</b>	13,011
<b>Total assets</b>		<b>22,446</b>	22,972
<b>Current liabilities</b>			
Trade and other current payables	11	5,544	7,118
<b>Total current liabilities</b>		<b>5,544</b>	7,118
<b>Non-current assets plus net current assets</b>		<b>16,902</b>	15,853
<b>Non-current liabilities</b>			
Deferred revenue	11	364	412
<b>Total non-current liabilities</b>		<b>364</b>	412
<b>Assets less liabilities</b>		<b>16,538</b>	15,441
<b>Taxpayers' equity</b>			
Public Dividend Capital		821	821
General Reserve		15,717	14,620
		<b>16,538</b>	15,441

The Queen Elizabeth II Conference Centre trading fund order from 1997 included details of Public Dividend Capital, which is a form of long-term Government finance representing MHCLG equity interest in the Queen Elizabeth II Conference Centre.



Mark Taylor, Chief Executive and Accounting Officer | 15 July 2020



# Statement of Cash Flows

for the year ended 31 March 2020

The notes on pages 21 to 24 form an integral part of these accounts.

	NOTES	2020 £000	2019 £000
<b>Cash flows from operating activities</b>			
Operating surplus after interest		2,997	3,384
Depreciation and amortisation	7, 8	1,846	1,763
Interest received		(47)	(36)
Loss on disposal of non current assets	7	0	0
(Increase)/Decrease in trade and other receivables	9	1,856	332
Increase/(Decrease) in trade and other payables			
due within one year	11	(1,574)	613
Increase/(Decrease) in trade and other payables			
due after more than one year	11	(49)	(255)
<b>Net cash inflow from operating activities</b>		<b>5,029</b>	<b>5,801</b>
<b>Cash flows from investing activities</b>			
Property, plant and equipment and intangibles purchases	7, 8	(1,332)	(1,657)
Interest received		47	36
<b>Cash flows from financing activities</b>			
Payment to MHCLG	17	(1,900)	5,801
<b>Net Increase/(Decrease) in cash and cash equivalents</b>		<b>1,844</b>	<b>2,280</b>
<b>Cash and cash equivalents at the beginning of the period</b>	10	<b>9,910</b>	<b>7,630</b>
<b>Cash and cash equivalents at the end of the period</b>	10	<b>11,754</b>	<b>9,910</b>

# Statement of Changes in Taxpayers' Equity

for the year ended 31 March 2020

The notes on pages 21 to 24 form an integral part of these accounts.

	Public Dividend Capital £000	General Reserve £000
Balances at 1 April 2018	821	13,136
Comprehensive Net Income for the year	–	1,484
Balances at 1 April 2019	821	14,620
Comprehensive Net Income for the year	–	1,097
Balances at 31 March 2020	<b>821</b>	<b>15,717</b>

# Notes to the Financial Statements

for the year ended 31 March 2020

## Note 1

### Accounting Policies

These accounts have been prepared in accordance with the Government Trading Act 1973 and the 2019/20 Government Financial Reporting Manual (FRoM) issued by the Treasury. The accounting policies contained in the FRoM apply International Financial Reporting Standards as adapted or interpreted for the public sector context. Where the FRoM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the Queen Elizabeth II Conference Centre for the purpose of giving a true and fair view has been selected. The particular policies adopted by the Queen Elizabeth II Conference Centre are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

#### 1.1 Accounting convention

These accounts have been prepared on a going concern basis under the historical cost convention.

##### 1.1.1 Going concern assessment – Summary and Management's view

There are two trading risks which impact the going concern status of the Centre, the Restoration and Renewal (R&R) Programme and Covid-19. The Centre's Audit and Risk Assurance Committee, Advisory Board and Management Board have reviewed and considered both these key risks at their meetings. There has been no evidence to suggest that either the R&R forthcoming potential closure or the Covid-19 pandemic has weakened demand for clients wanting to host events prior to 1 January 2022. Indeed, the market conditions are such that 2021 could be an exceedingly busy year for the Centre with an increased level of demand due to the market return post Covid-19 compounded by a reduced level of market competitors.

#### Restoration and Renewal (R&R) programme

The first core trading risk facing the business continues to be the uncertainty created regarding the Centre's involvement in future plans for the R&R programme of the Palace of Westminster. The QEII Centre has been identified by the Joint Committee on the Palace of Westminster as the preferred temporary decant location for the House of Lords. In the event that Parliament does confirm the Centre as the preferred decant site, Parliament is likely to require the Centre for early occupation ahead of the decant to modify and repurpose the venue for Parliament's needs, in which case management will have no alternative but to cease trading. Management have been advised that the earliest the Centre would be required would be 1 January 2022. Therefore, this has created material uncertainty for the Centre's trading future beyond that date. All the Centre's clients have been informed of this situation and for those with provisional dates and contracted events beyond 1 January 2022 the risk of their event not proceeding has been highlighted. The Centre's management continue to work closely with all stakeholders to try to ensure the best possible outcome for all concerned. The Restoration and Renewal Sponsor Body has now launched a strategic review of R&R. The review is expected to report back in autumn 2020.

