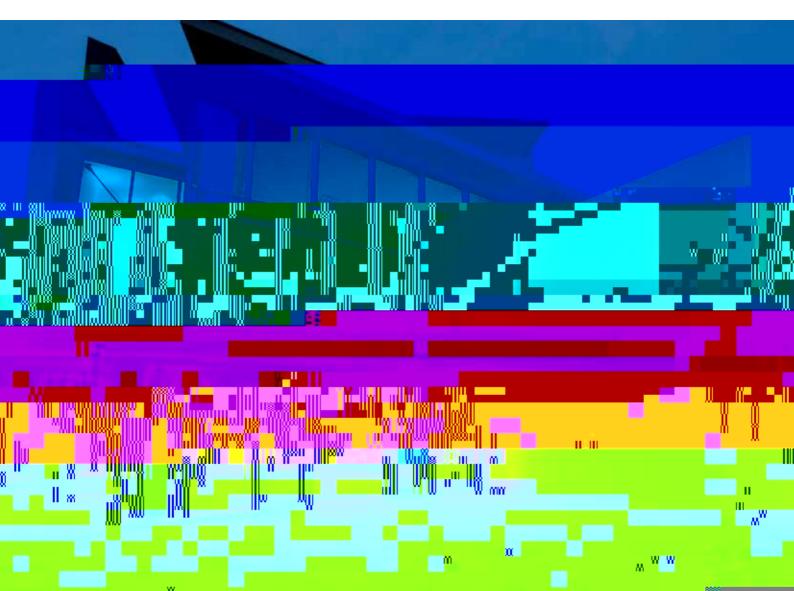


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## BOARD MEMBERS AND ADVISERS

Board Members (External)

Ms Sue Sutherland (appdi@hair Nov 10) Mr Alan J Frost (Chair, retired Nov 10) Mr Chris Appleton Dr Peter Barnwell Mr Ian Carter Ms Joanna Dawson Mr Julian Francis Prof Christine Hallett Mr David Hines Mr Tim Lee Ms Hannah McCarthy (resigned Jan 11) Ms Fiona McMillan (resigned Jul(

LeF-9.59209(FI56(()-0.52

# REPORT OF THE BOARD OF GOVERNORS

## Scope and format of the financial statements

We are pleased to present the University's find statements, including the Operating and Finar Relatives for 2011. The financial statements comprise the consolidated to be statements and its wholly-owned substities, Bournemouth 367(i)2.16107(i).747207(at);66956712(4216395471)[(J-594134(9)2)-66414 (e)366742.16107(i)2.11059()-110.2067(i)9(n1(e)309ia);3274724(s0.52d)-123.5-1(1)3()-1

## REPORT OF THE BOARD OF GOVERNORS

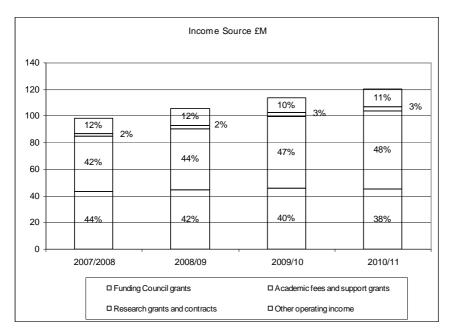
## Report of the Board of Governors

## Overview

Bournemouth University has achieved so much in **one** areas of education, research and professionalitic. Looking forward, we recently published our new Vision & VestBU2018: Creating, Sharing, Inspiringrhich outlines where we would like to be as an organisation by 2018. Its thision we will strive to create a student and festage perience that is stimulating, challenging and rewarding, in a worldss learning community that shares a unique flusific excellent education, research and professional practice.

During 2011 we have looked to our immediate future

## REPORT OF THE BOARD OF GOVERNORS



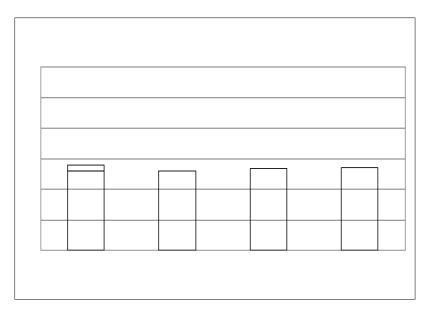
#### Financial Highlights of the Year (continued)

#### Expenditure

Staff costs increased by £0.6m from £53.4m in 2001£54.0m in 2011. Excluding the adjustment for FR \$Retirement Benefits), staff costs increased by £0.2m.

