









REPORTS AND FINANCIAL STATEMENTS

for the year ended 31 July 2005



GOLDSMITHS COLLEGE UNIVERSITY OF LONDON

REPORTS AND FINANCIAL STATEMENTS

for the year ended 31 July 2005

CONTENTS

	Page
Membership of Council 2004-05	4
Membership of the Audit Committee, Senior Executives and Financial Advisers	5
Responsibilities of the Council	6
Report of the Warden	8
Corporate Governance	10
Independent Auditors' Report to the Council of Goldsmiths College	11
Income and Expenditure Account	13
Statement of Total Recognised Gains and Losses	14
Balance Sheet	15
Cash Flow Statement	16
Notes to the Accounts	17

MEMBERSHIP OF THE COUNCIL 2004-05

Chair: Sir William Utting Ex Officio Warden of the College: Professor Geoffrey Crossick from 1.5.2005 Professor Kay Stables (Acting Warden to 30.4.2005) **Pro-Wardens:** Dr Philip Broadhead Professor Helen Carr Professor Simon McVeigh Deputy Chair of Council: Sir Robert Balchin Clerk to the Goldsmiths' Company: Vacancy President of the Students' Union: Mr Stewart Halforty Professor Warwick Gould Nominated by the University of London: Professor Robert Pinker Nominated by a local education or similar succeeding authority (to be selected by the Council) with responsibilities in Cllr Kate Donnelly South East London: Nominated by the Council of the London Borough of Lewisham or such succeeding body as shall exercise local jurisdiction in its place: Cllr Alyson McGarrigle Elected by the Academic Board: Dr Carl Levy Professor Angela McRobbie Mr Keith Potter Elected by the Senior Academic Staff: Dr David Margolies Elected by the Non-Academic Staff: Mr Andrew Brett Elected by the Students: Vacancy Co-opted by the Council: Mr Keith Ajegbo Ms Marjorie Allthorpe-Guyton Mr Bob Annibale Sir Michael Burton Lady Celia Goodhart Mr Roger Harrison Mr Richard Ormond

> Dame Janet Ritterman Viscount Sandon Lord Slynn of Hadley Mr Yilmaz Yadirgi

MEMBERSHIP OF THE AUDIT COMMITTEE

Chair: Mr Michael Tuke

Appointed by the Council: Ms Marjorie Allthorpe-Guyton

> Mr Bob Annibale Mr Alan Jinkinson Mr David Peake

Vacancy

In attendance: Warden: Professor Geoffrey Crossick from 1.5.2005

Professor Kay Stables (Acting Warden to 30.4.2005)

College Secretary: Ms Sharon Page

Director of Resources and Planning: Mr Ian Turner

Director of Finance: Mr Barry Douglas

Secretary: Committee Administrator: Ms Jane Offerman

SENIOR EXECUTIVES

College Secretary: Ms Sharon Page Director of Resources and Planning: Mr Ian Turner Director of Finance: Mr Barry Douglas Academic Registrar (Acting): Mrs Vivien Taibe Head of Personnel: Mr Rob Letham **Head of Estates and Services:** Ms Diane Gamble **Director of Information Services:** Mrs Joan Pateman

AUDITORS

Knox Cropper

Chartered Accountants and Registered Auditors 16 New Bridge Street London EC4V 6AX

BANKERS

National Westminster Bank PLC 65 Peckham High Street London SE15 5RZ

RESPONSIBILITIES OF THE COUNCIL

In accordance with the Charter and related Statutes, the Council of the College is responsible for the administration and management of the College's affairs, including ensuring an effective system of internal control, and is required to present audited Financial Statements for each financial year.

The Council is responsible for keeping proper accounting records which disclose with reasonable accuracy, at any time, the financial position of the College and enable it to ensure that the Financial Statements are prepared in accordance with the Charter and Statutes, the Statement of Recommended Practice: Accounting for Further and Higher Education and other relevant accounting standards. In addition, within the terms and conditions of a Financial Memorandum agreed between the Higher Education Funding Council for England (HEFCE) and the Council of the College, the Council, through its designated Office Holder¹, is required to prepare Financial Statements for each financial year which give a true and fair view of the College's state of affairs, and of the surplus or deficit and cash flows for that year.

In causing the Financial Statements to be prepared, the Council has to ensure that:

- suitable accounting policies are selected and applied consistently;
- judgements and estimates are made that are reasonable and prudent;
- applicable accounting standards have been followed, subject to any material departures disclosed and explained in the Financial Statements;
- Financial Statements are prepared on the going concern basis unless it is inappropriate to presume that the College will continue in operation. The Council is satisfied that it has adequate resources to continue in operation for the foreseeable future: for this reason the going concern basis continues to be adopted in the preparation of the Financial Statements.

The Council has taken reasonable steps, including the requirement in its Ordinances for the receipt of advice from its Finance and Resources Committee on the allocation of resources and general financial management, and from its Audit Committee which has a wide independent remit over its affairs, to:

- ensure that funds from the HEFCE are used only for the purposes for which they have been given and in accordance with the Financial Memorandum with the HEFCE and any other conditions which that Funding Council may from time to time prescribe, and similarly with regard to funding agreements with the Teacher Training Agency (which is responsible for the funding of Initial Teacher Education) and the Learning Skills Council from which the College receives a small grant for further education provision;
- ensure that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources:
- safeguard the assets of the College and prevent and detect fraud;
- secure the economical, efficient and effective management of the College's resources and expenditure.

The key elements of the College's system of internal financial control, which is designed to discharge the responsibilities set out above, include the following:

- clear definitions of the responsibilities of, and the authority delegated to, heads of academic and administrative departments, centres and units;
- a comprehensive medium and short-term planning process, supplemented by detailed annual income, expenditure, capital and cash flow budgets;
- regular reviews of key performance indicators and business risks and guarterly reviews of financial results involving variance reporting and updates of forecast out-turns;
- clearly-defined and formalised requirements for approval and control of expenditure, with investment decisions involving capital or revenue expenditure being subject to formal detailed appraisal and review according to approved levels set by the Council;
- comprehensive Financial Regulations detailing financial controls and procedures, approved by the Audit Committee and Council;
- a professional Internal Audit team whose annual programme is approved by the Audit Committee and endorsed by Council and whose Head provides the Audit Committee with a report on the internal audit activity within the College and an opinion on the adequacy and effectiveness of the College's system of internal control, including internal financial control.