#### Conclusion on the impact of R&R on Going concern

We acknowledge that material uncertainty exists for the Centre's trading future beyond 1 January 2022 as a result of the R&R programme and if it does go ahead the Centre will have no alternative but to cease trading. However, due to the significant uncertainty related to the future plans of the programme, management considers it appropriate to continue to adopt the going concern basis.

#### Covid-19

The second core trading risk facing the Centre at the time of preparing this Annual Report is the impact upon the meetings and events sector as a result of the Covid-19 pandemic and the UK wide lockdown. This has resulted in a loss of most of the revenue for quarters 1 and 2 in 2020/21 and the postponement of between 60–70% of events into quarter 3, quarter 4 or 2021/22. At the time of publication, the Centre's management were modelling scenarios in conjunction with their sponsor department MHCLG and preparing the Centre with a range of post Covid-19 measures for a possible return to business in autumn 2020. Many scenarios have been modelled showing resumption of business; from starting in late September 2020 with business ramping up in subsequent months, to building from January 2021.

Having built up reserves over the last number of years, the Centre is now relying on these reserves during these difficult times. In addition, MHCLG has provided a Letter of Comfort to support the Centre and will provide funding in the form of a loan, if required, as per the framework agreement in the Government Trading Funds Act 1973. If the impact of the pandemic continues into and past the autumn, this funding facility will be called upon.

#### Conclusion on the impact of Covid-19 on Going concern

At the time of signing, we recognise the significant impact of Covid-19 on our revenue and operations to date and uncertainty going forward. However, management have concluded that the Centre remains a going concern, as we have cash reserves, and loan funding from the Ministry, to fund operations until commencement of events.

#### 1.2 Property, plant and equipment

The freehold title in the land and buildings is held by MHCLG. This is revalued on an existing use basis each year and disclosed in the accounts for the Department net of the Centre's interest in the property. The Centre does invest in structural enhancements to the property which are capitalised as building improvements and valued at depreciated historical cost. Management consider that, in the absence of a readily obtainable market for such items, this provides a suitable approximation for fair value. Non-property assets held by the QEII at 31 March 2020 are carried in the statement of financial position at depreciated historical cost. The depreciated historical cost is used as a proxy for fair value, since the useful life over which the asset class is depreciated is considered to be a realistic reflection of the consumption of that asset class. Items of furniture, IT and operational equipment valued under £1,000 are written off in the year of purchase. The cost of a tangible asset is written off on a straight-line basis over its expected useful life from the month of acquisition. Expected useful lives are as follows:

	Life in years
Building improvements	4–15
Furniture	3–10
IT & telecommunications equipment	2–10
Operational equipment	3–10

#### 1.3 Intangible assets

Intangible assets acquired separately are revalued internally each year by reference to relevant pricing indices published by the Government. The cost or valuation of an intangible asset is written off on a straight-line basis over its expected useful life. Items valued under £1,000 are written off in year of purchase. Expected useful lives are as follows:

	Life in years
Computer Software	3–5

#### 1.4 Value added tax

In the financial statements all figures are shown net of recoverable Value Added Tax.

#### 1.5 Income recognition

The main source of funding for QEII is income from conference activities which includes Room hire, QEII Live, QEII Connect and QEII Taste. Under IFRS15 and the 5-step model, there is a contractual arrangement between QEII and the organisations that hire QEII conference space. Revenue is recognised in the month event occurs and the obligations in the Hire Agreement have been met. Where an event straddles year-end, an accrual is made in the accounts to recognise the relevant income in the correct period. The recognition of this income is the point in time at which the performance obligation is deemed to be satisfied. QEII also receive a small amount of other income which is rental of roof space and car park spaces. This is invoiced in advance as per agreed contracts and recognised in the month of occurrence with the performance obligations deemed to be recognised over time.

#### 1.6 Operating leases

Leases where the lessor retains substantially all the risks and rewards of ownership are classified as operating leases. Lease receipts under operating leases are recognized as income on a straight-line basis over the lease term.