Other operating expenditure increased by £2.0m ft/efe0.6m in 2010 to £50.6m in 2011, an increase.0ff/4 Computer and equipment costs increased £0.5m, rent increase 20.4m and library spend increased by £0.4mndFrise costs reduced by £0.7m predominately due to under rement at partner colleges.

Depreciation increased £0.8m whilst interest payaeduced by £0.2m.



## REPORT OF THE BOARD OF GOVERNORS

#### Financial Performance Indicators

The University achieved all 5 of its financial perfhance indicators in 2011 as described below.

Surplus before adjustment for FRS17

The University recorded a surplus before adjusting FRS17 (Accounting for Pension Scheme Liabil)ties £11.1m in 2011 (2010 - £8.2m), this represented 9.2% of twen (2010 - 7.1%).

#### Total income

Total income increased by £6m from £115m in 201£1121m in 2011, this represented an .8166()-110.207(£)6. [(v)6.3838-()-gtese of

REPORT OF THE BOARD OF GOVERNORS

#### REPORT OF THE BOARD OF GOVERNORS

#### Bournemouth University and Public Benefit

Bournemouth University is required to demonstrate into the requirement that its activities alrepublic benefit. The Board members are aware of their duties with arceto public benefit and are conversant with ther Chy Commission guidance in this area.

Bournemouth University is a Higher Education Corpionate up under the Higher & Further Education A2092. The University is a Charity under Statute, also knownandsexempt charity'. Following changes in challer gislation, from 1 June 2010 HEFCE became the 'principal regulator' Higher Education Institutions (HEIs) in Englandat are exempt charities.

#### **Education and Widening Access**

At Bournemouth University we are committed to the crute the students from our region and to insee the attractiveness to students both nationally and rimationally.

We are committed to the development of our studes tself-motivated, independent, lifelong learners powered to make significant contributions in their chosen careers.

As part of its package of fees and support fornthew fees regime, BU has set out its plans to inswerste £3.6m during 2012/13 of which £1.4m is new investment. This withtend the University's ambitions to engage with the end of the university's ambitions to engage with the end of the university's ambitions to engage with the

These new measures will include developing an **actreprogramme** with specific focus on learners frameas which traditionally have low participation rates in higheelucation, those who are leaving care and stocheth disabilities.

#### RESPONSIBILITIES OF THE UNIVERSITY BOARD

The University Board has adopted this Statements as manary of its responsibilities. The Statement for model Statement of Responsibilities published by the Cotten of University Chairmen.

- 1. To approve the mission and strategic visionhold institution, long-term academic and businesseptiand key performance indicators, and to ensure that the set the interests of stakeholders.
- 2. To delegate authority to the head of the intistitu (known as the Vice-Chancellor), as chief existent of the academic, corporate, financial, estate and personnance agement of the institution and to establish known under regular review the policies, procedures and linvitishin such management functions as shall be unakterned by and under the authority of the Vice-Chancellor.
- 3. To ensure the establishment and monitoring **stessys** of control and accountability, including **fincia** and operational controls and risk assessment, and **phones** for handling internal grievances and for **rgianga** conflicts of interest. The Audit, Risk and Gover**oa** Committee receives a report at each of its mgsetion the major risks facing the University. Any mattersoon for are reported to the Board.
- 4. To ensure processes are in place to monitore and use the performance and effectiveness of **rtbe** interview of the plans and approved key performance at two is, which should be, where possible and appart performance at two is benchmarked against other comparable institutions.
- 5. To establish processes to monitor and evalute the performance and effectiveness of the Universide tiself. To ensure that similar processes are in place troitor cand evaluate the performance and effective besenate.
- 6. To conduct its business in accordance with **beast**tice in higher education corporate governamce with the principles of public life drawn up by the Committee Standards in Public Life.
- 7. To safeguard the good name and values of thieuinism.