Any system of internal financial control can, however, only provide reasonable, but not absolute, assurance against material misstatement or loss.

The Warden of the College, Professor Geoffrey Crossick, is its designated Office Holder.

In accordance with the Financial Memorandum, the College has to designate a principal Office Holder, acceptable to the Funding Council, who is required to:

satisfy the College's Council that all conditions relating to the use of funds provided by the Funding Council are complied with;

[•] advise the College's Council if at any time any action or policy under consideration by it appears to the designated Office Holder to be incompatible with the terms of the Financial Memorandum. The designated Office Holder is required to inform the Chief Officer of the Funding Council in writing should the College's Council decide nevertheless to proceed.

REPORT OF THE WARDEN

SCOPE OF THE FINANCIAL STATEMENTS

These Financial Statements cover the activities of the College for the year ended 31 July 2005. The College has one subsidiary company, The Constance Howard Foundation, a company limited by guarantee that has not yet traded.

RESULTS FOR THE YEAR

The following table summarises the College's income and expenditure for the year ended 31 July 2005 in comparison with the previous year:

Historical cost (deficit)/surplus	(147)	1,482
and actual depreciation charge calculated on revalued amount	816	850
Difference between historical cost depreciation charge		
(Deficit)/Surplus on continuing operations after depreciation of assets at valuation	(963)	632
Expenditure	52,892	49,996
Income	51,929	50,628
	2005 £'000	2004 £'000

The historical cost deficit on continuing operations of £147k represents a reduction of £1,629k on the previous year's surplus. The College's expenditure for the year increased by 5.8% while income increased by just 2.6%. The major changes were:

Income

- Funding Council grants increased by 2.9% to £27,050k (2004 £26,283k)
- Tuition fees increased overall by 1.5% to £15,533k (2004 £15,310k). Home fees showed an increase of 4.1% and overseas fees a decrease of 0.9%
- Income from research grants and contracts has increased by a healthy 22.04% to £2,065k (2004 £1,692k) due to a higher success rate in grant applications and additional funding from Research Councils as a contribution to sustainability pending the introduction of Full Economic Costing

Expenditure

- Depreciation costs have increased by 16% to £2,834k (2004 £2,443k) reflecting the first year's charge for the Ben Pimlott Building and major refurbishment projects
- Staff costs have increased by 6% to £32,960k (2004 £31,095k) and other operating expenses by 4% to £16,606k (2004 £15,970k)

CASH FLOW

Cash decreased by £1,859k in the year to £1,958k. Cash inflow from operations totalled £1.8m offset by expenditure, net of grants, on buildings and equipment of £5.8m.

CREDITOR PAYMENTS POLICY

It is the College's policy to pay its creditors within the timescale set out in the terms of payment of its suppliers.

CAPITAL PROJECTS

Capital expenditure during the year totalled £6,291k of which £4,439k related to the Ben Pimlott Building. The remaining £1,852k was used mainly for:

- continuing the refurbishment of the Anthropology Department;
- the improvement of teaching rooms and computer facilities;
- improved facilities for disabled students, staff and visitors;
- the implementation of a new student record system.

FUTURE DEVELOPMENTS

The College is in the process of creating a new Strategic Plan which will, in common with the existing plan, address the need to expand its student population and to further increase its research profile. The new Plan will be underpinned by strategies for the growth of tuition fee and other income to increase discretionary reserves and boost the funds available for investment. Achievement of these key objectives will involve the continued recruitment of teachers and researchers of national and international standing, the creation of new, stimulating and innovative academic programmes and the updating of the College's infrastructure.

Over the next five years the College's Estates Strategy will result in the refurbishment of outdated buildings and, significantly, complete renovation of its largest building – recently renamed the Richard Hoggart Building after the distinguished former Warden of Goldsmiths. The Richard Hoggart building is an excellent example of 19th-century architecture which the College aims to restore sympathetically, to display its inherent character whilst creating a space that reflects its standing as a leading UK higher education institution. The Richard Hoggart Building project is expected to cost around £10m and our Development Office has recently launched a campaign to raise the funds necessary for its successful completion.

The construction of the Media Centre has begun and the new building is expected to be finished by March 2006. The budget for this project is £2.3m of which £2.1m is funded from a HEFCE Science Research Investment Fund grant. In addition, grants totalling £6.3m from the Science Research Investment Fund and HEFCE's project capital funding will enable investment in the College's Whitehead Building and the replacement of temporary accommodation with a new building which will not only house staff and students of our highly rated Media and Communications Department but also facilitate the development of critical creative research and practice.

DISABILITY STATEMENT

The College welcomes applications from students with learning difficulties and disabilities. We are committed to a policy which allows, as far as possible, for equality of opportunity and access to the higher and further education programmes which we provide. In furtherance of this policy, the College has agreed a capital programme totalling £3m to address issues identified in a recently-commissioned disability audit of its accommodation. The College has undertaken a considerable amount of work in relation to the Disability Discrimination Act 2000 and the Disabled Persons (Employment) Act 1994 and is carrying out further works over the next few years to ensure that the majority of the campus and halls are accessible to all.

CONCLUSION

The College aims to grow significantly over the medium term. The estates developments planned, including the construction of the new buildings, is expected to aid the realisation of our goal to increase student numbers and improve underlying financial performance. The College's latest financial forecast show deficits in the early years reflecting the continued impact of the downturn in the number of overseas students experienced in the current year and the significant increase in the cost of pension contributions. However, the College's Senior Management Team is in the process of devising a new Strategic Plan which will have at its heart the goal of significantly improving overall financial performance in the medium term whilst maintaining the essential characteristics that make Goldsmiths a leading UK higher education institution.

The College relies heavily upon its management, staff and committees to realise its objectives, and I would like to take this opportunity to record my thanks to them all for their support and endeavour over the past year. Special thanks are due to our external members of Council, whose advice and support have been invaluable during this challenging period.

Finally it remains for me to thank Professor Kay Stables for her excellent leadership as Acting Warden following the untimely death of Professor Ben Pimlott, the Warden of the College from October 1998 to April 2004. The College was fortunate to have Professor Stables able and willing to take on the job of Acting Warden and to maintain the momentum established by her predecessor.