#### 1.7 Accounting estimates and judgements

The Centre makes certain estimates and assumptions regarding the future. Estimates and judgements are continually evaluated based on historical experience and other relevant factors. In the future, actual experience may differ from these estimates and assumptions.

#### 1.8 Provisions

The Centre recognises a provision where there is a present obligation from a past event, a transfer of economic benefits is probable and the amount of costs of the transfer can be estimated reliably. In instances where these criteria are not met a contingent liability may be disclosed in the financial statements.

#### 1.9 Foreign currency transactions

Amounts paid or received in foreign currency are converted to sterling at the rate ruling on the day of the transaction. Differences on exchange are immediately written off to the Statement of Comprehensive Net Income.

**1.10 Insurance**

In accordance with Government policy, the Centre is self-insured. Payments in respect of insurable losses are charged to the Statement of Comprehensive Net Income as they occur.

**1.11 Pensions**

Pension costs are the monthly contributions by the Centre to the Principal Civil Service Pension Scheme, which accepts the liability for the payment of pensions after retirement.

**1.12 Production Costs**

Production costs (see note 6) represent the direct cost of staging events excluding staff costs and equipment hire.

**1.13 Financial Instruments**

Financial assets and financial liabilities arise from QEIIIC's normal operational activities and are recognised in accordance with standard accruals accounting principles. The QEIIIC financial assets comprise cash at bank and in hand & financial liabilities comprise deferred revenue. The fair values of financial assets and liabilities are deemed to be their book values, unless there is appropriate cause to apply an alternative basis of valuation.

**1.14 New accounting standards in issue but not yet effective or adopted**

There are a number of IFRSs, amendments and interpretations issued by the Internal Accounting Standards Board that are effective for financial statements after this accounts period. The following have not been adopted early:

IFRS 16 Leases – effective from 2020/21 (for FReM entities). The Centre will be reviewing all existing contracts and operational leases to ensure that when the standard is adopted that we are prepared to provide a true and fair position on the financial statements. The Centre holds very few leases and therefore the application of this standard to the Centre is anticipated to be immaterial.

IFRS 17 Insurance contracts – effective from 2021/22. This may not be relevant to the Centre.

**Note 2****Income analysis**

Whilst its principal source of income arises from conference activities (Room Hire, QEII Live, QEII Connect & QEII Taste) the Centre also receives income from renting space within and on its roof. None of the Centre's costs or net assets is identified specifically with the rental activities.

	2020 £000	2019 £000
Income from room hire	7,643	8,149
Other income from QEII: Live, Taste, Connect & Support	8,056	7,450
<b>Income from conference activities</b>	<b>15,699</b>	15,599
Other rental income	237	290
<b>Income from operating activities</b>	<b>15,936</b>	15,889
Surplus on conference activities	2,713	3,058
Surplus on rental activities	237	290
<b>Operating surplus for the year</b>	<b>2,950</b>	3,348

**Note 3****Staff numbers and related costs****Employee benefits expense**

	2020 Permanent £000	2020 Others £000	2020 Total £000	2019 Total £000
Wages and salaries	2,232	48	2,280	2,270
Social security costs	243	4	247	253
Pension	496	11	507	390
Increase/(decrease) in holiday pay accrual	21	0	21	7
Temporary agency staff	0	250	250	379
<b>Total staff costs</b>	<b>2,992</b>	<b>313</b>	<b>3,305</b>	3,299

**Staff numbers**

	2020 Permanent	2020 Fixed term	2020 Total	2019 Total
Average number of staff for the year				
Administration	9	0	9	8
Operations	14	1	15	15
Presentations	17	1	18	17
Sales and Marketing	9	0	9	10
<b>Total average number of staff</b>	<b>49</b>	<b>2</b>	<b>51</b>	50

**Note 4****Pension costs**

The Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS) – known as 'alpha' are unfunded multi-employer DB schemes. However, it's not possible for the Centre to identify its share of the underlying assets and liabilities. A full actuarial valuation was carried out at 31 March 2016. Details can be found in the resource accounts of the Scheme at ([www.civilservicepensionscheme.org.uk](http://www.civilservicepensionscheme.org.uk))

The contribution rates reflect benefits as they are accrued, not when costs are actually incurred, and reflect past experience of the scheme. Employers' contributions of £507,020 (2018/19 £390,000) were payable to the PCSPS at one of four rates in the range based on salary bands of 26.6% to 30.3% of pensionable pay. Rates in 2020/21 are in the range of 26.6% to 30.3% of pensionable pay.

**Note 5****Remuneration of the Management Board**

Details of the remuneration and pension benefits of members of the Management Board are given in the Remuneration and Staff Report.