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- 8. To appoint the Vice-Chancellor as chief executioned to put in place suitable arrangements for itroining his/her performance.
- 9. To appoint a Clerk to the University Board and etoosure that, if the person appointed has managerial responsibilities in the institution, there is an pappriate separation in the lines of accountability
- 10. To be the employing authority for all staff time institution and to be responsible for establight human resources strategy.
- 11. To be the principal financial and business **avitty** of the institution, to ensure that proper **ks**oof account are keptti

#### STATEMENT OF PRINCIPAL ACCOUNTING POLICIES

We have audited the financial statements of Bournuelmobniversity for the year ended 31 July 2011 white mprise the Consolidated Income and Expenditure Account, Codated Statement of Total Recognised Gains and Lots Balance Sheets for the Group and the University, the Codated Cash Flow Statement, the Consolidated State of Artistorical Cost Surpluses and Deficits, the Statement of Pranto Accounting Policies and the related notes. filmencial reporting framework that has been applied in their preparatise applicable law and United Kingdom Accounting Bards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the University's Groncers, as a body, in accordance with paragraph 12f41Be Education Reform Act 1988. Our audit work has been undertaken that we might state to the University's Governmotors we are required to state to them in an auditor parteand for no other purpose. To the fullest return the by law, we do not accept or assume responsibility to anyoher othan the University and the University's Govern

### STATEMENT OF PRINCIPAL ACCOUNTING POLICIES

The following accounting policies have been appliced sistently in dealing with items which are collessed material in relation to the financial statements.

1. Accounting convention

The financial statements have been prepared **under** istorical cost convention as modified by **threal** uation of freehold property and equipment transferred to **Une** resity from Dorset County Council upon incorpionat and in accordance with both the Statement of Recondende Practice (SORP): Accounting for Further angle is Education and applicable Accounting Standards.

2. Basis of consolidation

The consolidated financial statements consolidate financial statements of the University, its Wyhowned subsidiaries and those entities it exercises coorrespiniticant influence over for their financial early and  $3^{t}$  July 2011. Intra-group sales and profits are elianteid on consolidation and all income and experted ingures relate to external transactions only. The consolid

# CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT

Note	<u>201</u> 1 £000	<u>2010</u> £000

INCOME

# CONSOLIDATED STATEMENT OF HISTORICAL COST SURPLUSES & DEFICITS $\;$ FOR THE YEAR ENDED 31^{ST} JULY 2011 $\;$

	<u>2011</u> £000	<u>2010</u> £000
Surplus for the financial year	9,477	6,847
Difference between historical cost depreciation <b>rge</b> and actual depreciation charge on revalued fixed assets	401	401
Historical cost surplus after taxation	9,878	7,248

The notes on pages 21 to 36 form part of theseuactso

# CONSOLIDATED BALANCE SHEET AS AT 31 ST JULY 2011

	Note	<u>2011</u> £000		<u>2010</u> £00	
Fixed assets Tangible assets Investments	8 8		75,838 117		70,613 117
Current assets Stocks Investments Debtors Short-term deposits	9 8 10 18	19 63 3,942 28,431	75,955	21 71 4,104 23,367	70,730
Cash at bank and in hand	18	2,894  35,349		1,25  	3
Creditors: Amounts falling due within one year	11	(19,352)		(18,829)	
Net current assets			15,997		9,987
Total assets less current liabilities			91,952		80,717
Creditors: Amounts falling due after more than oneyear	12		(23,121)		(23,047)
Pension liability	21		(24,488)		(21,476)
NET ASSETS			44,343		36,194
Deferred capital grants	13		22,282		22,215
Reserves Revaluation	14	6,518		6,919	
Revenue excluding pension reserve Pension reserve	21	40,031 (24,488)		28,5 (21,476)	36
Revenue including pension reserve	15	15,543	3	7,0	60
Total reserves			22,061		13,979
TOTAL			44,343		36,194