Professor Geoffrey Crossick Warden

November 2005

CORPORATE GOVERNANCE

College Council, the Governing Body of Goldsmiths College, has responsibility for maintaining a sound system of internal control that supports the achievement of policies, aims and objectives, whilst safeguarding the public and other funds and assets for which it is responsible, in accordance with the responsibilities assigned to the Governing Body in the College's Statutes and the Financial Memorandum with the HEFCE

The system of internal control is designed to manage rather than eliminate the risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an ongoing process designed to identify the principal risks to the achievement of policies, aims and objectives, to evaluate the nature and extent of those risks and to manage them efficiently, effectively and economically. This process has been in place for the year ended 31 July 2005 and up to the date of approval of the Financial Statements, and accords with the HEFCE guidance.

Council has responsibility for reviewing the effectiveness of the system of internal control and has established the following processes:

- Meetings at least three times per year to consider the plans and strategic direction of the institution.
- The receipt of periodic reports from the Chair of the Audit Committee concerning internal control, and requests for reports from managers on the steps being taken to manage risks, including progress reports on key projects.
- The Audit Committee has taken on the formal responsibility for providing the oversight of risk issues.
- The Audit Committee receives reports from the Head of Internal Audit, which include their independent opinion
 on the adequacy and effectiveness of the Institution's system of internal control, together with recommendations
 for improvement.
- A regular programme of facilitated workshops, under the direction of the Director of Resources and Planning, a member of the College's Senior Management Team, is held to identify and keep up to date the record of risks facing the organisation.
- A programme of risk awareness training is under way.
- A system of key performance and risk indicators has been developed.
- A robust risk prioritisation methodology based on risk ranking and cost-benefit analysis has been established.
- An organisation-wide risk register is now maintained.
- Reports are received from budget holders, department heads and project managers on internal control activities.

Our review of the effectiveness of the system of internal control is informed by the internal audit unit, which operates to standards defined in the HEFCE Audit Code of Practice and which has been reviewed for effectiveness by the HEFCE Audit Service. The internal auditors submit regular reports which include the Head of Internal Audit's independent opinion on the adequacy and effectiveness of the College's system of internal control, with recommendations for improvement.

Our review of the effectiveness of the system of internal control is also informed by the work of the executive managers within the institution, who have responsibility for the development and maintenance of the internal control framework, and by comments made by the external auditors in their management letter and other reports.

INDEPENDENT AUDITORS' REPORT TO THE COUNCIL OF GOLDSMITHS COLLEGE

We have audited the Financial Statements on pages 13 to 32 which have been prepared under the historical cost convention (as modified by the revaluation of certain fixed assets), and in accordance with the accounting policies set out on pages 17 to 19.

This report is made solely to the Council's members, as a body, in accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education. Our audit work has been undertaken so that we might state to the Council's members those matters which we are required to state to them in an auditors' report and for no other purposes. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Council and the Council's members as a body, for our audit work, for this report or for the opinion we have formed.

RESPECTIVE RESPONSIBILITIES OF THE COUNCIL AND AUDITORS

As described in the statement of the Council's responsibilities on pages 6 and 7, the Council is responsible for the preparation of the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards. Our responsibility is to audit the Financial Statements in accordance with relevant legal and regulatory requirements and United Kingdom Auditing Standards.

We report to you our opinion as to whether the Financial Statements give a true and fair view. We also report to you whether in our opinion monies expended out of funds from whatever source administered by the College for specific purposes were properly applied for those purposes and where relevant managed in accordance with appropriate legislation and whether monies expended out of funds provided by the Higher Education Funding Council for England and the Learning and Skills Council and the Teacher Training Agency were applied in accordance with the Financial Memorandum, and any other terms and conditions attached to them.

We also report to you if, in our opinion, the Report of the Warden is not consistent with the Financial Statements, if the College has not kept proper accounting records, the accounting records do not agree with the Financial Statements or if we have not received all the information and explanations we require for our audit.

We also, at the request of Council, review whether the statement on page 10 reflects the College's compliance with the relevant provisions of the Combined Code specified for our review by Council and we report if it does not.

We read the other information contained in the Warden's Report and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the Financial Statements.

BASIS OF OPINION

We conducted our audit in accordance with Auditing Standards issued by the Auditing Practices Board, and the Audit Code of Practice issued by the Higher Education Funding Council for England. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the Financial Statements. It also includes an assessment of the significant estimates and judgements made by the Council in the preparation of the Financial Statements and of whether the accounting policies are appropriate to the College's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations that we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the Financial Statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the Financial Statements.

OPINION

In our opinion:

- (i) the Financial Statements give a true and fair view of the state of affairs of the College at 31 July 2005 and of the deficit of income in relation to expenditure and cash flows for the year then ended and have been properly prepared in accordance with the Statement of Recommended Practice: Accounting for Further and Higher Education;
- (ii) in all material respects, income from the Higher Education Funding Council for England, the Learning and Skills Council, and the Teacher Training Agency, and grants and income for specific purposes and from other restricted funds administered by the College, have been applied for the purposes for which they were received;
- (iii) in all material respects, income has been applied in accordance with the College's Charter and Statutes and, where appropriate, with the Financial Memorandum (dated 1 October 2003) with the Higher Education Funding Council for England and funding agreements with the Learning and Skills Council, and the Teacher Training Agency.

Knox Cropper Chartered Accountants and Registered Auditors 16 New Bridge Street London EC4V 6AX

16 December 2005

INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 JULY 2005

	Note	2005	2004
		£'000	£'000
INCOME			
Funding Council grants	2	27,050	26,283
Academic fees and support grants	3	15,533	15,310
Research grants and contracts	4	2,065	1,692
Other operating income	5	6,885	6,906
Endowment income and interest receivable	6	396	437
Total Income		51,929	50,628
EXPENDITURE			
Staff costs	7	32,960	31,095
Other operating expenses	12	16,606	15,970
Depreciation	9	2,834	2,443
Interest payable	10	492	488
Total Expenditure		52,892	49,996
(Deficit)/surplus on continuing operations after depreciation			
of tangible fixed assets at valuation and before taxation		(963)	632
Taxation	11	-	_
(Deficit)/surplus on continuing operations after depreciation			
of assets at valuation and taxation		(963)	632
Transfer to accumulated income within specific endowments		(16)	(14)
(Deficit)/surplus for the year retained within general reserves		(979)	618