**Note 6****Other expenditure**

	2020 £000	2019 £000
Maintenance and cleaning	2,719	2,252
Sub-contracted services	1,531	1,597
Production Costs	1,315	1,270
Utilities	874	634
Rates	534	642
Equipment hire	317	259
Advertising and marketing	263	266
Travel and subsistence	123	166
Auditor's remuneration	40	39
Entertaining	27	33
Self-insurance losses	5	13
Other costs	79	170
Non-cash items		
Provision for doubtful debts	8	138
<b>Total</b>	<b>7,835</b>	7,479

**Note 7****Property, plant and equipment**

	Building Improvements £000	IT & Telecoms Equipment £000	Operational Equipment £000	Furniture £000	Asset under construction £000	Total £000
<b>Cost or Valuation</b>						
At 1 April 2019	11,640	856	4,233	1,165	0	17,894
Additions	693	69	337	40	193	1,332
Disposals	0	0	0	0	0	0
<b>At 31 March 2020</b>	<b>12,333</b>	<b>925</b>	<b>4,570</b>	<b>1,205</b>	<b>193</b>	<b>19,226</b>
<b>Depreciation</b>						
At 1 April 2019	4,184	623	2,535	593	0	7,935
Charge for year	1,071	120	544	99	0	1,844
Disposals	0	0	0	0	0	0
<b>At 31 March 2020</b>	<b>5,255</b>	<b>743</b>	<b>3,089</b>	<b>692</b>	<b>0</b>	<b>9,779</b>
Net book value At 1 April 2019	7,456	233	1,698	572	0	9,959
<b>At 31 March 2020</b>	<b>7,078</b>	<b>182</b>	<b>1,481</b>	<b>513</b>	<b>193</b>	<b>9,447</b>

Included within the cost of property, plant and equipment are fully depreciated assets with a cost of £2,997,360 (2019, £2,770,859). The majority of these assets are used as back-up when equipment in use malfunctions and are not in regular day to day use.

<b>Cost or Valuation</b>						
At 1 April 2018	11,449	622	3,000	1,148	0	16,219
Additions	72	232	1,034	7	0	1,345
Disposals	(1,009)	(53)	(119)	(10)	0	(1,191)
<b>At 31 March 2019</b>	<b>10,512</b>	<b>801</b>	<b>3,915</b>	<b>1,145</b>	<b>0</b>	<b>16,373</b>
<b>Depreciation</b>						
At 1 April 2018	3,204	445	1,792	404	0	5,845
Charge for year	1,000	118	433	100	0	1,651
Disposals	(1,009)	(49)	(118)	(10)	0	(1,186)
<b>At 31 March 2019</b>	<b>3,195</b>	<b>514</b>	<b>2,107</b>	<b>494</b>	<b>0</b>	<b>6,310</b>
Net book value At 1 April 2018	8,245	177	1,208	744	0	10,374
<b>At 31 March 2019</b>	<b>7,317</b>	<b>287</b>	<b>1,808</b>	<b>651</b>	<b>0</b>	<b>10,063</b>

**Note 8****Intangible fixed assets**

	Computer Software £000
<b>Cost or Valuation</b>	
At 1 April 2019	65
Additions	0
Disposals	0
<b>At 31 March 2020</b>	<b>65</b>
<b>Amortisation</b>	
At 1 April 2019	63
Charge for year	2
Disposals	0
<b>At 31 March 2020</b>	<b>65</b>
Net book value At 1 April 2019	2
<b>At 31 March 2020</b>	<b>(0)</b>
<b>Cost or Valuation</b>	
At 1 April 2018	118
Additions	1
Disposals	(54)
<b>At 31 March 2019</b>	<b>65</b>
<b>Amortisation</b>	
At 1 April 2018	115
Charge for year	2
Disposals	(54)
<b>At 31 March 2019</b>	<b>63</b>
Net book value At 1 April 2018	3
<b>At 31 March 2019</b>	<b>2</b>

**Note 9****Trade and other current receivables**

	2020 £000	2019 £000
<b>Amounts falling due within one year:</b>		
Trade receivables	1,133	2,900
Prepayments and accrued income	122	187
Other receivables	(10)	14
	<b>1,245</b>	<b>3,101</b>

During the year the Centre received significant cash from clients for both current and future events reducing the receivable balance, and this is reflected in the Cash and cash equivalents at year end.