The notes on pages 21 to 36 form part of theseuadoso

Approved and authorised for issue by the UniverBitigard on 4 November 2011

PROFESSOR J VINNEY Vice-Chancellor and Chief Executive

MS S SUTHERLAND Chair of the Board

# UNIVERSITY BALANCE SHEET AS AT 31 ST JULY 2011

	Note	<u>20</u> £0		<u>201</u> £0	
Fixed assets Tangible assets Investments	8 8		75,838 117		70,613 117
Current assets Stocks Debtors Short-term deposits Cash at bank and in hand	9 10	19 3,803 28,431 1,708	75,955	21 4,683 23,367 44	70,730
Creditors: Amounts falling due within one year	11	33,961 (19,325) 		28,115 (19,181)	
Net current assets			14,636		8,934
Total assets less current liabilities	rt		1.68(()-0.	(7(t)-0.524389	(s)( )]TJ /R11 9 Tf 242.711(8)6

# CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 $\,^{\rm ST}$ JULY 2011

	Note	<u>2011</u> £000	<u>2010</u> £000
Net cash inflow from operating activities	16	14,497	12,772
Returns on investments and servicing of finance			
Interest received Interest element of bank loan Interest element of finance lease payment		426 (631) (1,028)	197 (552) (1,040)
Capital expenditure and financial investment		(1,233)	(1,395)
Purchase of tangible fixed assets (excluding leased assets)		(9,940)	(5,812)
Deferred capital grant received		1,946	3,575
		(7,994)	(2,237)
Cash inflow before use of liquid resources and fimacing		5,270	9,140
Management of liquid resources	18	(5,064)	(11,308)
Financing	17	246	2,880
Increase in casd [( )			

# NOTES TO THE ACCOUNTS

		<u>2011</u> £000	<u>2010</u> £000	
1.	Funding body grants			
	Recurrent grant Specific grant Deferred capital grants released (see note 13) - Buildings - Equipment	41,199 2,366 1,747 132 45,444	43,198 1,515 1,408 192 46,313	
2.	Tuition fees and education contracts			
	Full-time students Full-time students charged overseas fees Part-time f(a)-6.95711(42.11221(e)3.74727(a).15(7)-6.95711(,)]TJ )3.74	32,028 10,058 4	31,086 5607,	1e-0[qg.3 -10

# NOTES TO THE ACCOUNTS

5. Staff (continued)

6.

<u>2011</u> £000	<u>2010</u> £000
724	751
14	12
88	83
826	846
	£000 724 14 88

Emoluments of senior post holders related to 6 beers of staff in 2011 (2010: 7 members of staff)

<ul> <li>Remuneration of other higher paid staff, excluding</li></ul>	<u>2011</u>	<u>2010</u>
employer's pension contributions	Number	Number
£100,000 to £110,000	1	1
£110,000 to £120,000	1	2
£120,000 to £130,000	1	-
£130,000 to £140,000	-	-
£140,000 to £150,000	-	1
£180,000 to £190,000	1	-
• Average staff numbers employed:	500	540
Academic staff (excluding part-time visiting lec <b>eus</b> )	532	513
Administrative, professional, technical and cle <b>rista</b> ff	672	643
Manual and maintenance staff	39	35
	1,243	1,191
Other operating expenses	<u>2011</u> £000	<u>2010</u> £000
Staff development	924	776
External Agencies and staff secondments	4,485	04,31
Other staff costs	530	507
Travel costs	1,546	1,419
Consumables and laboratory costs	1,405	397
Franchise costs paid to partner colleges and asimoly anisations	10,660	11,329
Student union grant	500	437
Student welfare	1,895	2,125
Office expenses	1,348	1,365
Books, periodicals and information services	1,838	,43 <b>6</b>
Non capitalised equipment	4,365	3,863

## NOTES TO THE ACCOUNTS

## 6. Other operating expenses (continued)

Within Legal and professional expenses are £21kQ2£6k) of fees paid to External Auditors for **sittles** other than Audit.Reimbursement to governors for travel and subsistempenses in attending Board and Committee meetings amounted to £4,340 and related to sixrgovs (2010: £1,665 paid to five governors).