NOTE OF HISTORICAL SURPLUSES AND DEFICITS

FOR THE YEAR ENDED 31 JULY 2005

Note Note	2005 £'000	2004 £'000
(Deficit)/surplus on continuing operations after depreciation of assets at valuation and taxation	(963)	632
Difference between historical cost depreciation charge and the actual depreciation charge for the year calculated on the revalued amount 20	816	850
Historical cost (deficit)/surplus for the period after taxation	(147)	1,482

None of the College's major activities were acquired or discontinued during the above financial years

STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES

FOR THE YEAR ENDED 31 JULY 2005

TOR THE TEAR ENDED STROET 2003	Note	2005 £'000	2004 £'000
(Deficit)/surplus after depreciation of assets at valuation and tax		(963)	632
Appreciation/(depreciation) of endowment asset investments	19	69	(12)
Endowment & specific funds income surplus	19	16	14
New endowment funds	19	2	2
Total recognised (losses)/gains relating to the year		(876)	636
Reconciliation			
Reconciliation Opening reserves and endowments		41,264	40,628
		41,264 (876)	40,628 636

BALANCE SHEET

AS	AT	31	JU	LY	200	5

AS AT 31 JULY 2005			
	Note	2005	2004
		£'000	£′000
Fixed assets			
Tangible assets	12	62,621	59,178
Investments	13	28	28
		62,649	59,206
Endowment assets	14	1,319	1,232
Current assets			
Stocks and stores		118	104
Debtors	15	3,430	2,873
Investments		· -	2,399
Cash at bank and in hand		1,958	3,817
		5,506	9,193
Creditors: amounts falling due within one year	16	(8,504)	(7,522)
Net current (liabilities)/assets		(2,998)	1,671
Total assets less current liabilities		60,970	62,109
Creditors: amounts falling due after more than one year	17	(7,371)	(7,461)
TOTAL NET ASSETS		53,599	54,648
Represented by:			
Deferred capital grants	18	13,241	13,398
Endowments			
Specific	19	1,319	1,232
Reserves			
Revaluation reserve	20	27,981	28,797
General reserve	21	11,058	11,221
TOTAL FUNDS		53,599	54,648

Signed and approved on behalf of Council by:

Sir William Utting Chair of Council

Professor Geoffrey Crossick Warden

Date: 15 December 2005

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 JULY 2005

FOR THE TEAR ENDED STIJULT 2003	Note	2005 £'000	2004 £′000
Net cash inflow from operating activities	24	1,763	2,607
Returns on investments and servicing of finance	25	(96)	(51)
Tax paid		_	_
Capital expenditure and financial investment	26	(5,832)	(2,916)
Management of liquid resources	27	2,381	(105)
Financing	28	(75)	(59)
Decrease in cash in the period		(1,859)	(524)
Reconciliation of net cash flow to movement in net debt			
Decrease in cash in the period		(1,859)	(524)
(Increase)/decrease in liquid funds		(2,381)	105
Decrease in loans		75	59
Change in net debt		(4,165)	(360)
Opening net funds at 1 August		(907)	(547)
Closing net debt at 31 July		(5,072)	(907)

FOR THE YEAR ENDED 31 JULY 2005

1. PRINCIPAL ACCOUNTING POLICIES

Basis of preparation

The Financial Statements have been prepared in accordance with the statement of recommended practice (SORP): *Accounting for Further and Higher Education* and in accordance with applicable Accounting Standards. They conform to guidance published by the Higher Education Funding Council for England.

Basis of accounting

The Financial Statements have been prepared under the historical cost convention modified by the revaluation of certain fixed assets

Consolidation

In accordance with FRS 2, the Financial Statements do not contain those of the Goldsmiths Students' Union as, whilst the College is obliged to monitor expenditure and budgets within codes of practice, it does not exert control or have dominant influence over policy decisions which do not conflict with those codes. The expenditure shown in the Income and Expenditure Account of the College relates to the College's contribution to Union activities.

Recognition of income

Income from sponsored research grants, contracts and other services rendered is recognised to the extent of direct expenditure incurred during the year plus any related contributions towards overhead costs.

All income from short-term deposits and endowments is credited to the Income and Expenditure Account in the period in which it is earned. Income from specific endowments not expended in accordance with the restrictions of the endowment is transferred from the Income and Expenditure Account to specific endowments.

Recurrent grants from the Funding Councils are recognised in the period in which they are receivable.

Non-recurrent grants from Funding Councils or other bodies received in respect of the acquisition or construction of fixed assets are treated as deferred capital grants and amortised in line with depreciation over the life of the assets.

Foreign currency translation

Transactions denominated in foreign currencies are recorded at the rate of exchange ruling at the dates of the transactions.

Maintenance of premises

Expenditure on routine corrective maintenance is charged to the Income and Expenditure Account as incurred.

FOR THE YEAR ENDED 31 JULY 2005

Tangible Fixed Assets

In keeping with FRS 15, all land and buildings existing at 31 July 1993 and revalued at 31 July 1994 by Frank Durrant Westmore and Reeves, Chartered Surveyors, will be retained at those values as cost. Properties used for educational and hostel purposes have been valued on the Depreciated Replacement Cost basis and residential properties on the basis of Open Market Value For Existing Use. Additions since revaluation are stated at cost.

Buildings purchased under leasing arrangements that transfer substantially all the risks and rewards of ownership to the College have been capitalised. The capital element of future rental obligations is included in creditors. The interest element of the rental obligations is charged to the Income and Expenditure Account so as to produce a proportionate rate of charge on the basis of future obligations for each accounting period. Assets held under finance leases are depreciated on the same basis as similar assets according to categories shown below.

All plant and equipment below an initial cost of £7,500 per individual item or group of related items have been written off against the funds provided for their purchase. Plant and equipment costing £7,500 and over are capitalised and written off over their useful lives as indicated in the depreciation table below.

Where fixed assets are acquired with the aid of specific grants, they are capitalised and depreciated according to the categories in which they fall. The related grants are treated as deferred capital grants and released to income over their expected useful lives.

Fixed assets in the course of construction are not depreciated until their year of completion.