**Note 10****Cash and cash equivalents**

Government Banking Service	7,824	7,775
Commercial banks and cash in hand	3,930	2,135
	<b>11,754</b>	<b>9,910</b>



**Note 11****Trade and other current payables****Amounts falling due within one year:**

Trade payables	609	539
Value Added Tax	(106)	320
Other taxes and NI	108	99
Accruals and deferred income	2,137	2,498
Deposits invoiced in advance	2,612	3,638
Other payables	184	24
	<b>5,544</b>	<b>7,118</b>

**Deferred revenue due in over one year:**

Deposits invoiced in advance	<b>364</b>	<b>412</b>
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Deposits invoiced in advance at 31 March 2020 includes invoices totalling £0.83m (2019 £1.65m) that were still outstanding for payment and are included in trade receivables (note 9).

**Note 12****Operating leases**

The Centre leases out certain facilities under operating leases. Car park spaces are let on annual leases and longer-term lease arrangements are in place for roof space to house telecommunications equipment.

	£000	£000
<b>Future minimum lease receipts</b>		
Not later than one year	31	34
Later than one year and not later than five years	69	55
Later than five years	76	19
	<b>176</b>	<b>108</b>

**Note 13****Financial instruments**

Short-term debtors and creditors have been excluded from this disclosure. The fair values of the Centre's financial assets and liabilities at 31 March 2020 are as follows:

	Book value £000	Fair value £000
<b>Financial assets</b>		
Cash at bank and in hand	11,754	11,754
<b>Financial liabilities</b>		
Deferred revenue	(364)	(364)

**Note 14****Financial risks****Liquidity risk**

The levels of capital expenditure and MHCLG payment are both managed to be met from available cash balances. The Centre is reliant on the liquidity of MHCLG to meet a major insurable loss.

**Credit risk**

The level of credit risk is managed by a credit vetting process which is undertaken for all clients using the Centre. In general, the terms and conditions of contract require payment of room hire prior to the date that the event takes place. Accordingly, credit risk is considered to be low.

**Interest rate risk**

71% of net assets, (assets less liabilities), is in the form of cash on deposit, earning interest at a rate that varies broadly in line with the Bank Rate.

**Foreign currency risk**

The Centre has no significant exposure to assets, liabilities, income or expenditure denominated in foreign currencies.

**Note 15****Capital commitments**

At 31 March 2020 the Centre had a contract commitment to replace the Mews lift. Originally scheduled for installation in summer 2020 but due to Covid-19 this has been rescheduled to summer 2021. The estimated cost of the project is £1.3 million. (2019, nil).

**Note 16****Related party transactions**

The Queen Elizabeth II Conference Centre is an Executive Agency of MHCLG, which is regarded as a related party. There were no transactions with the Department during the year. (2019, nil). At 31 March 2020 there was a nil balance in trade creditors outstanding with the Department (2019, nil).

There were many normal business transactions with other Government bodies, amounting to significant value in the cases of the Cabinet Office and the Parliamentary Estates Directorate.

No Director, key manager or other related party has undertaken any material transaction with the Centre during the year. Compensation for key management personnel is disclosed in the remuneration report.

**Note 17****Financial commitments**

The Centre operates its business in accordance with its Trading Fund agreement. The conference building is not owned by the Centre and the Centre does not have a formal lease with the landlord, MHCLG, and accordingly does not pay rent. However, under the terms of a framework document published in November 2018 the minimum dividend payable by the Centre is determined by the capital charge that applies to the building of 3.5%, and 6% of the average capital employed. Payments for 2018/19 and 2019/20 were set at £1.90m per year with no payments for subsequent years.

Estimates of annual current commitments are as follows:

	2020 £000	2019 £000
<b>Amounts falling due within one year</b>		
Contribution to MHCLG	1,900	1,900
<b>Amounts falling due after one year but within five years</b>		
Contribution to MHCLG	0	1,900

As there is no formal lease there is no term to the commitment.

**Note 18****Contingent Liabilities**

In line with IAS37, a possible obligation exists for compensation claims arising from a potential decision on the Restoration and Renewal programme. Any such obligation, which would arise if QEII Centre ceases to trade, cannot be quantified at the current time.

**Note 19****Events after the reporting period**

As a result of the Covid-19 pandemic, since April 1st 2020, some events have cancelled, that could not be rescheduled, with client deposits being returned under force majeure as per contracts and impacted the following: Note 9 – Trade and other current receivables, Note 10 – Cash and cash equivalents, Note 11 – Trade and other current payables and Note 13 – Financial Instruments.

Under IAS10 the Centre is required to disclose the date on which the accounts are authorised for issue. The authorised date for issue is the date that the Comptroller and Auditor General certified the accounts.





The Queen Elizabeth II Conference Centre  
Broad Sanctuary, Westminster, London SW1P 3EE

Telephone: 020 7222 5000  
[www.qeiicentre.london](http://www.qeiicentre.london)