<u>2011</u>	<u>2010</u>
£000	£000
1,028	1,040
631	552
559	788
2,218	2,380
	£000 1,028 631 559

### 8. Tangible assets: Group and University

#### **Tangible Fixed Assets**

	Freehold and Leasehold Land and Buildings £000	Leasehold Improve- ments £000	Equipment £000	Assets in course of construction £000	Total £000
Cost/valuation					
At 1 August 2010	91,680	1,891	41,765	4,601	139,937
Additions Transfers	6,439	-	541 -	9,399 (6,439) 	9,940
31 July 2011	98,119	1,891	42,306	7,561	149,877
Depreciation					
Accumulated at 1 August 2010	31,905	377	37,042	-	69,324
Charge for the year	3,044	76	1,595	-	4,715
31 July 2011	34,949	453	38,637		74,039
Net book value					
31 July 2011	63,170	1,438	3,669	7,561	75,838
31 July 2010	59,775	1,514	4,723	4,601	70,613

As a result of the Education Reform Act 1988 the niests in properties occupied by the University viprusly held by Dorset County Council (DCC), were formally transmed, under the direction of the Education Asset Board (EAB), to the University itself with effect from 1<sup>st</sup> April 1989. Similarly, the University also acqueit unrestricted title to those moveable assets according funds previously paid by the DCC.

## NOTES TO THE ACCOUNTS

## 8. Tangible assets (continued)

The cost/valuation of Land and Buildings comprises

Freeholds	<u>2011</u> £000	<u>2010</u> £000
Assets inherited upon incorporation: Property, valued at depreciated replacement cost Land, valued at transferred debt	,17 <b>07</b> 122	17,170 122
	17,292	17,292
Assets valued on an open market basis in 1990 Assets stated at cost	150 71,477	50 1 65,038
Assets held under finance leases (short leaseholds)	9,200	9,200
	98,119	91,680

The transitional rules set out in FRS15 Tangiblee FixAssets have been applied on implementing FRS15. Accordingly the book values at the date of impletation have been retained. In July 2011 freeholopherty was valued by Webb Valuations, who calculated apentor Insurance Reinstatement value of £234.9m blocta Book Value of £63.2m

Land and Buildings with a net book value of  $\pounds 630/47$  hcludes assets held under finance leases with abook value of  $\pounds 5,980k$  (2010:  $\pounds 6,210k$ ), on which  $\pounds 230/k$  depreciation was charged during the year.

## **Exchequer Funded Assets**

The net book value of exchequer funded assetse attainance sheet date was £21m. Where assets an eleval on the aid of Exchequer funded grants, the related to granter treated as deferred capital grants and subtraction income over the expected useful life of the assets. (Shee 13.)

#### Investments

Investments - University Shares in group companies Shares in CVCP Properties, plc Shares in LeNSE Limited Shares in Talis Shares in AdsFab Shares in Odstock Medical Ltd	Cost at 31 July 2011 £ 4 28,091 50,000 37,373 1,000 1 1 116,469	Cost at 31 July 2010 £ 8 28,091 50,000 37,373 1,000 1 116,473
Group Companies		
Southern Educational Enterprises Limited BU Innovations Limited Bournemouth University Limited South Coast Information and Library Services Lindite	- 2 2 - - 4	2 2 2 2 2 8

## NOTES TO THE ACCOUNTS

11. Creditors: amounts falling due within one year

Creditors. amounts failing due within one year	2011		2010	
	Group	University	Group	University
	£000	£000	£000	£000
Bank loans and overdrafts	2,045	2,045	793	793
Other loans	125	125	-	-
Obligations under finance leases	237	237	176	176
Trade creditors	4,408	4,396	3,890	4,318
Amounts owed to group companies	-	32	-	-
Other creditors	1,551	1,530	1,168	1,146
Social security and other taxation payable	1,236	,232	1,247	1,240
Accruals and deferred income	9,750	9,728	11,555	,5081
	19,352	19,325	18,829	19,181

Accruals and deferred income include £6,830k (2@80302k) of income received in advance in coninect/ith teaching and consultancy work.