Depreciation is provided on cost or valuation on a straight-line basis so as to write off the assets over their estimated useful lives. The rates of depreciation used are as follows:

Freehold land Nil

Freehold buildings (long-term) 2.5% per annum Freehold buildings (short-term and refurbishments) 10% per annum

Leaseholds over the terms of the leases

Plant and equipment (library stacks)

Administrative computer systems

Other plant and equipment

33.33% per annum

Stocks

Stocks are stated at the lower of cost and net realisable value. Stocks held by departments are written off as purchased as being of immaterial value.

Investments

Fixed Asset Investments and Endowment Asset Investments are shown at market value where known. Endowment and restricted funds held on temporary deposit or on short-term money market form part of the liquid funds. These funds are shown as capital contributed plus net accumulated interest.

FOR THE YEAR ENDED 31 JULY 2005

Pensions

The two pension schemes in which the College participates are the Universities Superannuation Scheme (USS) for academic and academically-related staff and the London Pension Fund Authority (LPFA) for other administrative technical, clerical and manual staff. Both schemes are defined benefit schemes which are externally funded and contracted out of the State Second Pension (S2P).

The liabilities are valued every three years by actuaries using the projected unit method, the rates of contribution payable being determined by the trustees on the advice of the actuaries. In the intervening years actuaries review the progress of the schemes. Pension costs are assessed on the latest actuarial valuations of the schemes and are accounted for on the basis of charging the cost of providing pensions over the period during which the College benefits from the employees' services.

The annual employers' pension contributions borne by the College are included in salary costs charged to the various heads of expenditure. Further details of the schemes are given in Note 30 to the Accounts.

Costs relating to premature retirement, restructuring and unfunded pensions are treated as additional salary costs.

Taxation

The College is an educational charity incorporated under a Royal Charter granted on 1 January 1990. It is an exempt charity within the meaning of Schedule 2 of the Charities Act 1993 and as such is a charity within the meaning of Section 506(1) of the Income and Corporation Taxes Act 1988 (ICTA 1988). Accordingly, the College is potentially exempt from taxation in respect of income or gains received within categories covered by Section 505 of ICTA 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied to exclusively charitable purposes. The College receives no similar exemption in respect of Value Added Tax.

In regard to income from research and consultancy and from non-student lettings and associated income, the College has applied the Inland Revenue guidelines and has considered that the level of activity in each of those areas does not constitute a trade and so will not give rise to a charge to tax. Accordingly, no provision has been made in the Accounts for taxation.

FOR THE YEAR ENDED 31 JULY 2005		
	2005	2004
	£'000	£'000
2. FUNDING COUNCIL GRANTS		
Recurrent grants		
Higher Education Funding Council		
Teaching	14,469	13,430
Research	6,493	6,421
Teacher Training Agency	3,687	3,263
Learning and Skills Council	279	233
Total recurrent grants	24,928	23,347
Specific grants		
Higher Education Funding Council	838	1,501
Teacher Training Agency	686	734
Total recurrent and specific grants	26,452	25,582
Deferred capital grants released in the year		
Buildings (note 18)	467	380
Equipment (note 18)	131	321
	27,050	26,283
3. ACADEMIC FEES AND SUPPORT GRANTS		
Full-time students charged home fees	6,313	5,997
Students charged overseas fees	7,445	7,516
Part-time students fees	1,439	1,447
Short course fees	287	314
Research training support grants	49	36
Fees funded through the United States Family Education Loan Programme amounted to £589k and represented 4.28% of total full-time fees		
	15,533	15,310
4. RESEARCH GRANTS AND CONTRACTS		
Research Councils	955	723
UK-based charities	412	360
Other grants and contracts	698	609
	2,065	1,692

FOR THE YEAR ENDED 31 JULY 2005		
	2005	2004
	£'000	£′000
5. OTHER OPERATING INCOME		
Residences, catering and conferences	5,220	4,875
Other services rendered	707	764
Other income	903	800
Exceptional VAT recovery	55	467
	6.005	6.006
	6,885	6,906
6. ENDOWMENT AND INVESTMENT INCOME		
Specific endowments (note 19)	78	69
Other interest receivable	318	368
	396	437
7. STAFF COSTS		
The average weekly number of persons (including senior post-holders) employed		
by the College during the period, expressed as full-time equivalents, was:		
as the contege daming the period, enpressed as tall time equitations, mass	Number	Number
Teaching and research	406	402
Administrative	139	133
Technical	61	61
Clerical	181	176
Other	75	80
	862	852
	£′000	£′000
Salaries and wages	27,351	25,963
Social security costs	2,294	2,170
Other pension costs (note 30)	2,863	2,663
Restructuring costs	452	299
	32,960	31,095
Academic departments	20,668	19,965
Academic services	2,325	2,222
Research grants and contracts	1,173	905
Residences, catering and conferences	574	594
Premises	1,693	1,743
Administration	5,243	4,705
General educational	417	263
Other services rendered	415	399
Other	452	299
	22.000	24.005
	32,960	31,095

FOR THE YEAR ENDED 31 JULY 2005		
	2005	2004
	£'000	£'000
8. REMUNERATION OF DIRECTORS AND HIGHER PAID EMPLOYEES		
The Warden's post was held by Professor Ben Pimlott until 10 April 2004.		
Professor Kay Stables acted as Warden from 11 April 2004 until Professor		
Geoffrey Crossick commenced on 1 May 2005. The emoluments of the		
Warden's post were:		
Remuneration	115	117
USS Pension contributions (paid at the same rates as for other academic staff)	15	17
Taxable benefit in kind (fiscal year basis)	_	_
	130	134
Remuneration of other higher paid staff, excluding employer's		
pension contributions, fall in the following bands:	Number	Number
£70,000-£79,999	4	1
£80,000-£89,999	2	1
100,000-103,333	2	'
	£′000	£′000
9. OTHER OPERATING EXPENSES	_ 000	
Academic departments	3,184	3,044
Academic services	1,126	963
Research grants and contracts	485	489
Residences, catering and conferences	3,767	3,655
Premises	3,766	3,390
Administration	3,046	2,879
General educational	1,101	1,352
Other services rendered	131	198
Total	16,606	15,970
Other operating expenses include:		
Auditors' remuneration (external audit)	37	32
Auditors' remuneration (external audit)	51	29
Equipment operating lease rentals	_	_
Equipment operating lease rentals		
10. INTEREST PAYABLE		
Loans not wholly repayable within five years	102	98
Finance leases	390	390
	230	
	492	488

11. TAXATION

The charitable status of the College and the application of the Inland Revenue guidelines to its other quasi-commercial activities do not render the College liable to Corporation Tax. Accordingly no provision has been made for taxation.

FOR THE YEAR ENDED 31 JULY 2005

12. TANGIBLE ASSETS

La	nd & Ruildings		Fauinment	Total
Edi		Financed	Equipment	10tai
Freehold	Leasehold	Leasehold		
£′000	£′000	£′000	£′000	£'000
44,469	20	_	_	44,489
22,678	_	5,785	6,334	34,797
(119)	(20)	_		(139)
5,627	_	_	664	6,291
44,350	_	_	_	44,350
28,305	_	5,785	6,998	41,088
13,787	6	661	5,654	20,108
(119)	(6)			(125)
2,125	_	165	544	2,834
15,793	-	826	6,198	22,817
56,862	_	4,959	800	62,621
53,360	14	5,124	680	59,178
	Freehold £'000 44,469 22,678 (119) 5,627 44,350 28,305 13,787 (119) 2,125 15,793	£'000 £'000 44,469 20 22,678 - (119) (20) 5,627 - 44,350 - 28,305 - 13,787 6 (119) (6) 2,125 - 15,793 - 56,862 -	Short Leasehold Financed Leasehold £'000 £'000 £'000 44,469 20 - 22,678 - 5,785 (119) (20) - 5,627 - - 44,350 - - 28,305 - 5,785 13,787 6 661 (119) (6) 2,125 15,793 - 826 56,862 - 4,959	Short Financed Leasehold £'000 £'000 £'000 £'000 44,469 20 - - 22,678 - 5,785 6,334 (119) (20) - - 5,627 - - - 664 44,350 - - - - - 28,305 - 5,785 6,998 - <t< td=""></t<>

Buildings with a net book value of £12,987k have been funded from Treasury sources; should these particular buildings be sold, the College would either have to surrender the proceeds to the Treasury or use them in accordance with the Financial Memorandum with the HEFCE.

	2005	2004
	£′000	£′000
13. INVESTMENTS	28	28

Investments are shown at cost and represent 27,782 ordinary shares, fully paid, in CVCP Properties plc and 240 £1 shares in i2 Media Ltd.

FOR THE YEAR ENDED 31 JULY 2005		
	2005	2004
	£'000	£'000
14. ENDOWMENT ASSETS		
Balance at 1 August 2004	1,232	1,228
Additions	18	16
Appreciation/(depreciation) in market value	69	(12)
	1,319	1,232
Represented by:		
Equities	888	819
Bank balances	431	413
	1,319	1,232
15. DEBTORS		
Amounts falling due within one year		
Student debts	852	677
Other debts	1,076	807
Prepayments and accrued income	1,502	1,379
	3,430	2,863
Amounts falling due after more than one year	-	10
	3,430	2,873
16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR		
Mortgages and unsecured loans	37	31
Obligations under finance leases (note 22)	53	44
Trade creditors	3,231	3,641
Social security and other taxation payable	787	769
Accruals and deferred Income	4,396	3,037
	8,504	7,522
17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR		
Mortgage secured on residential property repayable by 2021	1,765	1,803
Others	5,606	5,658
A 25 year mortgage taken out in March 1996 is held by Capital Bank plc (part of the Royal Bank of Scotland) on Raymont Hall. The average rate of interest paid in the year was 5.55%.		
	7,371	7,461

FOR THE YEAR ENDED 31 JULY 2005		
	2005	2004
	£'000	£′000
18. DEFERRED CAPITAL GRANTS FROM THE HEFCE AND ITS PREDECESSORS		
At 1 August:		
Buildings	13,013	9,806
Equipment	385	185
Total	13,398	9,991
Cash received:		
Buildings	441	3,587
Equipment	_	521
Total	441	4,108
Released to Income & Expenditure		
Buildings depreciation (note 2)	467	380
Equipment depreciation (note 2)	131	321
Total	598	701
At 31 July:		
Buildings	12,987	13,013
Equipment	254	385
Total	13,241	13,398
40. ENDOWMENTS AND SPECIFIC FUNDS		
19. ENDOWMENTS AND SPECIFIC FUNDS At 1 August	1,232	1,228
Income for year (note 6)	78	69
Expenditure	(62)	(55)
New funds	2	2
Increase/(decrease) in market value of investments	69	(12)
At 31 July	1,319	1,232
Representing:		
Chairs and lectureships funds	1,101	717
Prize and memorial funds	206	503
Other funds	12	12
	1,319	1,232

FOR THE YEAR ENDED 31 JULY 2005

	2005	2004
	£'000	£′000
20. REVALUATION RESERVE		
Land and buildings at 1 August	28,797	29,647
Contributions to depreciation (note 21)	(816)	(850)
As at 31 July	27,981	28,797
21. GENERAL RESERVE		
Balance at 1 August	11,221	9,753
(Deficit)/surplus after depreciation of assets at valuation and tax	(979)	618
Releases from revaluation reserve (note 20)	816	850
As at 31 July	11,058	11,221
22. LEASE OBLIGATIONS		
Obligations under finance leases fall due as follows:		
Between two and five years (note 17)	303	266
Over five years	5,302	5,392
Total over one year	5,305	5,658
Within one year (note 16)	53	44
Total	5,658	5,702
<u></u>	3,333	-,
Operating lease commitments for the forthcoming financial year are as follows:		
Land and Buildings		
On leases expiring within one year	_	_
On leases expiring within two and five years	84	194
On leases expiring after five years	1,506	1,467
Equipment		
On leases expiring within one year	_	_
On leases expiring within two and five years	_	_
On leases expiring after five years	-	_
Total	1,590	1,661
23. CAPITAL COMMITMENTS		
Commitments contracted as at 31 July	2,483	5,033
Authorised but not contracted as at 31 July	10,931	7,650
(To be partially funded by HEFCE capital grant of £9.9m)		