12. Creditors: amounts falling due after more than oneyear

Group and University	<u>2011</u> £000	<u>2010</u> £000
Bank loans Finance leases Other creditor Other loans	12,921 9,687 200 313	13,000 9,923 124 -
	23,121	23,047

The bank loan is represented by £5m fixed rate lepayable by 2043 at an interest rate of 5.285 to 5.285

rate loan repayable by 2043 at ai387(\_)-6.95711(\_)6.38364()-6233.7un5 5 3 I25 [()-/(y)47s[(11.-29-30.389(294.4899.86 0 . -3e)7177.3,6.3px0(2(272 T75.42J3)3e)7177.36) T75.6456547487.77. -3e)7177.3,6.3px0(8)142 T75.42

# NOTES TO THE ACCOUNTS

## 15. Revenue reserves (continued)

Group retained surplus for year	£000
University surplus for year Surplus generated by subsidiary undertakings	9,169 8 30
	9,477

## 16. Reconciliation of consolidated operating surplus tonet cash inflow from operating activities

	<u>2011</u> £000	<u>2010</u> £000
Surplus after taxation Depreciation Deferred capital grants released Interest receivable Interest payable Pension contribution less amounts charged to <b>tipgra</b> urplus Decrease in stock Decrease in debtors Decrease in creditors Decrease/(Increase) on investments	9,477 4,715 (1,879) (426) 2,218 1,058 2 162 (830)	6,847 3,948 (1,600) (197) 2,380 564 20 2,078 (1,270) 2
	14,497	12,772

## 17. Analysis of changes in consolidated financing during the year

	Finance leases £000	Other Ioans £000	Bank Ioans £000	Total £000
At 1 August 2010	10,099	-	13,000	23,099
New leases/loans	-	500	-	500
Capital repayments	(175)	(63)	(16)	(254)
At 31 July 2011	9,924	437	12,984	23,345

#### 18. Analysis of changes in net funds

Analysis of changes in het		Cash	Non cash	
	At 1 August 2010	Movement	Movement	At 31 July 201
	£000	£000	£000	£000
Cash at bank and in hand	1,253	1,641	-	2,894
Bank overdraft	(793)	(1,189)	-	(1,982)
	460	452		912
Short-term deposits	23,367	5,064	-	28,431
Debts due within one year	(176)	54	(302)	(424)
Debts due after one year	(22,923)	(300)	302	9(212),
	728	5,270		5,998

#### NOTES TO THE ACCOUNTS

#### 19. Contingent liabilities

#### Nomination agreements

The University has entered into an arrangement WithTE for the supply of additional student accondation in two buildings, Purbeck House a 519 bed accommondation and Corfe House, a 308 bed facilityheT buildings are owned and managed by UNITE but they exist has a nomination agreement in place shah it guarantees a certain occupation level by its stude for which they pay full costs). If there we resufficient occupants the University would be liable to paytoup the guaranteed amount. To date no such claimes been made.

The University has entered into an arrangement Signature (Signpost Homes Limitetor the supply of additional student accommodation in three buildingseford House a 94 bed accommodation facility, may Regis House, a 400 bed facility and Chesil House (Cabed facility. The buildings are owned and mandating Spectrum but the University has a nomination agentering place such that it guarantees a certain paction level by its students (for which they pay full costs) there were insufficient occupants the University und be liable to pay up to the guaranteed amount. To date no claims have been made.

## 20. Operating lease and Capital commitments

At 31 July 2011 the group was committed to makingfollowing payments during the next year in sets pof operating leases:

<u>2011</u>

NOTES TO THE ACCOUNTS

#### NOTES TO THE ACCOUNTS

#### 21. Pensions (continued)

Because of the mutual nature of the scheme, them active assets are not hypothecated to individual tuntistins and a scheme-wide contribution rate is set. The tuntism is therefore exposed to actuarial risks consistent with other institutions' employees and is unable to tuby entry share of the underlying assets and liability of the scheme on a consistent and reasonable basis ane to tuby entry of the scheme as if it were a defined contribution here. As a result, the amount charged to the expenditure account represents the contribution and to the scheme in respect of the account in gove

The latest triennial actuarial valuation of the escole was at 31 March 2008. The actuary also carcies review of the funding level each year between triennial usations and details of his estimate of the funding el at 31 March 2011 are also included in this note.