FOR THE YEAR ENDED 31 JULY 2005		
	2005	2004
	£'000	£'000
24. RECONCILIATION OF OPERATING DEFICIT		
TO NET CASH FROM OPERATIONS		
(Deficit)/surplus for the year	(979)	618
Depreciation	2,834	2,443
Contribution to depreciation from capital grants	(598)	(701)
Loss on disposal of fixed assets	14	_
Investment income	(396)	(437)
Loan interest paid – residences	492	488
(Increase)/decrease in stocks	(14)	28
(Increase) in debtors	(557)	(867)
Increase in creditors	967	1,035
Net cash inflow from operations	1,763	2,607
25. RETURNS ON INVESTMENTS AND SERVICING OF FINANCE		
Income from endowments and specific funds (note 6)	78	69
Income from short-term Investments (note 6)	318	368
Interest paid (note 10)	(492)	(488)
	(96)	(51)
26. CAPITAL EXPENDITURE AND FINANCIAL INVESTMENTS		
Payments to acquire tangible fixed assets (note 12)	(6,291)	(7,040)
Receipts from sale of tangible fixed assets	_	_
Deferred capital grants received (note 18)	441	4,108
Endowment and specific fund additions and income (note 19)	18	16
	(5,832)	(2,916)
27. MANAGEMENT OF LIQUID RESOURCES		
Short-term deposits	2,381	(105)
28. FINANCING		
Loan redemptions	(31)	(25)
Capital element of finance lease repayments	(44)	(34)
	(75)	(59)

FOR THE YEAR ENDED 31 JULY 2005

	At 31 July 2004 £'000	Cash Flow £'000	Other Changes £'000	At 31 July 2005 £'000
29. ANALYSIS OF CHANGES IN NET DEBT				
Cash at bank and in hand	3,817	(1,859)		1,958
Current asset investment	2,812	(2,381)		431
Debts due within one year	(75)	75	(90)	(90)
Debts due after more than one year	(7,461)	_	90	(7,371)
	(907)	(4,165)	_	(5,072)

30. PENSION SCHEMES

The two principal pension schemes for the College's staff are the Universities Superannuation Scheme (USS) and the London Pension Fund Authority (LPFA). The assets of the schemes are held in separate trustee-administered funds. The schemes are defined benefit schemes which are externally funded and are valued every three years by actuaries using the projected unit method, the rates of contribution payable being determined by the trustees on the advice of the actuaries.

University Superannuation Scheme

The USS is a defined benefits scheme which is externally funded and contracted out of the State Second Pension (SP2). The assets of the scheme are held in a separate trustee-administered fund. It is not possible to identify the institution's share of the underlying assets and liabilities in the scheme and hence contributions to the scheme are accounted for as if it were a defined contribution scheme. The cost recognised within the surplus/deficit for the year in the income and expenditure account being equal to the contributions payable to the scheme for the year.

The latest available actuarial valuation of the scheme was at 31 March 2002. The assumptions which have the most significant effect on the result of the valuation are those relating to rate of return on investments (ie the valuation rate of interest) and the rates of increase in salary and pensions. In relation to the past service liabilities the financial assumptions were derived from market yields prevailing at the valuation date. It was assumed that the valuation rate of interest would be 5.0% per annum, salary increases would be 3.7% per annum and pensions would increase by 2.7% per annum, including an additional investment return assumption of 1% per annum, salary increases would be 3.7% per annum and pensions would increase by 2.7% per annum. The valuation was carried out using the projected unit method.

At the valuation date, the valuation of the assets of the scheme was £19,938 million and the value of the past service liabilities was £19,776 million leaving a surplus of assets of £162 million. The assets therefore were sufficient to cover 101% of the benefits which had accrued to members after allowing for expected future increases in earnings.

FOR THE YEAR ENDED 31 JULY 2005

30. PENSION SCHEMES (CONTINUED)

The institution contribution rate required for future service benefits alone at the date of the valuation was 14.25% of salaries but it was agreed that the institution contribution rate will be maintained at 14% of salaries. To fund this reduction of 0.25% for the period of 12 years from the date of the valuation (the average outstanding working lifetime of the current members of the scheme) required the use of £82.5 million of the surplus. This left a past service surplus of £79.5m (including the Supplementary Section) to be carried forward.

Surpluses or deficits which arise at future valuations may impact on the institution's future contribution commitment. The last formal actuarial valuation was at 31 March 2005 but the results have not yet been made available.

The total pension cost for the institution was £2,447k (2004 £2,299k). This includes £310k (2004 £291k) outstanding contributions at the balance sheet date. The contribution rate payable by the institution was 14% of pensionable salaries.

London Pension Fund Superannuation Scheme

The London Pension Fund Superannuation Scheme is valued every three years by a professionally qualified independent actuary using the projected unit credit method, the rate of contribution payable being determined by the actuary. The latest formal valuation of the fund for the purpose of setting employer's actual contributions was at 31 March 2004.

In accordance with Financial Reporting Standard ('FRS') 17, the actuarial valuation at 31 July 2004 has been reviewed and updated as at 31 July 2005 based upon the following annual financial assumptions:

	2005	2004
	Percentage	Percentage
	per annum	per annum
Inflation assumption	2.8%	2.9%
Rate of increase in salaries	4.3%	4.4%
Rate of increase in pensions payment	2.8%	2.9%
Discount rate	5.0%	5.8%

The pension fund assets and expected rate of return as at 31 July are as follows:

	Expected rate of return at:		Fair value as at:	
	2005	2004	2005	2004
	Percentage	Percentage	£′000	£'000
	per annum	per annum		
Equities	7.3%	7.9%	1,389,000	1,092,600
Bonds	4.7%	5.4%	169,800	159,300
Property	5.4%	6.7%	119,600	105,100
Cash	4.5%	4.5%	82,400	17,500
Total	6.8%	7.5%	1,760,800	1,374,500

FOR THE YEAR ENDED 31 JULY 2005		
	2005	2004
	£′000	£'000
30. PENSION SCHEMES (CONTINUED)		
On the basis of the actuary's calculation the asset share in respect of the		
College as at 31 July 2005 was 0.98% (2004 1.13%) made up as follows:		
Estimated asset share	17,334	15,584
Present value of scheme liabilities	(25,634)	(22,927)
Present value of unfunded liabilities	(310)	(428)
	(3 3)	· · · · · · · · · · · · · · · · · · ·
Total value of liabilities	(25,944)	(23,355)
Net pension liability	(8,610)	(7,771)
Under the transitional arrangements of FRS 17, the College has made no		
provision for the institution's share of the deficit of the scheme. If provision		
were made the entries would be:		
Balance sheet presentation		
Net assets excluding FRS 17 pension liability	53,599	54,648
Net pension liability	(8,610)	(7,771)
Net assets including FRS 17 pension liability	46,989	46,877
Reserves note		
General reserves excluding FRS 17 pension liability	11,058	11,221
Net pension liability	(8,610)	(7,771)
The second secon	(1,111)	
Net reserves including FRS 17 pension liability	2,448	3,450
Analysis of the amount charged to the Income and Expenditure Account Service cost	751	796
Past service costs	751	790
Curtailments and settlements	16	_
Total operating charge	767	796
Analysis of the net return on pension scheme assets		
Expected return on pension scheme assets	1,164	1,082
Interest on pension scheme liabilities	(1,365)	(1,203)
Net return	(201)	(121)

2005 £'000 £'000 30. PENSION SCHEMES (CONTINUED) Analysis of amount recognised in statement of total recognised gains and losses (STRGL) Actual return less expected return on pension scheme assets Experience gains and losses arising on the scheme liabilities Changes in assumptions underlying the present value of the scheme liabilities (2,876) Actuarial loss in pension plan recognised in STRGL Movement in deficit during the year Deficit at the beginning of the year Current service cost (7,771) (7,210 (7,721) (7,7210
30. PENSION SCHEMES (CONTINUED) Analysis of amount recognised in statement of total recognised gains and losses (STRGL) Actual return less expected return on pension scheme assets 1,803 9 Experience gains and losses arising on the scheme liabilities 760 (18 Changes in assumptions underlying the present value of the scheme liabilities (2,876) (29 Actuarial loss in pension plan recognised in STRGL (313) (38 Movement in deficit during the year Deficit at the beginning of the year (7,771)
Analysis of amount recognised in statement of total recognised gains and losses (STRGL) Actual return less expected return on pension scheme assets Experience gains and losses arising on the scheme liabilities Changes in assumptions underlying the present value of the scheme liabilities (2,876) Actuarial loss in pension plan recognised in STRGL Movement in deficit during the year Deficit at the beginning of the year (7,771) (7,210)
of total recognised gains and losses (STRGL) Actual return less expected return on pension scheme assets Experience gains and losses arising on the scheme liabilities Changes in assumptions underlying the present value of the scheme liabilities (2,876) (29 Actuarial loss in pension plan recognised in STRGL (313) (38) Movement in deficit during the year Deficit at the beginning of the year (7,771)
Actual return less expected return on pension scheme assets Experience gains and losses arising on the scheme liabilities Changes in assumptions underlying the present value of the scheme liabilities (2,876) (29 Actuarial loss in pension plan recognised in STRGL Movement in deficit during the year Deficit at the beginning of the year (7,771) (7,210
Experience gains and losses arising on the scheme liabilities Changes in assumptions underlying the present value of the scheme liabilities (2,876) Actuarial loss in pension plan recognised in STRGL Movement in deficit during the year Deficit at the beginning of the year (7,771) (7,210)
Changes in assumptions underlying the present value of the scheme liabilities (2,876) (29 Actuarial loss in pension plan recognised in STRGL (313) (38 Movement in deficit during the year Deficit at the beginning of the year (7,771) (7,210)
value of the scheme liabilities (2,876) (29 Actuarial loss in pension plan recognised in STRGL (313) (38 Movement in deficit during the year Deficit at the beginning of the year (7,771) (7,210)
Actuarial loss in pension plan recognised in STRGL Movement in deficit during the year Deficit at the beginning of the year (7,771) (7,210)
Movement in deficit during the year Deficit at the beginning of the year (7,771) (7,210)
Deficit at the beginning of the year (7,771)
Deficit at the beginning of the year (7,771)
Culterit Service Cost (751)
Employer contributions net of benefits paid 419 363
Contributions in respect of unfunded benefits 23 31
Impact of settlement and curtailments (16)
Net return on assets (201)
Actuarial loss (313)
Deficit at 31 July (8,610) (7,771
History of experience gains and losses
Difference between the expected and actual return on assets 1,803 9
Value of assets 17,334 15,584
Percentage of assets 10.4% 0.1%
Experience gains/(losses) on liabilities 760 (18
Present value of liabilities 25,944 21,570
Percentage of the present value of liabilities 2.9% (0.1%)
Actuarial gains/(losses) recognised in STRGL (313)
Present value of liabilities 25,944 23,355
Percentage of the present value of liabilities (1.2%) (0.2%)

With effect from April 2005, the College's contribution was 9.3% of pensionable salaries for non-academic staff. The pension charge for the year to 31 July 2005 was £416k (2004 £364k).

FOR THE YEAR ENDED 31 JULY 2005		
	2005	2004
	£'000	£'000
31. HARDSHIP FUNDS		
Balance at 1 August	6	73
Funding council grants	435	551
Interest earned	5	4
Disbursed to students and administration	(424)	(622)
Underspent at 31 July	22	6
32. TTA TRAINING BURSARIES		
Balance at 1 August	281	245
Grants received	2,472	2,385
Payments to trainees	(2,392)	(2,349)
Underspent at 31 July	361	281
33. TTA SECONDARY SHORTAGE SUBJECT SCHEME		
Balance at 1 August	_	2
Grants received	106	108
Payments to trainees	(96)	(110)
Underspent at 31 July	10	-
Funding Council grants are available solely for students, the College acts only as a		
paying agent. The grants and related disbursements are therefore excluded from the		
Income and Expenditure Account. The balance at 31 July is included in Creditors.		
medite and Experiatore Account. The balance at 31 July is included in creditors.		
34. TTA MINORITY ETHNIC RECRUITMENT		
Balance at 1 August	16	5
Grants received	50	11
Expenditure	(30)	_
Underspent at 31 July	36	16

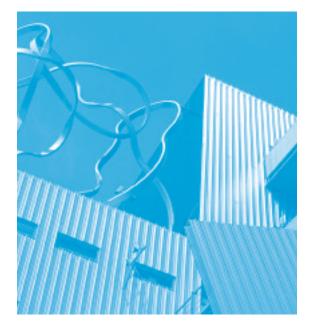
35. RELATED PARTY TRANSACTIONS

Due to the nature of the College's operations and the composition of the Council (being drawn from local public and private sector organisations) it is inevitable that transactions will take place with organisations in which a member of the Council may have an interest. All transactions involving organisations in which a member of the Council may have an interest are conducted at arm's length and in accordance with the College's financial regulations and normal procurement procedures.











Goldsmiths College

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