The triennial valuation was carried out using threeject unit method. Using the FRS17 formula as SFSJ was a single employer scheme, the actuary estimated the adassets were sufficient to cover 104% of the formula had accrued to members after allowing for expetited to increase in earnings.

Since 31 March 2008 global investment markets to the function of the function

March 2008, adjusted to reflect the fund's actumatestment performance over the three years and geta ain market conditions.

The next formal triennial actuarial valuation is edas at 31 March 2011 and will incorporate allower for scheme benefit changes and any changes the trous the underlying actuarial assumptions. The contribution rate will be reviewed as part of exactly and may be reviewed more frequently.

At 31 March 2011, USS had over 142,000 active mesnaged the institution had 14 active members.

The total pension cost for the institution was £623 (2010: £120,767). This includes £12,115 (2010,055) outstanding contributions at the balance sheet  $\overline{date}$  contribution rate payable by the institution as 16% of pensionable salaries.

#### DCSS

This is a funded defined benefit scheme where **rituritions** payable are held in a trust separatedy in fithe University. Full actuarial valuations are carried triennially, with the last full valuation being 31 March 2010.

The valuation has been updated to 31 July 201 tquayified independent actuaries who estimate the tratet

liability as at 31 July 2011 4727(s)2.112(c)3.74889(o)-6.95711(n)-22856(2)-6.6107(l)-2.16107(a)-6.95826(a)3.74727(b)-6.9 6)56.997.15949113508(43.47856(4).27(a)3..7453.47856(4)%)56.997.15949(h)63.7727(a)3..7413.47856(4).27(a)3..7433.47856a4727(c4727(t)-2711t)

# NOTES TO THE ACCOUNTS

# 21. Pensions (continued)

# NOTES TO THE ACCOUNTS

## 21. Pensions (continued)

Amounts recognised in Statement of Recognised Gaiand Losses

	Year to 31 July 2011 £ 000	Year to 31 July 2010 £ 000
Actual return less expected return on pension sehæssets Experience gains and losses Changes in assumptions underlying the present vailthee scheme	1,364 951	3,443 -
liabilities	(3,710)	(2,938)
Actuarial (loss)/gain recognised in the statem <b>émeœ</b> gnised gains and losses	(1,395)	505

In 2010 a one-off actuarial gain on scheme liabisitof  $\pounds 2.7$  million was included due to the chaimgine flation rate used to calculate pension increases from RePto

# NOTES TO THE ACCOUNTS

# 21. Pensions (continued)

Reconciliation of opening & closing balances of theair value of scheme assets

	Year to 31 July 2011 £ 000	Year to 31 July 2010 £ 000
Opening fair value of scheme assets	37,796	28,859
Expected return on scheme assets	2,693	2,285
Actuarial gain	1,158	3,443
Contributions by employer	2,429	2,499
Contributions by scheme participants	1,201	1,149
Estimated benefits paid (net of transfers in)	(985)	(439)
Fair value of scheme assets at end of period	44,292	37,796

Reconciliation of opening & closing balances of theet pension deficit

	Year to 31 July 2011 £ 000	Year to 31 July 2010 £ 000
Deficit at beginning of the year Service cost Employer contributions Unfunded pension payments Past Service Costs Other finance costs Curtailments Actuarial gain	(21,476) (3,449) 2,417 12 (559) (38) (1,395)	(20,629) (2,799) 2,487 12 2,703 (788) (264) (2,198)
Deficit at end of the year	(24,488)	(21,476)

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# NOTES TO THE ACCOUNTS

# 21. Pensions (continued)

Year to

Experience adjustments on scheme liabilities Percentage of liabilities Experience adjustments on scheme assets Percentage of assets

Cumulative actuarial gain/(loss)

NOTES TO THE ACCOUNTS

23. Related Party Transactions (continued)